

HR Policy Manual V2.4.1

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Revision History

Sr. No	Page No	Summary of Change	Prepared By	Reviewed by	Approved by	Version No.	Effective Date
1	All	First Release	Smita Oberoi Team Member – HR	Tarun Agarwal Head – HR	Rishi Gupta CFO	1.0	March 2007
2	All	Updation and addition of Policies	Pranay Nagpal Team Member – HR	Ranju R. AVP – Talent Management	Manish Khera CEO	2.0	1 st May 2010
3	51, 52, 53, 57, 71, 75, 76, 77	New Joining relocation policy, Coverage of dependants in Insurance policy,	Pranay Nagpal Team Member – HR	Ranju R AVP – Talent Management	Manish Khera CEO	2.1	15th July 2010

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		updated mobile handset policy, updated travel policy, updated salary administration policy, updated confirmation policy, Flexi Basket Scheme.					
4	75, 71, 99, 84, 70, 103	Travel Policy, Leave Policy, Separation Policy, Benevolent Fund Policy, Employee Movement Policy, Addition of Annexures of various policies	Shruti Gupta Team Member – HR	Sanjay Kumar Head – HR	Manish Khera CEO	2.2	5th December 2012
5.	27, 113, 118, 119, 120, 61-69	Change in name of Departments, Addition of Knowledge Management Policy, R&R Policy, Rehire Policy and Buddy Mentor,	Jayati Arora Team Member- HR	Ranju R. Team Lead- HR	Sanjay Kumar HoD- HR	2.3	17 th April 2013

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		upadation of PMS Process flow for Band 1, 2 and 3					
6.		Change in Travel Policy	Jayati Arora Team Member- HR	Ranju R. Team Lead- HR	Sanjay Kumar HoD- HR	2.4	21 st . Septembe r.2013
7.	All	Chang in PMS Policy, Domain names	Jayati Arora Team Member- HR	Shavika Sindwani Team Lead- HR	Sanjay Kumar HoD- HR	2.4.1	9 th . Decembe r.2013

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Dear Colleague,

It gives me immense pleasure to share the FINO PayTech Ltd. Employee Handbook.

We at FINO PayTech Ltd. intend to:

- **Source & Select** the best and brightest talent based on capabilities, role-fit and culture-fit.
- **Develop & Encourage** the acquired talent through induction, talent transformation, talent engagement and development programs like performance management, career management, counseling, mentoring and other employee assistance programs.
- **Reward & Retain** the best performers through recognition, leadership opportunities, timely training, career growth programs and efficient salary management systems.
- **Redeploy & Retire** based on the business needs and people competencies.

This handbook will act as a ready reference. As we go along, we will keep reengineering and improving all our policies and processes keeping employees and company's interest in mind. We will build a responsive, respectful and delightful work environment.

All the rules are discussed in detail later in the handbook. In case any doubt persists regarding the interpretation of any provisions of these rules, the matter shall be referred to Head-HR, who shall decide the on case to case basis with the approval of the Senior Management. Any exception/addendum to the Policy would necessarily require Head of HR's approval.

Wishing you all a successful and rewarding career at FINO PayTech Ltd.

Rishi Gupta

Chief Operating Officer & Executive Director

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About the HR Policy Manual

The FINO PayTech Ltd. HR Policy Manual is designed to be easy to use, whether you read it cover to cover or simply use it as a reference when you have specific questions.

- This policy manual is applicable to all grades of employees.
- It creates a good understanding about FINO PayTech Ltd. Culture & Policies among employees.
- It ensures that the employees are aware of all the benefits and services provided by the organization.
- The company reserves the right to interpret, modify, revise, supplement, or rescind any policies or portion of the FINO PayTech Ltd. HR policy manual from time to time as it deems appropriate. Such revisions may be made at the Company's sole discretion and may be made with or without prior notice. Employees are therefore requested to refer to HR for updated policies.
- The content of the HR Policy manual should not be distributed to any external person/agencies outside the company. Any duplication and re-issue of the material contained herein would be construed as an infringement and violation of our confidentiality policy.

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FINO PayTech Limited

“Hire character. Train skill”.

- Peter Schultz

Business beyond numbers, the great Henry Ford once said “A business that makes nothing but money is a poor business”. Welcome to FINO PayTech Ltd. – A business with human face. FINO PayTech Ltd. is a network of multidimensional ideas and individuals who share mutual passions and have common dreams and goals- serving the bottom billion profitably, with market led solutions. FINO PayTech Ltd. as an organization is caring, compassionate and has a relatively flat structure. A professional company with a marked difference in terms of its customer base and contribution to nation building.

FINO PayTech Ltd. was incorporated in June 2006 and launched on 13th July, 2006. The company was founded with the single objective of building technologies to enable financial institutions (FIs) to serve the under-served and the unbanked sector and also to service the technology requirements of entities engaged in servicing the bottom of pyramid customers. One of the biggest challenges in the micro banking industry is the huge amount of paperwork and human effort traditionally involved in supporting micro-transactions and credit scoring potential customers. Other hurdles include Information gap, accessibility and reach, infrastructure, illiterate populace & fool proof identity. High costs coupled with low returns did not make microfinance viable beyond a certain threshold, thus hampering growth. The concept of FINO PayTech Ltd. was germinated to overcome all the above mentioned hurdles and make financial services available to the unbanked.

Today, when FINO PayTech Ltd. has made its mark at national as well as at global levels among multilateral agencies, national and state governments, technology and financial services providers, opinion leaders, policymakers and has been a thought and process leader in branchless banking space, we look forward for passionate individuals across the world who share our vision and believe in FINO PayTech Ltd.’s model to be part of the mission – enabling Financial Inclusion.

A short list of sectors where FINO PayTech Ltd. is engaging with companies is:

- Banks & MFI’s
- NBFC
- Government- RSBY & NREGS.
- Dairy – Private and NDDB

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FINO PayTech Ltd. Vision

To be the universally preferred choice of customers fulfilling all financial service needs

FINO PayTech Ltd. Mission

We commit to making transformational difference globally by:

- Meeting the financial products & service needs of unserved and underserved retail customers' through all possible channels
- Attracting and retaining a diverse workforce and providing a collaborative work environment that fosters innovation
- Building sustainable collaborative strategic partnerships to develop a global ecosystem
- Making a difference in the lives and livelihoods of all our customers and others in the FINO PayTech Ltd. ecosystem

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1. CODE OF CONDUCT

1.1. Preamble:

- FINO PayTech Ltd. expects all its employees, business coordinators, district coordinators and officers to act in accordance with high professional and ethical standards. You must be, and be seen to be, committed to integrity in all aspects of your activities and comply with all applicable laws, regulations and internal policies.
- In accepting a position with FINO PayTech Ltd. or any of its subsidiaries, each of you becomes accountable for compliance with the law, with the FINO PayTech Ltd. code of conduct ('the Code'), and with policies of your respective business units.
- The standards of the Code are not necessarily prescribed by the regulators - they are something, which a well respected institution must have in place and adhere to on an ongoing basis. We therefore expect a high level of ethical conduct.
- You must conduct your duties according to the language and spirit of this Code and seek to avoid even the appearance of improper behavior. You should be aware that even well intentioned actions that violate the law or this Code may result in negative consequences for FINO PayTech Ltd. and for the individuals involved.
- While covering a wide range of business practices and procedures, these standards cannot and do not cover every issue that may arise, or every situation where ethical decisions must be made, but rather set forth key guiding principles that represent FINO PayTech Ltd.'s policy.

1.2. Conflict of Interest and Outside Activities

1.2.1 Conflict Of Interest – general principles

- Conflicts of interest can occur if our business practices sacrifice interests of one set of customers in favor of another or place business interests ahead of customers.

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- You would be expected to be sensitive to any activities, interests or relationships that might interfere with or even appear to interfere with, your ability to act in the best interests of FINO PayTech Ltd. and its customers.
- Examples of situations that could involve conflicts of interest include:
 - a) Selling a product that is profitable for FINO PayTech Ltd. but not appropriate for the customer;
 - b) Ownership, by employees or their family members, of a significant interest in any outside enterprise, which does or seeks to do business with or is a competitor;
 - c) Acting as a broker, finder, go-between or otherwise for the benefit of a third party in transactions involving or potentially involving FINO PayTech Ltd. or its interests;
 - d) Working, in any capacity, for a competitor, customer, supplier or other third party while employed by FINO PayTech Ltd.;
 - e) Competing with FINO PayTech Ltd. for the purchase or sale of property, products, services or other interests;
 - f) Having an interest in a transaction involving FINO PayTech Ltd., a competitor, customer or supplier (other than as an employee, ,business coordinator , district coordinator or officer of FINO PayTech Ltd. and not including routine investments in publicly traded companies);
 - g) Directing business to a supplier owned or managed by, or which employs, a relative or friend.

1.2.2 Conflicts of interest arising out of personal Investments

While undertaking the personal investments, it should be borne in mind that such investments might not:

- Affect or appear to affect your ability to make unbiased business decisions for FINO PayTech Ltd.;
- Be contrary to FINO PayTech Ltd.'s interests (e.g. using proprietary knowledge obtained through the course of employment to make investments that are not in the best interest of FINO PayTech Ltd.);
- Be in the businesses of FINO PayTech Ltd.'s customers, suppliers, or competitors that could cause divided loyalty, or even the appearance of divided loyalty.

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1.2.3 Conflicts of Interest – Dos and Don'ts

Do

- Act in the best interests of FINO PayTech Ltd. and its customers and handle activities, interests or relationships in a sensible manner
- Handle Conflicts of interest as mentioned above.

Don't

- Undertake personal investments or outside activities that create conflicts of interest

1.3. Privacy / Confidentiality

1.3.1 Proprietary and Confidential Information

- You must always protect the confidentiality of proprietary and confidential information you obtain or create in connection with your activities for FINO PayTech Ltd., in accordance with the applicable law. Your obligation to protect FINO PayTech Ltd.'s proprietary and confidential information continues even after you leave the company, and you must return all proprietary information in your possession upon leaving FINO PayTech Ltd.
- Proprietary and confidential information include any system, information or process that gives FINO PayTech Ltd. an opportunity to obtain an advantage over competitors; non public information about FINO PayTech Ltd. businesses, its customers and its employees, any other non public information received.
- Proprietary and confidential information about FINO PayTech Ltd., a customer, supplier or distributor, should not be disclosed to anyone (including other employees) not authorized to receive it or has no need to know the information, unless such disclosure is authorized by the customer, etc., or by law, appropriate legal process or appropriate internal authorities.
- Intellectual property of FINO PayTech Ltd. such as trade secrets, patents, trademarks and copyrights, as well as business, research and new product plans, objectives and strategies, records, databases, salary and benefits data, employee medical information,

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customer, employee and suppliers lists and any unpublished financial or pricing information must also be protected.

- Unauthorized use or distribution of proprietary information violates the internal policies and could be illegal. Such use or distribution could result in negative consequences for both FINO PayTech Ltd. and the individuals involved, including potential legal and disciplinary actions.
- Acts of ignorance that could lead to such proprietary information, especially through electronic means – like CDs, floppy etc., may lead to investigation and probe against the employees.
- We, at FINO PayTech Ltd., respect the proprietary rights of other companies and their proprietary information and require you also to observe such rights.

1.3.2 Privacy of Employee Information

At FINO PayTech Ltd., we recognize and protect the privacy and confidentiality of employee medical and personal records. Such records would be shared strictly on need to know basis or as required by law, rule and regulation or when authorized by the employee or as per subpoena or court order and requires approval by internal counsel.

1.3.3 Privacy and Confidentiality – Do's and Don'ts

Do

- Properly control access to your work areas and computers
- Ensure appropriate destruction of business related documents when not required for work
- Obtain any relevant information directly from the person concerned
- Protect the physical security of official information
- Access to information or data by outsourced will also be subjected to the relevant employee's accountability, in case such data is misuse
- Keep customer information secured at all times and uphold FINO PayTech Ltd. Privacy Promise for customers
- Limit access to information strictly to those with a legitimate business reason for seeking that information

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- Comply with local data protection and privacy laws that affect the collection, use and transfer of personal customer information
- While accessing Intranet and Internet, ensure compliance with internal policies and procedures
- Ensure that worldwide electronic information exchange and dialogue, electronic business dealings are all as per internal policies and procedures

Do not

- Discuss sensitive matters or confidential information in public places
- Transfer official information into personal databases or carry hard copies of official information (otherwise than for official purposes) outside the office, without prior permission from your superior
- Pass information, in any manner, directly or indirectly to any recruitment/search agencies or to competitor or any other organizations

1.4. Gifts and Entertainment

1.4.1 Accepting Gifts and entertainment- General Principles

In general, all staff should not accept gifts - anything of value (including entertainment) from current or prospective customers or suppliers, unless it is in accordance with the Code.

1.4.2 Giving gifts and entertainment - Bribery and corruption

- Bribery/Corruption is defined as the receiving or offering of an undue reward to any third party.
- You must note that FINO PayTech Ltd. follows zero tolerance approach towards Bribery and Corruption.
- You must not make any payment to or for anyone for the purpose of obtaining or retaining business or for obtaining any favorable action. If you are found to be involved in making such payments, you would be subject to disciplinary action as well as potential civil or criminal liability for violation of the Code.

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- You should not offer or give any funds or property as donation to any government agency or its representatives, in order to obtain any favorable performance of official duties.
- While you are expected to put in best of your efforts in every transaction, you will not be penalized by FINO PayTech Ltd. for delayed performance of a transaction solely on the grounds of refusal to pay bribes.

1.4.3 Gifts and entertainment – Do's and Don'ts

Do

- Accept gifts only if it is in line with the Code and related internal guidelines

Do Not

- Make any payment to or for anyone that could tantamount to bribe/corruption

1.5. Protecting FINO PayTech Ltd.'s Assets

Protecting FINO PayTech Ltd.'s assets against loss, theft or other misuse is the responsibility of every employee, business coordinator, district coordinator and officer. Loss, theft and misuse of FINO PayTech Ltd.'s assets directly impact our profitability. Any suspected loss, misuse or theft should be reported to your supervisor or the Chief Financial Officer.

1.5.1 Protecting FINO PayTech Ltd's Assets – Dos and Dont's

Do

- Use FINO PayTech Ltd. assets (physical and intellectual) only for official purposes
- Report any misuse by any employee, outsourced or agents of FINO PayTech Ltd. that comes to your notice.

Do not

- Copy, sell, use or distribute information, software and other forms of intellectual property in violation of licenses

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- Misappropriate FINO PayTech Ltd. assets as it is a breach of your duty and may constitute an act of fraud against FINO PayTech Ltd.
- Use official resources in another business in which you, a friend or family member is involved
- Use official stationery, supplies, and equipment for personal or political matters.

1.6. Workplace Responsibilities

1.6.1 Fair Employment Practices and Diversity

- FINO PayTech Ltd. is committed to adoption of fair employment practices. It ensures diversity of workplace through efforts to recruit, develop and retain the most talented people from a diverse candidate pool. It upholds the principle that advancement is based on talent and performance and there is a commitment to equal opportunity.
- As a fair employment practice, we expect that you shall not (during the course of your service or upon cessation of your service for a period of six months from the date of cessation) directly or indirectly on your own accord or on behalf or in conjunction with any other person, convey or solicit or attempt to work or induce any employee or business associate to leave their current employment with FINO PAYTECH and join the service of any competitor.

1.6.2 Fair Competition

Although it is common to gather information about the general marketplace, including competitors' products and services, the Company wants to compete fairly.

1.6.3 Drug Free Workplace

You should ensure that your workplace is healthy and productive and free from drugs

1.6.4 Discrimination and Harassment and Intimidation

- FINO PayTech Ltd. is committed to prohibition of harassment and intimidation of employees in the workplace. FINO PayTech Ltd. discourages conduct that implies granting or withholding favors or opportunities as a basis for decisions affecting an individual, in return for that individual's compliance. Such harassment is the easier

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form of harassment to identify because it takes the form of either a threat or a promise, whether explicit or implied.

- FINO PayTech Ltd. has a Gender Neutral Policy that prohibits unwelcome advances, requests for sexual favors, or other verbal or physical conduct where such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

1.6.5 Safety in the Workplace

- FINO PayTech Ltd. considers safety of employees as the primary concern. FINO PayTech Ltd. is committed to safety of employees and expects its businesses and employees to comply fully with appropriate laws and internal regulations.
- FINO PayTech Ltd. encourages responsible behavior of its employees and colleagues that result in the best possible accident prevention measures. This applies both to the technical planning of workplaces, equipment, and processes and to safety management and personal behavior in everyday workplace.
- Your work environment, therefore, must conform to the requirements of health oriented safety design and you must constantly be attentive to safety principles.

1.6.6 Fair Treatment of counter-parties

- The quality of our relationships with our suppliers and other external counter-parties often has a direct bearing on the quality of our products, services and ultimately our customer relationships. We therefore expect our suppliers to operate to the same standards as we expect of ourselves.
- All such relationships with external counter-parties should be conducted in professional and impartial manner. Vendor selection and hiring decisions must be made objectively and in best interest of FINO PayTech Ltd., based on evaluation of integrity, suitability, price, delivery of goods/ service, quality and other pertinent factors. You should commit to fair contract and payment terms with them in return of good service at a good price supplied in a responsible manner.
- Your personal relationship with contractors, suppliers and vendors should be disclosed to your superior at the time of entering into the transaction and should not

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influence decisions made on behalf FINO PayTech Ltd.. Negotiations with customers and potential customers should be conducted in a professional manner.

- Vendors or suppliers should not be used for any personal purposes, so as to have any conflict of interest while dealing with them.

1.6.7 Corporate Opportunities

- Employees, business coordinators, district coordinators and officers are prohibited from taking for themselves business opportunities that arise through the use of corporate property, information or position. No employee, business coordinator, district coordinator or officer may use corporate property, information or position for personal gain, and any employee, business coordinator, district coordinator or officer may compete with FINO PayTech Ltd..
- Competing with FINO PayTech Ltd. may involve engaging in the same line of business as FINO PayTech Ltd., or any situation where the employee, business coordinator, district coordinator or officer takes away from FINO PayTech Ltd. opportunities for sales or purchases of property, products, services or interests.

1.6.8 Contact with Media

In order to pro-actively manage our reputation with the media and to ensure consistency of messages, interaction with media must only occur with the prior approval of Corporate Communications team.

1.6.9 Workplace responsibilities – Do's and Don'ts

Do

- Respect personal dignity, privacy, and personal rights of every individual
- Work together with women and men of various nationalities, cultures, religions, and races in a professional manner
- Be open and honest and stand by your responsibility
- Treat our customers, suppliers, competitors and employees fairly
- Maintain the safe and healthy working environment provided by the company
- Be committed to prevent wasteful use of natural resources

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Do not

- Discriminate, harass or offend anybody by whatever means, be it sexual or otherwise
- Use FINO PayTech Ltd. systems to transmit or receive electronic images or text of a sexual nature or containing ethical slurs, racial epithets or other harassing, offensive or lewd materials
- Obtain competitive information by unethical or illegal means, such as corporate espionage or improper access to confidential information
- Engage in contacts with competitors that could create even the appearance of improper agreements, whether the contact is in person, in writing, by telephone or through e-mail
- Take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts or any other unfair dealing practice
- Do not issue directives to violate the terms of vendor's contracts

1.7. Raising Ethical Issues

- FINO PayTech Ltd. encourages employees to report to their supervisor/HR/compliance, concerns and suspected violations of the Code, internal policies, external legal and regulatory requirements etc. You may choose to remain anonymous if you wish. All significant breaches should be escalated immediately.
- FINO PayTech Ltd. will conduct prompt and thorough investigations of alleged violation and take appropriate corrective action.
- Retaliatory action against an employee for making a good faith report is prohibited.
- HR takes appropriate actions against individuals who have broken laws, rules and regulations.
- An employee who knowingly violates the internal policies and guidelines shall be subject to disciplinary action, including demotion or dismissal.
- In case of any doubts in undertaking any new role, assignment or responsibilities, please ensure all dos and don'ts are well understood, so as to avoid pleading ignorance by overstepping on some protocols.

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1.7.1 Investigations

You are required to cooperate fully with authorized internal and external investigations. Making false (or misleading) statements to regulators/auditors/FINO PayTech Ltd. representatives during investigations can be a criminal act that can result in heavy penalties.

1.7.2 Raising ethical issues – Dos and Don'ts

Do

- Report to your supervisor/HR/compliance, concerns and suspected violations of the Code, internal policies, external legal and regulatory requirements etc

Do Not

- Knowingly withhold information that raises ethical questions and bring such issues to the attention of senior management or ensure reporting as per the applicable Whistle Blower Policy
- Destroy records that are potentially relevant to a violation of law or any litigation or any pending, threatened or foreseeable government investigation or proceeding

1.8 Special Responsibilities of Superiors and Managers

In addition to responsibilities as employees, supervisors and managers must abide by the:

- **Duty of selection** - Carefully select the employees for a job in light of their personal and professional qualifications. The duty of care increases with the importance of the obligation to be entrusted to the employee
- **Duty of instruction** - Formulate obligations in a precise, complete, and binding manner, especially with a view to ensure compliance with provisions of instructions.
- **Duty of monitoring** - Ensure that compliance with provisions of applicable laws / regulations is monitored on a constant basis (duty of monitoring).

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- **Duty of communication** - Communicate to the employees that any violation of the applicable laws / regulations are disapproved of and would have disciplinary implications.

1.8.1 Special responsibilities – Do's and Don'ts

Do

- Strive to create and sustain an environment that promotes ethical behavior
- Assist your staff to understand and apply the internal policies and procedures
- Encourage and practice whistle blowing, so as to avoid any doubts later as to an offence being committed with your knowledge, which could be construed as connivance by the employee

Do Not

- Issue directives to violate the terms of internal policies/procedures

1.9 Compliance with laws, rules and regulations

It is FINO PayTech Ltd.'s Policy to maintain an open and co-operative relationship with our regulators and to comply with all applicable laws, rules and regulations. The Company also disseminates information regarding compliance with laws, rules and regulations that affect business.

Violation of the law must be avoided under any circumstances, especially violations that attract punishment of imprisonment, monetary penalties, or fines. Notwithstanding the legal consequences of such violation, any employee found guilty will be additionally liable to disciplinary actions, initiated by the company for violating the Code.

Particular care should be taken to act legally in those areas where the law is evolving rapidly or is being extended to cover activities that have not been covered by legal requirements in the past.

Compliance – Do's and Don'ts

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Do

- Comply with all applicable laws, rules and regulations
- Contact with regulators through designated officials as per internal guidelines

Do Not

- Commit an illegal or unethical act, or instruct others to do so, for any reason
- Commit such acts simply because you see someone else doing it, or your supervisor not warning you

1.10 Key Irregularities

- While the Company believes that the employees would realize and appreciate the need to follow this Code in letter and spirit, in an unfortunate incident or act of breach, corrective and deterrent action becomes unavoidable. Therefore any breach of the stipulations mentioned in the Code should be treated as misconduct for which appropriate penalty would be imposed.
- Based on the intent, seriousness and mitigating/extenuating circumstances of such non-compliance the breaches can be broadly classified into four categories as detailed hereunder.

1.9.1 Habitual Irregularities

Repeated negligence in performing duties, depending on the gravity and consequences to the Company may fall under this category. Illustrative behavior includes:

- Unpunctual or irregular attendance, leaving workplace without permission, habitual or prolonged absence without leave
- Negligence or failure to take due care while obtaining and preserving documents/records
- Negligence or failure to ensure accuracy and timely completion of work
- Indecent/discourteous behavior with customers, employees, superiors etc
- Not following the prescribed dress code

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- Showing an intransigent or unreasonably negative attitude to management and/or fellow employee's
- Minor breach of health and safety requirements
- Smoking in a non designated area
- Careless use of the Company's equipment or furniture
- Refusing to attend nominated training programmes unless agreed upon with superior
- Use of foul or abusive language (whether verbal or in writing)
- Refusing a reasonable request to moderate changes in responsibilities if such a change is a business necessity
- Being under the influence of alcohol and/or drugs not medically prescribed when at work (whether on FINO PayTech Ltd. premises or otherwise)
- Consumption or being under the influence of drugs not medically prescribed and/or excessive alcohol at a management sponsored event
- Indulging in habitual errors, negligence while performing duties

1.9.2 Gross/serious violations

- Any act which is in breach of the Code, internal policies/procedures and which may cause financial loss or reputation risk to the company falls under this category. Illustrative behavior under this category includes:
- Failing to comply with FINO PayTech Ltd. policies, procedures, rules and working practices
- Obstructing the customers from dealing with FINO PayTech Ltd. or obstructing other employees from discharging their responsibilities
- Engaging in any other trade/business/employment while in the employment of the company without confirming with your supervisor
- Participation in any demonstration against the company or its Officials
- Accepting gifts and favors from clients and vendors in violation of relevant guidelines
- Disrupting/slowing down of continuous customer service or work, in the branch or office –either solely or by way of participation in strike, bandh etc
- Taking a decision which has financial implications favoring you or any of your team member or relatives
- Involvement in harassment including sexual harassment or racial harassment

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- Failure to take all possible steps to protect the interest of FINO PayTech Ltd. and to perform duties with utmost integrity, honesty, devotion & diligence
- Indulging in any act which is likely to cause damage/loss to the property and which are prejudicial to the reputation and interest of FINO PayTech Ltd.
- Failure to act in the best judgment while performing duties as well as while exercising delegated power entrusted by FINO PayTech Ltd.
- Failure to avoid indebtedness in any manner while in service
- Engaging in and/or facilitating any financial dealing/s including money lending whatsoever with colleagues
- Any act which brings or has the potential to bring disrepute to the image of FINO PayTech Ltd. at all times
- Any other act which is against the ethos/culture of the company

1.9.3 Fraudulent Irregularities

Any act with a fraudulent or malafide intention irrespective of whether there was any financial loss or loss of reputation of FINO PayTech Ltd. falls in this category. Some illustrative behavior under this category would include:

- Suppressing or misrepresentation of facts
- Any act of creation/acceptance of fake/incorrect/fraudulent records or manipulation of records with fraudulent intention i.e. fudging of records, MIS records etc
- Failure of due diligence in any deal/transaction to avoid any possibilities of a fraud or money laundering
- Theft or pilferage or any dishonest act
- Involvement in any act in the area of corruption, misuse of office, criminal offences, suspected or actual fraud etc

1.9.4 Irregularities in High Risk Areas

Any act which may not be apparently with fraudulent intention but are considered as High Risk area irrespective of any financial loss or loss to the reputation of FINO PayTech Ltd. falls in this category. This includes:

- Failure to act in spite of having knowledge of wrong things being practiced,

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- Failure to take corrective steps to stop such wrong practices,
- Failure to escalate such matters to higher authorities

The areas considered, as High Risk will be assessed by the Senior Management of the Company. The Senior Management of the Company will also have the power and authority to notify the list of High Risk areas from time to time. It must be noted that irregularities cited in the above categories are indicative in nature and the lists are not exhaustive.

1.10 Disciplinary Procedures

- The primary objective of the disciplinary procedure is to make employees aware of the instance/s of apparent and reported breach of the Code on their part and to afford such employees with an opportunity of making submission against such reported instance/ s including improving their attendance, work performance or amending/rectifying their conduct as the case may be, should they fall below the standards expected by FINO PayTech Ltd..
- When deciding upon the appropriate way to deal with any potential issues an employee has in meeting FINO PayTech Ltd. standards, the reasons behind this difficulty will be considered. There may be occasions when problems are due to an employee's incapability to do his/her job, personal circumstances or health rather than there being any measure of personal blame. In such cases, the employee will be informed by the immediate manager that he/she is not meeting the required standards.
- The immediate manager will discuss his or her concerns with the employee and where appropriate, will agree objectives with the employee to be achieved over a reasonable period of time. The immediate manager will also discuss any assistance the employee may require, including where practicable - training. If after a reasonable time, an employee is still unable to reach the required standards, the matter may be dealt with within the context of the disciplinary procedure.
- If the problem relates to the employee's health, the immediate manager may arrange for the employee to see FINO PayTech Ltd. nominated Medical Advisor.
- If the problem stems from the employee's failure to demonstrate satisfactory conduct, or there are problems with the employee's performance e.g. due to the

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employee's inattention or lack of motivation, the disciplinary procedure will be implemented.

- Usually disciplinary procedure would start after detailed fact finding exercise/internal investigation including one-to-one discussion with the concerned employee, wherever possible-by the respective business team, is carried out and a detailed report to that effect is submitted to HR. In deserving cases such investigation may be carried out independent of the respective business team.

1.10.1 Disciplinary action

Depending upon the nature and seriousness of non-compliant behavior, the Company may take corrective action against the erring employees. The Company may prefer civil or criminal action against errant employees. Such actions may include penalties as deemed appropriate considering the nature of violation and its implications on the Company. The extenuating / mitigating circumstances, if any, may also be considered while taking action. These actions could be – Cautionary Action, Deterrent Action and Capital Action

1.10.2 Cautionary action

The cautionary or exemplary action(s) may be in the form of:

- Condoning, advising, warning, censuring etc
- Imposition of fine
- Suspension from employment for a certain period of time
- Adversely impacting annual performance rating
- Withholding of increment
- Withholding of performance linked bonus / incentive (partly)

1.10.3 Deterrent action

The deterrent action(s) may be in the form of:

- Recovery of full / partial monetary loss caused or likely to be caused to FINO PayTech Ltd.
- Suspension from employment for a certain period of time
- Withholding of increments

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- Withholding of Performance linked bonus / incentive
- Withholding of promotion
- Demoting to the lower grade or level
- Reduction in basic salary

1.10.4 Capital action

The capital action may be in the form of:

- Termination of services
- Dismissal from services

1.10.5 Process for taking disciplinary action

- It must be clearly understood that the Company will be the sole judge to decide on the categorization of breaches as also the form of corrective actions.
- All disciplinary action would start on the basis of the report received by the HR from the respective business team after following the process as described in the foregoing.
- Depending upon the nature of such report employee/s would be informed in writing of the gist of the instance/s of breach of the Code reported against them and would be afforded with an opportunity to make their submission/s in writing within specific time frame to the designated official in HR. On receipt of such communication from HR employees would be required to make their submission/s in writing which would be taken into consideration while arriving at a decision. However, in case employee/s choose not to avail of such an opportunity within the specific time frame or within extended time frame, if allowed by HR in deserving cases, it would be construed that the employee concerned has no submission to make and accordingly the matter would be decided upon ex-parte and any decision taken in that circumstances would be binding on the concerned employee.
- The range of possible actions outlined above should not be regarded as necessarily either sequential or cumulative. FINO PayTech Ltd. reserves the right to omit any or all of the levels of action where it considers it appropriate. It is for the relevant manager to decide which of the possible responses is appropriate in any given case. For example, if a single breach of discipline is serious (albeit it may be the

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employee's first breach of discipline) the employee may be given a final warning notwithstanding the fact that no previous warnings have been given.

1.11 Compliance with the Code

- FINO PayTech Ltd. recognizes the need for this Code to be applied equally to everyone it covers. All employees, business coordinators, district coordinators and officers are expected to comply with all of the provisions of this Code. The Code will be strictly enforced and violations will be dealt with immediately, including subjecting persons to corrective and/or disciplinary action such as dismissal or removal from office.
- FINO PayTech Ltd. encourages all employees, business coordinators, district coordinators and officers to report any suspected violations promptly and intends to thoroughly investigate any good faith reports of violations. FINO PayTech Ltd. will not tolerate any kind of retaliation for reports or complaints regarding misconduct that were made in good faith. Open communication of issues and concerns by all employees, business coordinators, district coordinators and officers without fear of retribution or retaliation is vital to the successful implementation of this Code. You are required to cooperate in internal investigations of misconduct and unethical behavior.

2 GENDER NEUTRAL POLICY

2.1 Purpose:

FINO PayTech Ltd.'s philosophy is to be a professional organization, encouraging growth of individuals irrespective of gender, religion, caste or community. FINO PayTech Ltd. endeavors to ensure a safe, secure and congenial work environment, so that employees can deliver their best without inhibition. Through all its policies, FINO PayTech Ltd. seeks to ensure that both genders have equal opportunities and no preferential or discriminatory treatment is meted out to anyone on grounds of gender.

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In that context, where a considerable percentage of the workforce is women, the need was felt to spread awareness to prevent gender related harassment or discrimination, and in event of such occurrence, provide recourse to the concerned individual.

2.2 Definitions:

The awareness of the broader problem of gender discrimination and the specific instances of sexual harassment gained focus in the 1970s. But even today there is little agreement on the definition of such behavior. Research shows that men and women differ in what they view as acceptable behavior. Women define a wide variety of sexual behaviors at work as sexual harassment, while men tended to rate only the more extreme behaviors as harassment. (Collins and Blodgett, 1981)

2.3 What is Sexual Harassment?

Sexual harassment is a serious offence that can destroy human dignity and violates the right to gender equality, the right to 'life and liberty', and the fundamental right 'to practice any profession or to carry out any occupation, trade, or business.' It is an act amounting to misconduct in employment. The complainant (victim) does not have to be the person harassed but could be anyone affected by the offensive conduct.

Sexual harassment in the workplace has been defined as including unwelcome sexually determined behavior, whether direct or implicit. It could include any of the following behaviors:

- Eve teasing including any indecent gesture, use of indecent language, or any act intended to insult the modesty of a woman or intruding the privacy of a woman employee;
- Unsavory or sexually colored remarks, jokes, innuendos, taunts, pet names;
- Steering conversation improperly towards sexual preferences, fantasy, or sex life;
- Gender based insults or sexist remarks;
- Unwelcome sexual hints/ suggestions in any manner such as over telephone and the like;
- Touching or brushing against any part of the body and the like;

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- Displaying pornographic or other offensive or derogatory pictures, cartoons, pamphlets, sayings, items or décor
- Forcible physical touch or molestation;
- Physical confinement against one's will and any other act likely to violate one's privacy.

In addition,

- It could be done by a person individually or acting with others
- It could be directed at either males or females
- It could occur between peers or individuals in a hierarchical relationship (covert or overtly use of power inherent in the status of the manager to affect negatively an employee's work experience and opportunities)
- It could either result in a "Quid Pro Quo" (this in exchange for something) or in a hostile working environment. (To threaten, coerce, or intimidate an employee to accept sexual advances or making employment decision affecting the individual or create an intimidating, hostile, or offensive working environment)

Any of these acts is discriminatory when the person has reasonable grounds to believe that her objection would disadvantage her in connection with her employment or work including recruitment or promotion, or when it creates a hostile work environment or other adverse consequences.

2.4 Complaints Mechanism:

2.4.1 Complaints Committee – The Complaints Committee has been constituted to take up and enquire into cases of sexual harassment and gender discrimination. The committee members are as follows:

1. Ms.Jenny Rajan - Chairperson
2. Ms. Ranju R – Secretary
3. Mr. Vikas Guru
4. Ms. Kavita Sachwani
5. Ms.Shalini Rajani
6. Ms. Stella Bhattacharya
7. Mr.Mujahid Ahsan

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8. Mr.Sanjay Kumar
9. NGO/ Third party Member – To be appointed.

2.4.2. Steering Committee – The Steering Committee has been constituted to objectively review the facts and recommendations of the Complaints Committee in any case of sexual harassment or gender discrimination, and decide as to the appropriate course of action for dealing with the same.

The members are:

1. Mr. Rishi Gupta
2. Mr. Rajeev Arora

2.5 Complaint Process:

- The aggrieved person should give a written complaint to any of the Committee members at the earliest point of time and in any case within 15 days from the date of occurrence of the alleged incident.
- The Committee member would forward the complaint immediately to the Secretary who would appoint an investigations team.
- The complaint would be investigated by three members of the Complaints Committee with at least one of them being a female member.
- The complaint should contain all the material and relevant details concerning the alleged harassment including the name of the contravener.
- Confidentiality of the identity of the involved parties will be maintained by the Committee members.
- The Complaints Committee will enquire into the matter within 2 days or hold an enquiry if necessary. It would be entitled to elicit all forms of evidence in this regard and the concerned parties would co-operate. The entire process will be completed within 30 days from date of submission of the complaint.
- Both parties will be given an opportunity to present their views to the Committee. After examination of the complaint, the Committee will submit its recommendation to the Steering committee.
- Based on the enquiry report and recommendation of the Complaints Committee, the Steering Committee would decide on the appropriate course of action.

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- If the employee is found guilty then the Steering Committee shall decide on the appropriate punishment and in consultation with HR shall initiate the disciplinary action, including a verbal or written warning, suspension, or termination of employment. If the action amounts to offence under Indian Penal Code, then the Company will initiate criminal proceedings.

2.6 Guidelines to the Individual:

The primary focus of this policy is to ensure a congenial work environment that is free from threat or fear. There are a few things you can do to help translate the policy into day-to-day practices.

- Discrimination can take many forms: spoken, unspoken, or physical. Recognize that you may be conditioned to accept behaviors that infringe on your rights and constitute harassment, as normal workplace conduct.
- Firmly say NO. It is possible that the offender does not know that his/ her behavior is unacceptable to you. Promptly make direct statements and communicate that the offender's conduct is not acceptable to you.
- Participating in jokes and sexually tinged conversations is often taken as tacit permission to continue. Communicate early on that this conduct is unacceptable to you.
- Warn the offender to immediately desist, first orally, and then if necessary, follow it up with a warning in writing.
- Assess the situation and appropriately time your complaint.
- If you are unsure of the course of action to take in a given situation, we encourage you to approach any of the committee members informally and take their counsel.
- We also encourage you to discuss any issues you may have in this area with your supervisor or with HR representatives.

Any concerns can be expressed or reporting can be made without any fear of retaliation. The Complaints Committee will maintain confidentiality and the person reporting as well as the person reported against will be protected from unnecessary disclosure.

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2.7 A Note to Supervisor:

Constant reinforcement is needed to build a culture of openness and trust which is congenial to performance. As people managers, you carry an additional responsibility of providing an enabling climate to those working under you. In this context, there are simple things that you can do to ensure this.

- If an employee approaches you with a complaint, please guide him/ her as to the proper procedure for registering the complaint.
- Often, the employee may not want to make a formal complaint, but may seek your advice on how to deal with a situation. Please give the person a patient hearing and if the matter cannot be resolved informally, guide the individual to escalate the matter to the Complaints Committee.
- There are different ways in which an employee can deal with such situations e.g. directly confront the employee who is harassing him / her or formally complain to the Complaints Committee.
- You could guide the aggrieved employee on the alternative available courses of action he / she could choose and let the employee decide the course of action.
- Do not initiate an enquiry on your own.
- When approached by an employee for your counsel, avoid making a quick judgment as to right and wrong and hold back advice/ opinions.
- It is often difficult for victims of discrimination/ harassment to come forward with their complaints. Do not cross-question the individual or give the impression of doubting the authenticity of her/his report.
- Ensure privacy for the meeting and help the employee feel that confidentiality will be maintained.
- Protect the privacy of the employee and treat her/him in a manner that communicates respect for feelings and dignity.
- Be conscious of your position and your power to impact the well being of the subordinate and the decisions she/he may make.

Gender discrimination is not an individual issue between persons involved. This reinforces the tendency of women to try to cope with their own instead of complaining and seeking redressal. It must be treated as an organizational climate issue.

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3 INDUCTION POLICY

The company believes that all new employees must be given timely induction training. This program is considered to be a vital part of staff recruitment and integration with the working environment. Employees who settle quickly into the company will become productive and efficient at an early stage and in turn will experience feelings of worth and satisfaction.

It is the aim of the company to ensure that staff induction is dealt within an organized and consistent manner, to enable staff to be introduced to the new post and working environment so that they can make effective and meaningful contributions. This induction policy, related procedure and guidelines aim to set the general steps for employees to follow during the induction process. It is expected that employees would adhere to it.

The New Employee Orientation programme is divided into two parts viz.:

- On boarding: Issue of diaries, stationeries, ID Cards, Issue of IT equipment (Laptops or PC's)
- Orientation/Induction: Introduction to roles of various departments of FINO PayTech Ltd., concepts of biometric technology, financial inclusion and other related topics.

On boarding process will be undertaken by HR operations officer at the respective locations – Corporate office / Zones.

Orientation of the field staff would include training on Financial Literacy, Cash Management, Biometric Transaction, FINO PayTech Ltd.'s product and services by a dedicated FINO PayTech Ltd. team called CSD (CHANNEL SKILLS DEVELOPMENT) (Channel Empowerment and Management Group). On successful completion of the training they would be certified by the team.

3.1 Creation of E-mail ID:

HR Operations team member would initiate creation of e-mail ID as a part of the joining formalities.

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3.2 Issue of FINO PayTech Ltd. ID Card:

The employee shall contact the administration team at respective location for facilitating biometric enrollment immediately after joining. This process shall be done on the first day of joining and the card shall be issued within 5 days of such enrolment.

3.3 Business Cards:

FINO PayTech Ltd. would provide its employees with visiting cards on a need basis. These should be used whenever the employee is officially representing the company.

3.3.1 Terms and Conditions for Business Cards:

- The employee is expected to fill in the visiting card requisition form and submit it to the administration department.
- The administration dept. would provide the employee with business cards (100 No's) after obtaining the concerned HOD's approval.
- The visiting card would mention name, designation, mobile number and the official email ID.
- If an employee does not wish his/her private mobile number to be stated on the visiting cards, he/she should inform the administration department well before it is confirmed for printing.
- Employee's designation (as mentioned on the appointment letter) would be mentioned on the visiting card.
- In case of a promotion or change in designation new visiting cards could be issued.

3.4 Opening of Bank Account:

HR shall take necessary action for getting the relevant forms filled up and help a new joiner in opening his/her a bank account.

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3.4.1 Bank Account for Outstation Candidates:

The employee is required to open an account in the local bank branch. The list of empanelled banks may be obtained from HR team. HR team will furnish supporting documents with company signature etc. to the individual that facilitates him in opening the account.

3.5 Issue of SIM Card:

As per company policy all the employees will be allotted a corporate SIM for official use. The use of the SIM card would be as per the cell phone policy of the company. For details refer to cell phone policy of this manual.

4 REFERRAL POLICY

4.1 Employee Referrals:

In case of any vacancy in the company, an employee may refer a candidate(s). In case, the referred candidate(s) is selected and successfully completes his/her probation period, the referrer would be entitled for Rs. 5000/- as a gesture of thanks from the company, however employees from the HR department are not eligible for this cash incentive.

5 INTERNAL JOB POSTINGS

5.1 Objective

To provide opportunities for career enhancement of employees in tandem with business needs and to uphold FINO PayTech Ltd.'s philosophy of 'FINOites First' and prioritizing career aspirations of existing suitable employees over external candidates.

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5.2 Eligibility Criteria

All internal candidates are eligible to apply, provided they conform to the following criteria:

- Completed probation period successfully and at least 06 (six) months of service subsequently
- Requisite qualification, skills set, behavioral competencies and track record of achievement within the Company (to be assessed by the prospective Function Head and Recruitment Manager);
- The existing reporting manager can nominate an employee who does not meet the IJP criteria. The nomination must be supported by a detailed recommendation from the manager.
- Any employee who has been put on Manthan/ Performance Improvement Plan or has been reported for any disciplinary proceeding will not be eligible to apply for an IJP.

5.3 Application Process

When applying for an internal posting, the candidates should:

- Formally apply for a job through their internal (Official) e mail along with their resume within seven working days from the date of posting.
- All applications from employees, similar to external candidates, will be addressed to the Recruitment Manager only. The Recruitment Manager will acknowledge the receipt of application through mail.
- On successful selection, Recruiting manager shall inform the current manager accordingly.
- When a candidate is to be made an offer, the Hiring Manager is encouraged to seek inputs from the current Manager and HR regarding a full performance assessment of all selected candidates.
- Current manager needs to follow/ initiate the process for replacement/ fresh hiring to fill in the vacancy created by the moving team member, if required.

5.4 Posting Time, Recruitment Process and Feedback:

- Similar to external hiring, the Recruitment team will provide job advertisement template to the Hiring Manager who in turn is responsible for preparing the necessary job advertisement. Once prepared, HR will communicate IJP to all employees via internal email.
- All candidates who meet the eligibility criteria and apply as per the application process will be considered for short listing process.

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- E mails will be sent to employees who are short listed for interviews.
- Recruitment Team will inform the short listed candidates at least 02 (two) working days in advance of the interview schedule.
- Candidates are required to confirm their availability to Recruitment Manager once informed.
- Regret mails will be sent to candidates who are not short listed (due to current profile not matching with job specifications).
- Short listed candidates will be invited for interviews and be part of the normal selection process. This may include formal competency assessment and reference checking (from current Managers).
- After all short listed candidates have been interviewed, selected and made offer to; regret mails would go out to the rest of the candidates who are not selected.
- Interviews would be held in person or telephonically. In case of travel requirements of the candidate the expenses would be borne by the company.
- The Hiring Manager will ultimately decide whether or not to offer the position. However, the Hiring Manager and HR are expected to seek all appropriate inputs (as mentioned earlier) needed to make the best possible assessment for the decision.
- Once the successful candidate has been selected, the hiring and releasing manager will jointly agree to a 'notice period'. This period should preferably be 15(fifteen) days but not exceeding 30 (thirty) days under any circumstances.
- Once an employee has successfully taken up a position through IJP, he/she will not be eligible to participate in any other IJP for a minimum period of 1 year.
- In case same level IJP is released again due to attrition the candidates who have been interviewed and not found suitable in previous one would not be eligible to reapply.

5.5 Criteria for Selection:

There will be two parameters on which the final selection of the candidate for IJP will depend. These are as follows:

CRITERIA	WEIGHTAGE
Personal Interview	50%
Previous performance scorecard	50%

5.6 Relocation Policy

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For postings outside the employee's current base location, the current relocation policy will be applicable.

NOTE: IJP will not be considered as a promotion. Candidate can only apply for a position at his/her current grade / designation.

6 WORKING HOURS POLICY

The policy shall cover the employees who are on the rolls of FINO PayTech Ltd.

6.1 Description:

The Company is committed to do the best to allow all employees to create the best possible balance between work and personal life. Keeping this in view the management has decided to use a flexible work schedule for all its employees at all work locations.

- An employee is required to log in minimum 200 working hours in a month with each working day starting from 8.30 a.m. It is mandatory for an employee to be present during the week i.e. Monday to Friday and every 1st and 3rd Saturday of the month during normal working hours. To elaborate, the employee is required to meet the requirement of 200 hrs by utilizing the normal working hours from Monday to Saturday between 8.30 a.m. and 10.30 p.m. No log in services shall be available on Sunday. However, employee may be required to work on Saturdays/Sundays/Holidays in case of work load or exigencies of business.
- Working hours for payroll processing are calculated from 21st of last month to 20th of current month.
- Normal business hours are 09.15 A.M to 6.30 P.M. Beginning of day is recognized from 8.30 A.M. to 10.30.A.M. and end of day from 5 P.M. onwards. Any employee reaching after 10.30 A.M. and leaving before 5 P.M. has to apply for half-day leave.
- Employees are expected to apply and obtain approval for leave as per the leave policy. Any 'Unapproved absence' apart from being considered as an act of indiscipline and would also result in loss of pay irrespective of the employee

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completing 200 working hours in the month. Approved one day leave would be counted as 10hrs while calculating the 200hrs adherence.

- An attendance report will be generated on 30th of each month to check the number of hours logged in by each employee, the deficit shall be compensated in the following manner, after accounting for the approved leaves, public holidays, official travels and weekly offs :
 - For deficit of each 5 hours period $\frac{1}{2}$ day leave shall be deducted
 - For the purpose of deduction in leave first the Privilege Leave shall be exhausted, thereafter it will be considered as leave without pay (LWP).
- Working hours for payroll processing are calculated from 21st of previous month to 20th of current month for which salary is to be paid.

6.2 Other Norms (Working Hours Policy) :

6.2.1 Out of Station on Official Visit:

If an employee is travelling on official visit, the number of hours credited for the number of travel days shall be 10 hrs/day.

6.2.2 Official Visit Within the City:

If an employee is on a business call within the city, the number of hours credited shall be as per job requirement certified by the concerned HOD.

6.2.3 Sanctioned Leave:

If an employee is on sanctioned leave the number of hours for that month shall be proportionately calculated as 10 hrs or 5 hrs depending on whether a full day or half day leave is applied

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7 IT POLICY

FINO PayTech Ltd. is an ISO 27001 certified company. This certification signifies high level of commitment to information security for the entire stakeholders' viz. employee, customers, vendors. The detailed IT Policies are available in FTP.

7.1 Laptop Policy on Issue & Usage:

This policy is to ensure proper management, usage and security of the laptops issued to employees of FINO PayTech Ltd., this policy applies to all those employees who have been issued a laptop.

7.1.1 Eligibility:

Laptops will be allocated to users based upon job responsibilities, demonstrated need and solely by the management's discretion.

Criteria for selection:

- Employees who travel very frequently as a part of their job (Ex: Field Jobs & Operations).
- Employees who heavily use computer during their business meetings, presentations and after office hours.
- Employees who need to use computers on a support call to install, test or for Demo purpose.

7.1.2 Approval Process

All requests for employee laptops must go through an approval process that will involve approval from the HOD/Reporting Manager. The applicant must first secure approval from the Reporting Manager, who will submit this request via e-mail to the logistics. The logistics department forwards the request and his recommendation to the Business Head for final approval.

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After acquiring approval, orders for laptops must be processed through logistics departments. The laptop must be of configuration model and brand approved by the company and must meet or exceed standard specifications. The process of receiving laptop is documented through the completion and signing the appropriate form by the employee as well as the logistics department representative.

7.2 Email Usage

7.2.1 Ownership of Email Data Transmitted:

FINO PayTech Ltd. does not take responsibility for any data/message (including attachment) that is transmitted using the messaging system. All messages/data sent through the mail server are the sole responsibility of the user owing the account.

7.2.2 Email Address Deactivation:

On separation of an employee, his/her reporting manager must ensure that the email id used by the separating employee is either blocked or transferred or deleted. This the reporting manager must communicate during the clearance procedure in case of an informed voluntary separation and in case of abandonment or termination the reporting manager must communicate to IT Department keeping the respective HR representative informed. This is being done to prevent unauthorized access to an account.

8 GRADE STRUCTURE AT FINO PAYTECH LTD.

Grade	Designation	Band
SVPII	Senior Vice President	4
SVPI		

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VP II	Vice President	3
VP I		
AVP II	Assistant Vice President	
AVP I		
Sr Mgr	Senior Manager	2
Mgr	Manager	
AM	Assistant Manager †	
EII	Senior Executive	1
EI	Executive ‡	

† Management Trainees (MT) are of the Grade Assistant Manager (AM).

‡ Graduate Executive Trainees (GET) are of the Grade Executive (EI).

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9 COMPENSATION AND PAYROLL

9.1 Salary Administration:

All employee salaries will be transferred to their respective salary accounts on or before the 1st of every month. PAN Card number is a compulsory requirement for every employee receiving salary from FINO PayTech Ltd. otherwise his/her salary shall be withheld by the company till such time this mandatory information is submitted to the Payroll department.

9.2 Compensation Structure:

The Salary structure at FINO PayTech Ltd. is divided into two parts Fixed and Variable.

9.3 The Components of Compensation:

Typical components of compensation structure are these

- Basic Salary
- HRA
- Conveyance Allowance
- Other Allowance
- Earning Potential
- Medical Allowance
- Provident Fund
- Leave Travel Allowance
- ESOS
- Special Allowance
- Reimbursements under flexi-basket scheme

Note: Depending on grade/role/performance one or more of these components may be excluded from the salary structure.

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9.3.1 House Rent Allowance

The location of posting will be considered for determining the rate of HRA, if the management transfers an employee to any other location (other than mentioned in the appointment letter) then HRA in the salary component will change depending on the type of city.

9.3.2 Conveyance Allowance

Employees who are paid this allowance would be paid up to Rs. 800 per month.

9.3.3 Other Allowance

Other Allowance is a component that is payable on adherence to basics hygiene factors applicable to the role as communicated from time to time.

9.3.4 Earning potential

The Earning Potential will vary depending on your performance and is subject to change as per the company performance and policies.

9.3.5 Medical Allowance

Employees of the company employed on regular basis, who are not covered under ESIC, shall be entitled for Medical Allowance upto Rs. 15000/- per annum. This allowance will be paid on a monthly basis. Bills/receipts of medicines and medical treatments may be submitted to accounts every quarter/before the end of the financial year for availing of tax benefit.

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9.3.6 Provident Fund

Eligibility: Every employee of the Company shall be eligible for PF from the date of joining as per the provisions of the Employees Provident Fund and Miscellaneous Provisions Act, 1952.

Contribution: The contribution payable by the employee under PF rules shall be equal to the contribution payable by the Company in respect of such employee. Such contributions shall be at the rate of 12% of the Basic Salary drawn during the whole month by the employee. In addition to the rate of contribution specified above, an employee may voluntarily contribute a further sum not exceeding 20% of the salary (Basic). In such cases, the employee will be able to alter their rate of voluntary contribution only once in a year.

Note: Any contribution in excess of 20% will not qualify for rebate under Sec.88 of the IT Act.

At the end of the financial year HR Department shall disclose the total amount of money that has been deposited in the Provident Fund of the employee throughout the financial year.

9.3.7 Leave Travel Allowance

Leave Travel Allowance is an allowance paid to the employee to facilitate his and his family's travel needs while on a holiday / trip anywhere in India. The employee can get an income tax exemption on the LTA amount claimed, for two journeys in a block of four calendar years. LTA component is paid monthly to employee in Band 1 & 2, and to the others it is paid as an annual component.

Eligibility to Claim LTA

1. On completion of 12 months period of service employees in Band 3 & 4 are entitled to claim LTA.
2. Tax rebate on LTA is applicable to travel by the employee and family only, twice in a block of 4 years (decided by Govt. of India). The current block is from January 2010 to December 2013.
3. 'Family' includes self, spouse, two children and dependants.

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Procedure for claiming LTA:

An employee has the option to either claim or encash LTA after it becomes due.

1. To Claim LTA :

- The employee needs to have travelled along with family or alone, availing a Privilege Leave of at least 5 days to a place anywhere in India.
- Claim the LTA amount providing the declaration of travel in the format annexed (Refer Annexure).
- FINO PayTech Ltd. employees who are being paid LTA on monthly basis (Band 1 & 2 employees) are required to submit the declaration before 10th of February of each year to Payroll department to avail the tax rebate.
- The employee is advised to retain supporting towards travel as the same may be required for scrutiny by the Income Tax Dept. at a later date.

i. To Encash LTA :

- The Payroll department shall payout LTA applicable for the financial year along with salary of March, after deducting applicable TDS.

ii. LTA Accrual

- LTA claim can be accrued for a maximum period of 2 years. If an employee wishes to not claim / encash LTA in the current year, Payroll department needs to be intimated in advance on the same.

9.3.8 Employees Stock Option Scheme (ESOS)- 2007

Company had introduced the ESOS in the year 2007. This is applicable to all permanent employees of the company.

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As per the Scheme, the Stock Options are granted once a year based on the performance rating of the employee with the objective to retain best talented employees.

- The options are vested after one year but before 4 years from the date of grant. Every year 25% is vested.
- Employees can exercise the options after vesting and one share for each option would be allotted.
- As per the scheme, after resignation or cessation of employment the unvested options get lapsed.

9.3.9 Reimbursements Flexi Benefit Scheme:

Employees in the grade of AVP and above are eligible for reimbursements under Flexi Basket Scheme. The details of which can be obtained from HR Department.

10 EMPLOYEE WELFARE AND BENEFITS

10.1 Group Hospitalization Insurance policy:

All employees who are not covered under the statutory ESI scheme are covered under the Group Hospitalization Insurance Policy against hospitalization expenses from their date of joining the organization till the completion of service in the company or attains the age of retirement whichever is earlier.

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10.1.1 Insurance Coverage

Band	Sum Insured	Scope of Coverage
Band 1 & Band 2	2 lacs	Self, spouse, 2 children, both parents
Band 3 & Band 4	4 lacs	Self, Spouse, 2 children, both parents

Note: Executives whose gross salary is upto Rs. 15000/- per month are already covered under ESI scheme for medical benefits, and such employees are excluded from this policy.

Maternity hospitalization expense is available only after enrolment. The benefit is available for first 2 deliveries to employee/spouse. Maximum entitlement is Rs. 50,000/- per delivery. New born babies are covered from 1st day. Pre-existing diseases are covered.

10.1.2 Definition of Family:

‘Family’ comprise of the insured employee, his/her legally wedded spouse, first 2 living children and dependent parents only. Upper age limit for coverage of dependent children is 24 yrs and that for dependent parents is 80 years. Maximum numbers of dependents that can be covered are 6 persons including employee. Dependents are to be enrolled under the scheme. The benefit will be available prospectively after the enrollment. Grand parents, in-laws, brothers and sisters are not covered under this scheme.

10.1.3 How to Enroll Dependents:

All eligible employees are automatically enrolled under the scheme. The eligible dependents are also enrolled as per records available with HR department. New additions to family (spouse / child) should be enrolled by submitting their details to HR department at hr@fino.co.in within 15 days of addition of the family member. In case of addition of a child, if the naming of the child is pending, atleast the date of birth and gender of the baby should

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be submitted within the said 15 days period. Additions beyond this period would not be accepted by the insurance provider.

The **insurance** coverage will not be available in case the dependants are not covered under the scheme.

10.1.4 How To Claim Hospitalization Expenses :

On completion of treatment, the hospitalization claim form, which is available on <http://www.icicilombard.com/app/ilom-en/icare/icareservices.aspx> needs to be sent to the I- Healthcare Office at the address mentioned in the form.

The claim should be sent along with the following documents:

- Original Discharge Card
- Original medical bills
- Original payment receipts from hospital
- Prescriptions from Doctor
- Copies of Investigation/Pathology reports
- For any claim to be admissible, a minimum stay of 24 hours in the hospital is required.
- Without the relevant supporting documents the insurance company does not settle the claim.
- Employee will get a cheque for the approved amount in case of approved claims.
- Hospitalization occurred outside India is not reimbursable.

10.1.5 How To Avail Cashless Hospitalization Benefit:

(Only for Hospitals attached to I Healthcare)

Network Hospitals link:

<http://www.icicilombard.com/Content/iHealthCare/IHealthsearchHospital.aspx>

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Under this scheme employee need not make any payments to the hospital and the bills will be settled directly by i Healthcare (however, extra expenses like telephone calls, food etc. are not covered). Prior to the hospitalization, the beneficiary form is to be filled by the hospital authorities or the doctor concerned and has to be faxed to i Healthcare. They in turn will issue a credit letter to the hospital concerned. The identity card issued by the insurance company is not used as this is not sufficient to get the cashless facility. The i Health care Fax number is mentioned on the beneficiary form. In case of any correspondence with us or i Healthcare, please ensure that the employee name and number is mentioned.

10.2 Group Personal Accident Insurance:

All employees are covered under the Personal Accident Insurance Scheme. The coverage is for permanent disablement or death due to accidents.

Band	Coverage (Rs.)
Band 4	200 Lacs
Band 3	60 Lacs
Band 2	20 Lacs
Band 1	10 Lacs

In this case the nominee, as nominated by the affected employee, shall be the sole beneficiary.

10.3 Annual Medical Health Check-up Policy:

Under this scheme all employees aged 35 years and above shall undergo a comprehensive health check up once a year at the empanelled specialty clinics. Employees posted at all locations can avail of this facility at their respective locations.

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10.4 Cell Phone Policy:

10.4 Cell Phone connections & Monthly bill reimbursements:

- Under this policy a SIM card will be made available to employees once they submit the requisite approval from their departmental head. (In the level of VP & above)
- The billing is centralized and the payment of bills will be directly made to the respective vendors post receipt of approvals.
- The application form for Corporate SIM card can be collected from Administration Department.
- All the field staff including Block coordinators & District coordinators shall be allotted with pre-paid mobile connections with a maximum limit of Rs. 300 per month.
- The eligible monthly usage limits for the corporate cell phone connection needs to be adhered as per the below table:

Band	Eligible Monthly Limit	Maximum Limit (with Approval of Reporting Manager)
Band 4	On Actuals	On Actuals
Band 3	Rs 1250	Rs. 2000
Band 2	Rs 500	Rs.1000
Band 1	Rs 300	Rs.600

- Approvals as per the above table need to be provided to the Administration department on or before the 20th of every month / as per the timelines declared

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by Admin department.

- The unapproved excess bill amount shall be deducted from the respective employee's subsequent month's salary.

10.4.1 How to Discontinue a Corporate Cell Phone Connection:

On discontinuation of services at FINO PayTech Ltd., the corporate cell phone connection will be discontinued. Employees are required to surrender the SIM card compulsorily on the last date of their service.

NOTE: Under no scenario, the employee can continue the same cell phone number.

10.5 Personal Loan Policy:

Purpose:

To extend monetary help to the employees on need basis.

Eligibility:

All FINO PayTech Ltd. Employees who are confirmed and have completed at least one year of service with the organization.

Purpose of Loan:

- Self / Sisters marriage
- To pay Security Deposit for taking a house on lease
- To pay Donation to School / college at the time of admission of the employees children (subject to a maximum of 2 children)

Entitlement:

Maximum of 6 months last drawn basic salary of the employee.

Period of Loan: Repayable in 12 equal monthly installments.

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Rate of Interest: 13.5% per annum.

Frequency of Loan:

Gap between two loans shall be at least one year after repayment of the 1st loan.

10.5.1 Procedure for Getting the Loan:

- Request through e-mail mentioning the purpose of loan has to be sent to HR through the respective HOD with due approval.
- HR may consider the request if it is within the policy and is purely at the discretion of the management. Once the employee is eligible for the loan requested, HR shall get a PERSONAL BOND signed from the Employee.
- HR will send a request to accounts department for issuing the cheque.
- Once the cheque is received, HR will hand over the same to the employee after getting the receipt.

10.6 Guest House Policy:

Objective:

To provide hassle-free accommodation to the employees when on official duty.

Availability:

FINO PayTech Ltd. leased guest houses are available to FINO PayTech Ltd. employees. Company has guest houses at various locations in the country. Updated list along with their addresses and telephone numbers is available with corporate administration department.

Who can avail:

FINO PayTech Ltd. employees on official duty, on transfer, on family holidays and to FINO PayTech Ltd.'s official guests can avail of the Guest House facility.

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How to avail guest house facility:

Employees shall have to send a written communication to corporate administration in a prescribed format (to be obtained from admin). Administration Department shall send the confirmation of booking. In case there is no availability, the administration will make alternative arrangements for official stays.

10.6.1 Rules and Regulations:

- Only stay, breakfast and laundry facilities would be provided in the guest house.
- Land line telephone facility wherever available in the guest house shall be on payment basis.
- Separate key would be provided to each person, on availability, which needs to be returned to the administration while vacating the guest house.
- Damage to the linens, carpets, electrical appliances and other fittings shall be chargeable to the officials salary account.
- It is the responsibility of the employee to follow strict discipline during the stay at the guest house.
- Late coming to guest house should be avoided as far as possible, except under unforeseen circumstances.
- Arranging of parties of any kind is not permitted under any circumstance. No request in this regard shall be entertained.
- Co-operation in all respects is expected from the guests during their stay.
- Caretaker provided by the company shall provide services such as morning tea, breakfast and laundry services. At certain designated guest houses, the caretaker may not be available on SUNDAYS and other company declared holidays.
- Relatives of employees during the stay in the guest house are allowed, strictly subject to availability of beds/room.

10.6.2 Guest House on Transfer or New Joining:

Whenever an employee is transferred or offered employment by the company where official FINO PayTech Ltd. Guest Houses are available, employees can avail of the guest house facility for a maximum period of 15 days from the day of joining. Prior request for availing of the facility shall be arranged by Human Resources to Administration. Any extension of stay

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over the above stipulated time needs prior written approval of the Head - Human Resources. In any case, the stay shall not be extended beyond a period of four weeks from the date of joining.

In case of grant of extension for stay beyond the stipulated period of 15 days even with the approval of Head-HR, on extension the employee up to the grade of AVP shall be charged Rs. 500/- (for Management Trainees it is Rs. 250/-) per day and VP and above shall be charged Rs. 1000/- per day from salary. All employees are requested to make necessary entries in the guest register kept at the Guest House.

10.6.3 Guest house on Family shifting:

Any employee on joining shifts his/her family would be accommodated in the guest house for a period of maximum 15 days as mentioned above. Family includes the employee himself, spouse, children and parents. On family shifting, the employee is suggested to send a prior intimation to the Administration Department. Even when the Employee's family joins him/her in for an interim period, when he is staying alone and not shifting his family, the employee is allowed to avail of the above only once subject to prior intimation to Administration Department.

Note:

- In case of two guest houses in the same city, employee whether on official or family holidays is allowed to avail of the facility only once in the same city at one point of time.

There is no single room policy.

10.7 Corporate Bike Policy

10.7.1 Objective:

Provision of conveyance to optimize performance of field staff.

10.7.2 Applicability:

The corporate bike policy is applicable for all of the field staff.

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Eligibility: The employees to qualify the eligibility criteria must fulfill the following:

- Employee should have spent minimum period of employment of 6 months with FINO PayTech Ltd..
- Minimum span of control (no. of direct reports) for BC should be at least 10 active agents.
- Level – BC/DC or equivalent role
- Bike to be provided project wise on need basis.

10.7.3 Limit:

The type of motor bike should be one which is suitable for that geographical area, ideally costing about Rs. 45,000. Incase, the employee wishes to buy a more expensive bike he/she could do so, however the company's contribution would be up to 35% of the total cost of the bike or Rs.15,000/- which ever is lesser. The company contribution in either case would be up to the maximum eligibility of personal loan limit. (Refer Personal Loan Policy).

10.7.4 Ownership:

Employee to own the bike.

10.7.5 Duration & EMI of the Loan from FINO PayTech Ltd.:

Tenure of the loan will be 2 years at reducing balance.

10.7.6 Interest Rate & Repayment Schedule:

Interest rate of 13.5% per annum on loan and EMI to be deducted from the monthly salary of the employee.

10.7.7 Terms & Condition

- The bike shall be registered in the employee's name in the location where the employee is posted.
- The employee will bear the registration cost and every year insurance premium.

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- FINO PayTech Ltd. would contribute 35% of the total cost of bike or Rs.15,000/- whichever is lesser. (Estimation of cost of bike ~ Rs.45000/-). This has been coupled with Personal loan limit which is 6 times of basic salary drawn by the employee. Also, this option allows for reducing the exposure to the amount equal to down payment of bike.
- Entitlement of fuel & maintenance- The employee can also claim expenses towards fuel and maintenance for running the bike for official purposes @ Rs. 2.00 per km duly approved by the respective HOD.
- Individual will be the sole custodian of the bike and will be responsible for its safety, upkeep and periodic maintenance. He will also be responsible to make police record and other responsibilities associated for claiming insurance etc in case of theft and accident.
- On cessation of services before the full repayment of the loan amount, the employee has to settle the remaining loan amount before leaving the organization.

10.7.8 Procedure to apply for a Bike Loan from FINO PayTech Ltd.

- Employee applies to Project Manager who concurs it & gets approval from HOD.
- HOD's approval sent to HR with details about the bike cost, brand, required loan amount etc.
- HR (Payroll) verifies about any other existing loan & eligibility criteria and sends appropriate inputs to accounts for loan sanction & disbursement.
- HR gets personal bond signed before release of loan.

Account Department issues the cheque and hands over the same to the employee after getting the receipt.

10.7.9 Documents Required for FINO PayTech Ltd. loan

- Personal Bond
- Agreement on Stamp paper

10.7.10 Procedure to apply loan from Bank

- FINO PayTech Ltd. will facilitate the loan approval and sanction with the respective HDFC point of contact in Mumbai.

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- The HDFC single point of contact will coordinate with the concerned employee and get the requisite documentation done.

10.7.11 Documents Required for Bank loan

- **Pre-sanction**
 - ID proof, Pan card/Passport/Driving License
 - Residence proof - Electricity bill, Ration Card, Telephone bill, Maintenance Bill, (Rent Agreement on Min Rs100 Stamp Paper & should be more than 3 months old).
 - Income proof, latest salary slip
- **Post-sanction**
 - 7 undated security cheques equivalent to (EMI*3) from account and Two Wheeler agreement duly signed.

10.8 Sabbatical Policy:

The purpose of the Sabbatical Scheme is to support the retention of valued staff. A Sabbatical can increase the level of skill and knowledge of an employee. A formal sabbatical program can improve employee morale and help retain star performers who are eager to learn new skills.

It is not intended as an opportunity to engage in paid work through other employment during this time.

The Sabbatical scheme is designed for employees who wish to take leave over and above their annual leave for a specific purpose, normally to develop a skill or undertake some research.

Eligibility:

To be eligible for a period of sabbatical leave, an employee must have served the company for at least 2 years.

Duration:

The duration of sabbatical leave will last from 1 month to a maximum of 1 year.

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Long Sabbatical: Six months to one year, will be offered to employees who satisfy the following criteria:

- Two years continuous paid service
- Good performance record over a period of one year.

Maximum of one (1) person per function permitted at a time unless functional Head approves.

Purpose:

One can apply for Sabbatical leave for following purposes:

- Caring for a dependant relative
- Continuing childcare following a period of maternity leave
- Undergoing further education and training of benefit to the organization

Procedure:

- Leave must be requested four (4) months in advance and is at the discretion of the employee's controlling officer.
- Any sabbatical leave taken will only be approved as one block of time, e.g. a 6-month sabbatical cannot be taken as two 3-month sabbaticals.
- In case the employee intends to take sabbatical leave for education purpose, he should prepare a proposed plan that includes a statement of the objectives. The plan should include an explanation of the benefits to the company, the employee's specific activities, and the dates and duration of the proposed activities. Each application will be considered on the merits of the individual case. Full details shall be provided in writing to the employee if an application has been rejected, clearly explaining the reasons for doing so.

Terms and conditions:

- An employee applying for sabbatical shall be on unpaid leave.
- A sabbatical leave does not interfere with the continuing employment of an individual by the company, or with the individual's retirement program, or any other rights or privileges normally associated with employment at the company.

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- During the period of unpaid leave, employees will not accrue any leave entitlements.

10.8.1 Returning to Work:

- When returning to work, the employees must give at least 4 weeks notice in writing to their manager confirming the date on which they intend to return to work.
- The employee is entitled to the position held immediately before taking leave. If the previous position no longer exists, a suitable position at the same level and relative pay should be found, e.g. if in a full-time position prior to leave, then a full time position should be found.
- Payroll department needs to be immediately informed by the Reporting manager of the employee's return to work.
- The employee should also be re-inducted into the workplace by their manager. This should include a briefing on the latest developments in the workplace. This should be arranged when the manager contacts the employee 4 weeks before they return to work, to organize their arrangements.

10.8.2 Incentive Payments:

These payments will be adjusted on a pro-rata basis according to the period of time, in which the employee has been in paid service.

10.9 Leave & License for Residential Premises:

Company may facilitate Leave and License agreement of residential premises on a case to case basis provided the employee agrees to reimburse the entire cash flow by the company. FINO PayTech Ltd. will not be liable under any circumstances towards the leave & license agreement entered between the landlord & employee.

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11 EMPLOYEE GROWTH AND DEVELOPMENT POLICY

11.1 Employment Conditions and Service Rules:

11.1.1 Probation:

All new joinees will be on probation for a period of 6 months from their date of joining (unless specified otherwise in the appointment letter).

Employment will be confirmed only upon successful completion of probationary period.

During this period, the new joiner is entitled to sick leave and privilege leave as per accrual.

11.1.2 Confirmation:

Before the completion of probation period, HR will hand over a Probation Report to the Reporting Officer. Employee's performance is reviewed by his Reporting Officer and depending on his/ her performance, employee may be confirmed or probation may be extended.

The management may extend the period of probation by a period of three/six months.

The total duration of probation shall not exceed one year.

Duly filled in Probation Report should be send back to the HR Dept which in turn will send the appropriate letter to probationers indicating there status. Employee shall continue to be on probation even after the completion of the stipulated probation period, until he receives a written confirmation from the HR about his/her confirmation.

A decision as to whether an employee has completed the period of probation satisfactorily, or whether his probation should be extended, shall be taken within one month from the date of expiry of the period of probation and communicated, in writing, to the employee.

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11.2 Performance Management System at FINO PayTech Ltd.

Ensuring a high performance culture, role clarity, meritocracy, clarity on performance expectation and a robust mechanism are necessary ingredients in building a productive and motivated team that is aligned to FINO's vision.

This document comprises of FINO's policy on Performance Management.

Cascading of goals from the Organizational level to individual levels, periodic monitoring of performance, frequent rewards, performance improvement plans, key talent programmes etc are some of the aspects which we would like you to acclimatize with.

11.2.1 What are the Objectives of FINO's PMS:

- a) To provide a framework that facilitates cascading of organizations goals
- b) To reward and promote meritocracy
- c) To create high performance culture
- d) To have transparent, fair, simple and clearly communicate performance evaluation process

11.2.2 Scope:

All full-time employees of FINO PayTech Ltd. are included in the PMS processes

11.2.3. Assessment Period and Eligibility:

Assessment Period:

Financial year is considered as the period for Annual performance assessment.

Eligibility:

- All confirmed employees on the roles of FINO PayTech Ltd. as on 31st March of the previous financial year are eligible to participate in the Annual Performance Appraisal process.
- Employees participating in the Annual Performance Appraisal process shall be eligible for merit increase.

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Merit increase – Salary revision

Earning potential payouts

Earning potential payouts too are pro-rated on the basis of number of days completed during the evaluation cycle. These payout cycles vary based on the employee's Band.

Earning Potential have following two components for Senior Manager & above grade employees namely Variable component & Bonus, where the 'Variable component' is payable on achievement of one's regular KRAs which will also impact the Salary revisions. 'Bonus' will be payable on achieving pre-defined deliverables; mutually agreed additional Strategic Goal/Value adding projects which are over and above one's routine KRAs.

Goal Setting – KRA Framework:

KRAs of all employees would be defined at beginning of each financial year. KRA framework for each employee is divided in 3 broad categories; weightage of each category would vary depending upon the role and the broad categories are:

- 1. Top Line:** The factors considered here are Revenue and Expense, emphasizing on striving towards increasing revenue or profit and reducing expenses or cost.
- 2. Efforts:** Efforts would target adherence to the process laid down, process improvements, new initiatives, and innovations.
- 3. Competencies:** This takes into account the work attributes possessed by an employee like leadership attributes, relationship building with stakeholders, outreach initiatives etc. *Grade Structure & Performance Evaluation Methodology:*

BAND	DESIGNATION
I	Executive & Senior Executive
II	Assistant Manager, Manager & Senior

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	Manager
III	Assistant Vice President & Vice President
IV	Senior Vice President











We believe in the philosophy of – ‘Pay for Performance and Promote for Potential’. Evaluation process for each Band is detailed below:

Band I Evaluation Process

Performance evaluation in this Band is on the basis of various parameters. 50% is dependent on the PHI of the district, 30% on the expertise and 20% on R1's evaluation. For Block Co-ordinators, 80% weightage is given to the performance of the district and 20% to the R1s rating.

Evaluation of Support staff is through a process whereby the reporting manager records the performance of his/her team members on a daily basis in the form of Smiles and Frowns in Samvaad III Portal (Illustrated below).

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Points	Description	
5 smiles	You did an absolutely magnificent job today	
4 smiles	Done an excellent job today	
3 smiles	I'm impressed by your today's performance	
2 smiles	Done your job expertly and thoroughly	
1 smile	Appreciate your hard work and commitment	
1 frown	Your performance was below expectation	
2 frowns	Your efforts needs to be more focussed	
3 frowns	Your efforts were inadequate	
4 frowns	You need a lot of improvement in your work	
5 frowns	Totally unacceptable job performance	

The scale ranges from 5 smiles to 5 frowns and the correspondingly the points range from +5 to -5.

The reporting manager needs to do these daily ratings on an automated Samvaad portal and a monthly dashboard of scores is released.

Earning potential payouts are monthly and are based on Samvaad scores for the month as per the following table:

Rating	Monthly Samvaad score range	Payout %
1	100%	100%
2	85 to 99	Pro-rated

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3	75 to 84%	-5% of actual achievement %
4	60 to 74%	-10% of actual achievement %
5	50 to 59%	-20% of actual achievement %
6	40 to 49%	No variable pay payout
7	39% & below	No variable pay payout

Illustration:

Annual Bonus Eligibility Rs.10000/-		Apr-11	May-11	Jun-11	Jul-11	Aug-11
Band I	Monthly Applicable	833	833	833	833	833
	Achievement %	74%	68%	47%	58%	48%
	Payout % as per scale	64%	58%	0%	38%	0%
	Monthly Payout amt.	533	483	0	317	0

..... and so on in each month depending on achievement percentage

Those who are unable to achieve their monthly KRAs are penalized in the following fashion:

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1. Warnings are issued to team members who receive an aggregate monthly score in negative
2. Warning letters are issued to team leaders who are found to be rating their team members during less than 80% of days.
3. Frequent defaulters are counseled out – with the third consecutive instance of a negative score.

Hygiene factors for Field staff in Customer service Group

In CSG (Customer Service Group), as majority of Band I team members are required to be on field, certain parameters called ‘hygiene factors’ are defined which constitute the minimum acceptable requirement of the job. Fulfillment of this requirement is considered while paying out the ‘Other allowance’ component of their salaries. This factor is applicable only for role of District coordinator and his/her reportees.

Samvaad II

For Block Coordinators, in order to facilitate and record their engagement level with their Agents , Samvaad II process is followed. Samvaad II is a mechanism where BC and his agents meet and the BC has to do a transaction on the agent’s POT using his own Agent card every time he meets his agent. A minimum requirement of twice a month per agent is monitored. Defaulting BCs are warned through letters and frequent defaulters (more than two consecutive instances of default) are counseled out.

Merit Increase for Band I

Average of the monthly Samvaad scores are used to arrive at the Annual score for the individual.

Band II Evaluation Process

For Band II team members, the performance evaluation is determined through KRA based approach. KRAs cascade from the organization’s / department goals. These are defined at the beginning of the financial year and captured monthly through PQIS (Process Quality Improvement System) reports.

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Earning potential of Band II has 2 components:

1. Based on Individual performance – 80% of total applicable earning potential is assigned to this component. This component is paid on a quarterly basis.
2. Based on Department performance - 20% of total applicable earning potential is assigned to this component. This component is paid on an annual basis depending on the individual's annual performance achievement and the department's performance achievement percentage.

The annual individual performance achievement figure is arrived considering an 80% weightage to PQIS parameters and a 20% weightage to effectiveness score as provided by the Reporting Manager.

Scale used for this evaluation is:

Rating	Percentage Achievement	Payout %
1	100% & above	100%
2	85 to 99	Pro-rated
3	70 to 84	-10% of actual achievement %
4	50 to 69	-25% of actual achievement %
5	below 50	No variable payout

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Illustration:

						Annual Individual Effectiveness% by RI	Annual Individual	Departmental	Total Annual Payouts
Annual Bonus Eligibility Rs.100000/-	Quarterly Applicable	20000	20000	20000	20000	90	80000	20000	
	Achievement %	45%	60%	80%	100%		75.00%	80%	
	Payout % as per scale	0%	35%	70%	100%		65.00%		
Band II	Quarterly Payout amt.	0	7000	14000	20000		41000	16000	57000

Merit Increase for Band II

Average of the quarterly performance achievement scores and the annual individual effectiveness percentage in the ratio of 80:20 are used to arrive at the Annual percentage achievement for the individual, this translates into the Final rating.

Management Trainee Evaluation Process:

Management Trainees, during their training of 1 year participate in 4 different assignments under different reporting managers. They are guided in this training by an assigned mentor.

Goalsheets in each assignment form the primary basis of their evaluation. MT's performance is evaluated against the goals set for the assignment.

An aggregate annual score is arrived at based on total achievement percentage of their 4 assignments.

Elements considered to derive the final rating:

- Goalsheets Ratings (75% weightage)
- Competency Ratings (25% weightage)
- Additional Credits or Penalties

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Earning Potential Payout happens annually and is calculated based on the Annual score as per the following table.

Rating	Percentage Achievement	Payout %
1	100% & above	100%
2	85 to 99	Pro-rated
3	70 to 84	-10% of actual achievement %
4	50 to 69	-25% of actual achievement %
5	below 50	No variable payout

Illustration:

Annual Bonus Eligibility Rs.100000/-		Annual Individual	Total Annual Payouts
MT	Annual Applicable	100000	
	Achievement %	80.00%	
	Payout % as per scale	70.00%	
	Annual Payout amt.	70000	70000

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Compensation Fitment for Management Trainees

Compensation post completion of the programme is based on the final rating during the training.

Band III Evaluation Process:

Band - III team members are evaluated based on KRAs that cascade from the organization's /department goals. These KRAs are a combination of financial objective, Process effectiveness and Leadership competencies.

Earning potential of Band III has 2 components:

1. Based on Individual performance – 60% of total applicable earning potential is assigned to this component.
2. Based on Department performance - 40% of total applicable earning potential is assigned to this component.

Frequency of this payout is annual and is based on the Percentage achievement scale as below:

Rating	Percentage Achievement	Payout %
1	100% & above	100%
2	85 to 99	Pro-rated
3	70 to 84	-10% of actual achievement %
4	50 to 69	-25% of actual achievement %

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5	below 50	No variable payout
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Illustration:

Annual Rs.100000/-	Bonus Eligibility	Annual Individual	Departmental	Total Annual Payouts
Band III	Annual Applicable	60000	40000	
	Achievement %	80%	80%	
	Payout % as per scale	70%		
	Annual Payout amt.	42000	32000	74000

Merit Increase for Band III

Annual individual percentage achievement translates into the Final rating which is used for compensation structuring.

11.2.4. Results of the Annual Performance Appraisal

The Annual Performance appraisal would provide inputs to the following processes:

- A. Earning Potential payouts
- B. Merit Salary Increase
- C. Training & Development Manthan – Performance Improvement Plan
- D. Vihaan – Key Talent Programme

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A. Earning Potential Payouts

Eligibility Criteria for Earning Potential payout – All Bands:

- Employee must be on rolls of the company on the payout date; if the employee has worked during the specified period (monthly/quarterly/annually) the payout shall be paid on the basis of performance rating for that period.
- In case of following scenario earning potential payout will not be made:
 - Employee on rolls of the payout date, but is serving notice period.
 - Employee has worked during the performance period but has been separated on or before the payout date.
 - Employee has worked during the performance period but his/her services have been terminated.
- As a process, the evaluation shall be completed within 60 days from the date of completion of assessment period.

B. Merit Salary Increase

Merit salary increase is an annual exercise and is aligned to the annual performance rating of the individual.

C. Training & Development

Training Needs are obtained from the Reporting managers during the annual Performance evaluation process and this forms an input for the Department wise, Level-wise and Role-wise Training Needs analysis.

D. Manthan

Employees whose performance levels falls in the lowest segments post normalization would be placed on a Performance Improvement Plan named '**Manthan**'.

Performance Improvement Plans are plans set by a committee with the purpose of helping an employee whose performance is found to be below the desired levels, to succeed.

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The committee would help improve his/her performance by

- ✓ Assigning mentors
- ✓ Setting goals
- ✓ Establishing measures
- ✓ Conducting review sessions and charting progress

Alternate roles too could be considered as an option. Their performance would be reviewed by the committee and if found satisfactory at the end of 3 months, they shall be retained.

Employees who do not show satisfactory performance at the end of the programme shall be counseled to discontinue their service with FINO PayTech Ltd.

E. Vihaan

Vihaan is conceptualized as an approach to create sub-groups of Key talent, on the two measures – Performance & Potential and provide special programmes for these 2 groups at an early stage.

- **Top performers** to be assessed on their potential for growth and intensive developmental inputs provided to help their career progression. Special care to be provided in monitoring their development of requisite competencies. If basic qualification / linguistic skills happens to be an impediment in their path for growth, facilities to be provided to them to bridge the gaps.
- **High potentials** (& high performers) to be provided with customized avenues for personal and professional advancement. They would be asked what their needs are and provided customized developmental inputs/ solutions. They could be sent on overseas trainings, provided sabbaticals or job rotations or location changes, sponsored for certifications with premier institutions etc.

11.2.5. **Grievance Redressal:**

If an employee has any grievance regarding the evaluation process, he/she can write to HR department on pms@finopaytech.com . If the issue requires further intervention, respective SVP could be consulted.

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11.2.6. Annexures:

- I. PMS overall process Workflow
- II. Band-wise Performance evaluation process flow
- III. FAQs

11.3. Promotion Policy:

11.3.1. Objective:

- To identify and develop leadership in the company in line with the growth expectations
- To meet the growth aspirations of employees
- To facilitate faster and easier allocation of human resource
- Career progressions must necessarily bring about role enhancements than mere change in designations

11.3.2. Delinking Performance Appraisals and Career Progressions:

- Career progressions would be held multiple times in a year and would not be attached to annual performance appraisals
- Talent pool to be identified on a biannual basis through psychometric tests & panel interviews

Career Progression to be a 2-step Process

STEP 1: ELIGIBILITY

Eligibility for Employees in Band 1 & Band 2

Step a: Performance as Qualifier; Confirmed employees with minimum 70% target achievement as per their Performance Appraisal & nomination by HOD (SVP level).

Step b: Potential Tracker

- Employee of the Month - No. of times nominated in the year
- (Psychometric test to conclude their EQ and Leadership Qualities)
- Panel Interview

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- Selected participant to be provided a certificate that he/she is eligible for movement to next level.

Eligibility for Employees in Band 3

Step a: Performance as Qualifier;

- Confirmed employees with minimum 70% target achievement as per their Performance Appraisal.
- Positive / Satisfactory Profit & Loss performance
- Nomination by HOD (SVP level).

Step b: Potential Tracker - Parameters:

- Team development
 - Monthly goal sheet adherence
 - Distribution of employee of month nominations
- Customer satisfaction to be key criteria
 - Data points to be captured during the year and at end
 - Minimum 10 votes to be eligible for data point to be considered
 - More than 5 times in Bottom 5 not to be considered for next level
- Psychometric test to conclude their EQ and Leadership Qualities
- Interview with the Top Management panel
- Selected participant to be provided a certificate that he/she is eligible for movement to next level.

STEP 2: Availability of Actual Role

Either Promoted in the current role, when current job is found to have up scaled based on the job sizing exercise

OR

Promoted whenever the eligible employee applies through IJP and gets selected

- Job rotation & geographical transfers encouraged

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- All open positions to be advertised internally & internal recruitments prioritized
- Panel interviews are an important part of the promotions process. Through the interview the candidate's fitment into the next higher grade is ascertained by validating the strengths and areas of development highlighted during the psychometric evaluation.

Note: Employees who are under performance improvement plan (Manthan) or ones who have been penalized for indiscipline or ones whose probation period was extended, during the previous 1 year are excluded from the promotions process.

11.4. Reward & Recognition Policy:

The objective of Reward and Recognition policy at FINO PayTech Ltd. is to award those employees who have done something extraordinary besides their day-to-day functioning and those who have taken initiative to do something over and above their normal job roles. It is all about acknowledging top achievers, exceptional players and outstanding professional practices.

11.4.1. Employee of the month:

Purpose:

To recognize excellence within FINO PayTech Ltd., on a monthly basis based on the following parameters:

- Achieving the goals and objectives of FINO PayTech Ltd..
- Spreading positive energy and motivation among peers and sub-ordinates.
- Ability to comprehend business strategies, adaptability, eye for detail, logical thinking, ability to assimilate & present facts.

Scope:

This process is to be followed uniformly throughout FINO PayTech Ltd. India. However, the policy is applicable for Band1 (Executive,Sr.Executive) & Band 2 (Assistant Manager,Manager & Sr. Manager)

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Responsibility:

HR is responsible to drive the scheme and ensure its efficacy in terms of motivating & engaging employees across functions and its fair assessment.

Authority:

Ensuring implementation : All Line Managers & HR

Procedure Steps for Band 1(Executive & Sr. Executive):

Every month employees are considered for the title.

1. Nomination Process

- **Criterion:** - HR circulates the nomination form via e-mail to all team leads requesting for nominations for the previous month by 5th of every month. The immediate Line Manager nominates his/her team members citing reasons for nominations. However, there is a maximum limit of 10% upto which the Line Managers can nominate from within his/her team. Line Managers are required to send in their nominations to HR via e-mail by 15th of the month.

2. Selection Process

- Once the nominations are received from respective Line Managers, HR validates the data for 200 hours compliance and performance rating.
- Only those nominations who fulfill the above criterion are entitled for the Employee of the Month Title.

Procedure Steps for Band 2 (Asst Mgr, Mgr, and Sr.Mgr):

Selection Criterion: - Every month one employee is considered for the title. The selection is made by two methods:-

Selection by Top Management - Top Management will decide the Employee of the Month (Every alternate month)

Selection by Employees (Voting method)- All employees can nominate.

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Nomination process

By Employees (Voting method)-

HR circulates the nomination form via e-mail to all employees requesting for nominations for the previous month by 10th of every month.

By Top Management

HR circulates the nomination form via e mail to all the team leads. The immediate Line Manager nominates his/her team members citing reasons for nomination along with the rating on 3 parameters. However, there is a maximum limit of 10% upto which the Line Managers can nominate from within his/her team. Line Managers are required to send in their nominations to HR via e-mail by 15th of the month.

Voting Process

Once the nominations are received from respective Line Managers & all employees, HR validates the data for 200 hours compliance and performance rating.

- Only those nominations who fulfill the above criterion are considered for voting.
- Winner is ascertained through company wide online voting
- The link is made available to specified groups of employees for voting from 16th to 25th of the month.
- Every month there is one winner who receives maximum no. of votes and one runner –up who receives second most no. of votes just next to the winner.
- The results of the voting process is announced by 30th of the month

Recognition Process

The winner and the runner up is recognised through citations duly signed by CEO and HR Head. The certificate of Excellence is awarded at an appropriate public forum.

11.4.2. Annual Reward & Recognition- Business

Concept Note:

FINO PayTech encourages its managers to reward and recognize employees for exceptional performance. The R&R initiative is used to acknowledge employees' superior performance

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for outstanding achievements, contribution to business goals, or for time and effort beyond the call of duty.

What is Reward & Recognition Program?

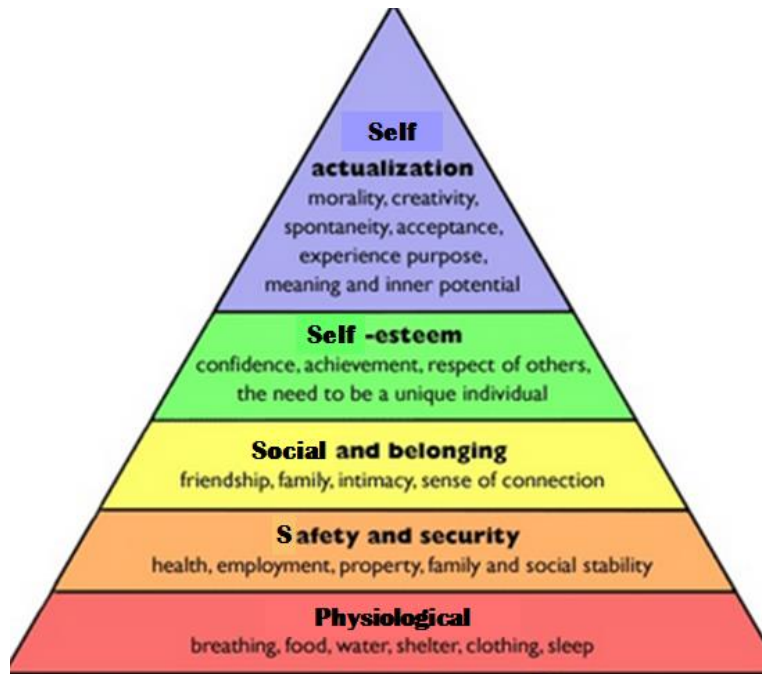
- It is acknowledgement, appreciation of achievement in a timely manner
- Rewards (monetary, tangible) & Recognition (non-monetary, intangible)
- It promotes behavior you want repeated (reinforces values of the organization)
- Improves morale , team work and identifies role models in the organization
- Builds self-esteem , sense of belonging and engages employees
- Predetermined or Spontaneous; Individual or Team; By Peers or by Managers

Relationship between PMS and R&R:

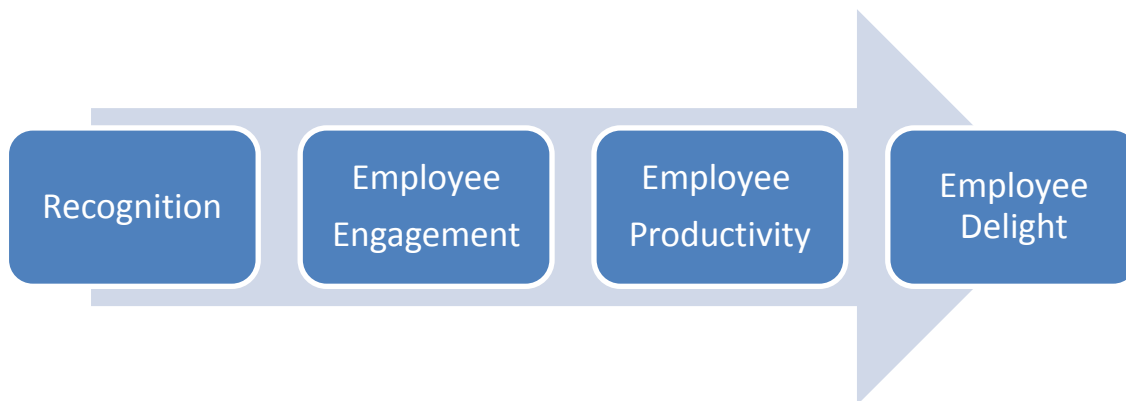
- Performance Management system: Focuses on rewarding, promoting meritocracy and creating a high performance culture
- Appraisals: Focuses on delivering High performance leading to Monetary Rewards - Increments and Variable pay payouts
- Recognition: Focuses on recognizing the right behaviours demonstrated and identifying Value Ambassadors .

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Why Recognition?



← **Implications for Management:** Recognize achievements to make employees feel appreciated and valued



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Common characteristics at R&R Top 10 Indian Companies:

(Reference: Great Place to Work Study - India's Best companies for Reward & Recognition – 2012)

- The programs use variety to deal with different situations, and different kinds of needs of their employees
- They have an original and unique twist that enables employees to strongly identify with these practices and initiatives and draw pride
- They are inclusive and cover the largest number of employees across functions and hierarchies from those who deserve to be recognized or rewarded
- There is generosity and human touch in actions under these practices
- The practices are individualized and fit the context well
- All programs are well aligned with values, culture, strategy and goals of the organization to enable all employees to pull in the same direction, creating additive impact

Objective:

To create a positive work environment at FINO PayTech by recognizing and rewarding workplace-excellence by individuals and teams and thus reinforcing desired workplace behaviors. FINO PayTech Ltd. has the following awards to acknowledge and celebrate winning performances:

Scope:

All permanent employees in FINO PayTech Ltd and its group companies (FINO Fintech Foundation, Intrepid) for the Financial year.

Period:

Felicitations for the previous financial year held along with the Foundation Day celebrations at Mumbai

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R&R Categories:

A. Spontaneous

- Thank You cards: Handed over by Colleagues (Peers, Juniors or Managers) from same or different teams in appreciation of efforts or behavior aligned to our corporate values.

B. Monthly

- Employee of the Month for Band I & II: To recognize excellence in performance/behaviour within the organization, on a monthly basis. EOM nominations are linked to Promotion Process

C. Annual R&R programs:

Corporate Awards:

- Performance Excellence Award
- Service Excellence Award
- Best Innovative Business Solution/Initiative Award- Individual and Team
- Promising New comer Award
- FINOite of the Year Award
- Rising Star Hatrick Award
- Top Consultants

Field Awards:

- Service Excellence Award
- Execution Excellence Award – Individual and Team
- Top 10 CSPs and Top Consultants (Customer Front & Backend Support)
- Above & Beyond the Call of Duty Award
- Promising Newcomer Award

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Corporate Awards:

A) Performance Excellence Award

Concept:

Award to the most outstanding employee of the year who has displayed tremendous growth potential by far surpassing his/her targets, taking new initiatives to improve the quality of work and has been able to have a major positive impact on the business.

Parameters for Evaluation:

- Contribution towards achieving business goals
- Efficiency in execution: process excellence /productivity improvement
- Commitment and ownership
- Team skills

Reward:

- Two winners each year will be honored with a Gift & a citation from FINO PayTech.

B) Service Excellence Award

Concept:

Award to be given to an employee for ensuring customer delight and enhancing the value of the relationship with the business.

Parameters for Evaluation:

- Initiatives resulting in customer delight
- Establishing best practices / processes resulting in customer delight
- Build mutual trust with the employees / Collaboration with other departments
- Team skills

Reward:

- Two winners each year will be honored with a Gift + a citation from FINO PayTech.

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C) Best Innovative Business Solution / Initiative Award

Concept:

Award to be given to the employee / team for providing innovative business solutions those result in value creation for FINO PayTech.

Parameters for Evaluation:

- Degree of innovation: Extent to which the new product / solution differs from the former
- Cost saved / productivity improved / efficiency improved for the business/department.
- Overall value creation / perceived long term impact

Reward:

- Two winners each year will be honored with a Gift & a citation from FINO PayTech.

D) Promising New Comer

Concept:

Award to the employees who have been for less than a year in FINO in Financial Year 2012-13 but have shown an exceptional performance and high promise for future.

Parameter for Evaluation:

- Displayed Business / Functional Understanding
- Innovative Business Initiatives with substantial Business impact
- Adaptability and Flexibility to work in different work scenarios

E) FINOite of the Year Award

Concept:

Award to the most outstanding employees of the year who have displayed attitude, behavior and values aligned to FINO's vision and demonstrates them beyond the call of duty.

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Parameters for Evaluation:

- Ownership: An attitude of acting in the interest of the organization and assuming responsibilities based on the need of the hour with/without being officiated to do so.
- Passion: Entails the zeal and energy to set challenging goals and the dedication to meet or exceed them.
- Team Spirit: The attitude of putting team's goals ahead of that of one's personal goals in ensuring attainment of common goals in a collaborative manner.
- Customer Centricity: A view on business/work that puts customer satisfaction at the center of business decisions.
- Upholds/ Promotes Integrity: Ensuring adherence to moral and ethical principles and acting in good faith to promote honesty and integrity.

Note: Please refer to Annexure I for the behavioral indicators for each of the above parameters.

Reward:

- The winner for each year will be honored with a Prize & a citation from FINO PayTech.

E) Rising Star Hatrick Award

Concept:

Award to be given to future leaders who demonstrated a progressive trend in performance, in the last four years.

Parameter:

All Senior Managers and AVPs, with at least four years of completed service at FINO PayTech as on 31st March.

Reward:

The winners will be honored with a Prize + a citation from FINO PayTech.

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Field Awards:

A) Service Excellence Award

Concept:

Award to be given to an employee for ensuring customer delight and enhancing the value of the relationship with the business.

Parameters for Evaluation:

- Initiatives resulting in customer delight (awards / appreciation / testimonials from customers)
- Establishing best practices / processes resulting in customer delight
- Build mutual trust with the employees / Collaboration with other departments

Reward:

Two winners from CAG, Three winners from CSG & Training, One winner from Lending each year will be honored with a Gift + a citation from FINO Paytech.

B) Execution Excellence Award

Concept:

Award to be given to the employee / team for executing innovative business solutions on field which will result in value creation for FINO PayTech.

Parameters for Evaluation:

For Team, the following parameters are for CSG, CAG & Lending:

- PHI scores during the year
- Audit scores

For Individual, the following parameters are for CSG:

- Carded – toppers
- 90% plus enrolments

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- 05 pendency of recon
- Customer to Product Ratio
- Agent to product ratio

For Individual, the following parameters are for CAG:

- Enrolment to billed – Toppers
- Enrolment to Activation – toppers

For Individual, the following parameters are for Lending:

- Customer Acquisition – Topper
- Least Portfolio At Risk (**PAR**)

Reward:

Two winners from CAG, Three winners from CSG & Training, One winner from Lending for both Individual & Team Category for each year will be honored with a Gift + a citation from FINO PayTech.

C) Above & Beyond Call of Duty

Concept:

Award to those outstanding employees of the team who have displayed tremendous growth potential by far surpassing their targets, taking new initiatives to improve the quality of work and have gone above and beyond call of duty to impact business positively.

Parameters for Evaluation:

- Helping the company to get back cash in difficult conditions
- Reporting of fraud / misconduct by employees
- Other instances of high commitment towards the organization

Reward:

Two winners from CAG, three winners from CSG & Training and one winner from Lending will be honored each year with Gift and a citation from FINO Paytech.

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Eligibility for all awards:

- All confirmed employees, with at least one year of completed service at FINO PayTech as on 31st March.
- No disciplinary action initiated against the employee during the FY till the nomination date.
- Employee should be at least a mid-rater as per the Performance Appraisal for FY.
- Employees will be bifurcated into the following two categories for the above mentioned awards:
 - Executive to Manager grades
 - Senior Manager to VP grades
- Employee in Executive to Managers grades should have at least three or more EOM nominations in FY.
- SMs to VPs shall be considered basis their participation in Team/Organizational Development initiatives. Scores w.r.t. the following areas shall be considered :
 - Adherence to requisite EOM nominations of team members
 - Stakeholders' feedback
 - Performance appraisal rating
 - Participation in employee engagement activities
 - Participation as panelists (in promotions process, recruitment , as mentors etc)
- Top ten districts in PHI and Audit scores shall be considered as nominations for Team awards in Field.

Methodology of Selection:

- 1) HR to send eligible employees list to Department/ Functional Heads. Nominations to be made from amongst the eligible employees.
- 2) HR to review justifications, false acceptances and include false rejections.
- 3) Carry out Competency & Culture-fitment assessments.
- 4) Contestants with poor competency / culture fitment scores are eliminated and a list of Finalists is arrived at.
- 5) Winners are chosen basis Composite scores from amongst the Finalists.
- 6) For FINOite of the Year, additional qualitative inputs to be evaluated.
- 7) For Rising Star Hat-trick, performance scores of last four years to be considered.
- 8) LT Review of Selection.

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Communication:

- Winners and Finalists informed to the Department Heads & SVPs
- Winners and Finalists shall be informed ten days prior to the R&R event through an email from HR.
- Travel and stay arrangements shall be made in coordination with Admin.

Felicitation:

- Winners shall be awarded a certificate and a prize during the R&R event, scheduled along with Foundation Day celebrations in Mumbai
- Making Winners feel special :
 - Designated seats during the event
 - Pictures of all Winners with leadership team
 - Sash for all winners
 - Winners' names to be displayed on the intranet
- Pictures of all the Winners & Finalists shall be displayed on the screen during the event.
- Finalists shall be given an appreciation letter signed by the CEO within a week of the R&R event.

Feedback:

- Feedback of Winners, Finalists & Department Heads recorded through an online survey.
- Results of the survey shared with Department Heads & SVPs.
- Improvement areas recorded and incorporated into the R&R program.

Attribute & Definition	Behavioral Indicators
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<p>Ownership</p> <p>An attitude of acting in the interest of the organization and assuming responsibilities based on the need of the hour with/without being officiated to do so.</p>	<ul style="list-style-type: none"> • Ability to self-start tasks without waiting for instructions. <i>And/ Or</i> • Ability to identify opportunities, and develop new ideas, which result in adding value, competitive advantage, increased efficiency and faster decision making. <i>And/ Or</i> • Willingness to give time and energy to something that adds value to the organization even if it is beyond the scope of his/her role.
<p>Passion</p> <p>Entails the zeal and energy to set challenging goals and the dedication to meet or exceed them.</p>	<ul style="list-style-type: none"> • Ability to stay committed, take initiative and be result oriented. <i>And/ Or</i> • Being self-motivated and believes in continuous effort for improvement.
<p>Team Spirit</p> <p>The attitude of putting team's goals ahead of that of one's personal goals in ensuring attainment of common goals in a collaborative manner.</p>	<ul style="list-style-type: none"> • Ability to go that extra mile in building relationships and sustaining those relationships for long term common gain. <i>And/ Or</i> • It entails the ability to develop, maintain, and strengthen partnerships with others inside or outside of the organization who can provide information, assistance and support. <i>And/ Or</i> • Works well with other team members and values their efforts and contributions as much as his.
<p>Customer Centricity</p> <p>A view on business/work that puts customer satisfaction at the center of business decisions.</p>	<ul style="list-style-type: none"> • Demonstrates concern to ensure customer satisfaction. <i>And/ Or</i> • Sets up systems so that issues faced by customers do not recur. <i>And/ Or</i> • Understands consumer behavior and is aware and updated of changing customer needs. <i>And/ Or</i> • Thinks about customers when decisions are made, policies are implemented, and employees are trained.

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12. EMPLOYEE MOVEMENT POLICY

12.1. Objective

The purpose of Employee Movement Policy is to ensure that an employee is transferred from one Business, Function or Group Company to another as per business requirement in adherence to the framework laid down by the Human Resource Function.

12.2. Scope & Applicability

The policy covers all types of employee movements within FINO PayTech Ltd. and its Group Companies. It applies to all probationary and permanent employees within FINO PayTech Limited and its Group companies.

12.3. Responsibility

The onus of implementation and adherence lies with HR Department.

12.4. Types of Movement

The movement of an employee will be governed as per one of the below stated policy or guideline:

12.4.1. Transfer & New Joinee Relocation Policy

The policy establishes the guidelines for those employees of the company whose transfer from one location to another (within India) has been initiated by the company. This policy also applies to the new joiners who are relocating themselves outside their current location of residence. The Policy is not applicable to own request transfers, DC transfer or movement through IJPs.

Scope and Applicability:

This policy is applicable to all those employees' of the company whose transfer from one location to another (within India) has been initiated by the company. This policy also applies to the new joiners who are relocating themselves outside their current location of residence.

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Reimbursement of Expenses on Transfer/New Joining (Not applicable to own request transfers)

Mode of Travel for Self, Spouse and Dependent Children (not available for local and own request transfers):

As per the entitlement and mode approved in the travel policy. The following rules are applicable

- Only one trip is allowed.
- Hotel stay – Maximum 15 nights stay (not available for local and own request transfers and if only, Guest House facility is not available)
- Leave towards joining period – 4 days
- Packing & Transport Expenses – Transportation of articles with a maximum reimbursement up to Rs. 40,000/- (not available for local and own request transfers). The eligibility will be decided as per the distance indicated below:

Distance	Amount
Up to 500 kms	Rs. 20,000
500 – 1000 kms	Rs. 30,000
Above 1000 kms	Rs. 40,000

Note: Campus hires are not covered under the policy for claiming the reimbursement of the expenses made by them for relocating themselves to the company's desired location.

How to Claim Transport Expenses/Travel Tickets:

The employee has to get proper approvals from the HOD/Reporting Manager, fill in the reimbursement form and submit it with appropriate supporting to the accounts department.

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Inter Departmental Transfers:

FINO PayTech Ltd also provides encouragement to those employees who are seeking or are interested in shifting to some other function within the company. Such interested employees have to apply for such shift by submitting a request with HR, which in turn would judge the fitness and suitability of the candidate for the vacancies within the company.

However, in all such cases management's decision is final.

12.4.2 DC Transfer

District Coordinators movement to any department or location within India after completion of tenure in a particular location for a period of 18 to 24 months or as and when decided by the Management.

Guidelines released on February 1, 2012. Strict adherence to be ensured.

GUIDELINES FOR DISTRICT COORDINATOR TRANSFER

Objective

To deploy available staff in an optimum manner so that, District Coordinators (DC) are evenly distributed across regions and locations, with special regard to the interest of DC in the remote areas.

Criteria for eligibility

- Confirmed DCs of FINO PayTech Ltd.
- Employees completed 18 months in a particular location

Guidelines

- In continuation to the Clause no.3 of Terms & Conditions, Annexure 1 of the Appointment letter, all DC of the company can be transferred to any department or location of the company within India, as and when decided by the Management.
- All DC shall be liable to be transferred and posted anywhere in the State, at any time, and for any period, as per requirements either of the business or of the department or

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both.

- Transfers and postings shall be implemented by HR department which it would endeavor to exercise in the best interest of the DC, with due regard to organization norms & standards.
- The minimum tenure of an employee at one location shall be one year and a maximum of two years.

12.4.3. Deputation policy

Deputation Policy establishes the guideline for temporary movement of employees outside their base location beyond a period of 30 days. It also covers the monetary benefits provided to employee for the same.

Objective

To establish guidelines for temporary movement of employees outside their base location or to a Group Company beyond a period of 30 days

Guidelines

- Applicable to employees on a temporary posting for a limited period of time on a specific project while the place of posting remains unchanged.
- Deputation can be up to a period of three months, maximum. Break of more than thirty days during deputation will be considered as a break in deputation. Subsequent deputation even if in the same place would be treated as a new deputation. A break of less than thirty days would mean continuance of original deputation. Deputation beyond three months shall be treated as transfer of services. Policy of transfer (relocation) will be followed in such cases.
- The deputation order duly approved by the HOD must be sent to all concerned including HR.
- Deputation Policy is not applicable to Management Trainees.
- Wherever Guest House is available, employees are advised to use it; in such a case deputation allowance is not applicable. However, employees can claim the food reimbursement as per the limits described in the Travel Policy.
- While on deputation lodging and food expenses of an employee as per travel policy is reimbursable up to maximum of thirty days; beyond thirty days these expenses will not be reimbursed by the company. However, employee will receive a deputation allowance (after completion of first thirty days) as per below mentioned table.

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Deputation Allowance

This allowance is applicable for deputation and provisional relocation only.

Deputation Allowance payable (per month in Rs.) (Over and above employee salary)

Grade	City Category A	City Category B	City Category C
Band 1	18750/-	13125/-	9375/-
Band 2	30000/-	21000/-	15000/-
Band 3	45000/-	31500/-	22500/-
Band 4	60000/-	42000/-	30000/-

The allowance is payable for a period of one calendar month or part thereof.

Classification of Cities/Towns

Class	Cities
A	Bangalore, Chennai, Delhi, Hyderabad , Kolkata and Mumbai
B	All other State capitals and cities like Agra, Ahmadabad, Allahabad, Ambala, Aurangabad, Baroda, Bhavnagar, Cochin, Coimbatore, Darjeeling, Guwahati, Gwalior, Indore, Jabalpur, Jammu, Jamnagar, Jodhpur, Kanpur, Khajuraho, Kolhapur, Kota, Ludhiana, Madgaon, Madurai, Mussorie, Nagpur, Nainital, Nashik, Pune, Siliguri, Surat, Trichi, Udaipur, Varanasi, Vijayawada and Vishakhapatnam.
C	Rest of the cities and towns in India.

12.4.4. Internal Job Posting

Internal Job Posting (IJP) allows employees to access available vacancies within the

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Company and provide empowerment for taking ownership of their own careers. Consequent to vacancy created on account of departmental requirement/attrition/any other reason; HR will release IJP on the recommendation of Manager with prior approval of Functional Head.

For detailed policy, please refer to **IJP Policy**.

12.4.5. Bench Guidelines

Bench would imply movement of employee to HR Talent Pool in the event of closure of projects/redundancy on account of lack of business requirement; and redeploying to new projects and positions as per business requirements.

Guidelines released on July 17, 2012.

Standard Operating Procedure for Employee Bench Policy

1. Purpose:

To establish and maintain a system:

- To rationalize the workforce for optimum utilization of human resources as per business requirement.
- To meet the objective of retaining employees; to facilitate free movement of resources anywhere in India and re-deployment as per business requirement.
- To train employees on bench for enhancement of their skills and competencies in order to get a full-time role in future assignments.

2. Scope:

This procedure is applicable to the following category: permanent employees and contractual staff, assigned to a project and/or a department which has and or will/might undergo ramp-down in its/their respective functions. These earmarked employees will form a part of the common talent pool: 'HR pool'.

3. Responsibility:

The primary responsibility of implementation of this procedure is of the HR Head and the team who are engaged in the recruitment process to rationalize the employee head count in

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agreement with the Business Heads. The secondary responsibility is that of the concerned Function/Business Head(s).

4 General Conditions:

- 4.1 Selection criteria for re-deployment will be as per norms & recruitment standards (including salary structure) of the receiving department
- 4.2 Employees on bench identified for re-deployment will have to qualify the selection process of the receiving department

5 Timeline:

The virtual bench programme refers to the following options for a resource in FINO:

- 5.1. Band 1 employees can be on bench for a maximum period of 1 month and will be eligible to receive only monthly gross salary.
- 5.2. Band 2 and Above employees can be on bench for a maximum period of 2 months and will be eligible to receive only monthly gross salary.

The execution of the bench program will be as per the discretion of the management.

6. Guideline:

- 6.1. Resources on bench will not be eligible for any monthly incentive, earning potential payout or bonus declared by the company.
- 6.2. Resources on bench will not qualify for promotion or annual increment.
- 6.3. Resources on bench will not be eligible for any reimbursements for the purpose of travel or tour undertaken for business or official reasons unless prior approval is granted.

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6.4. There will be no recruitment initiated for that department or location till such time where all employees on bench are re-deployed and utilized.

6.5. There will be no renewal of contract for consultants who are placed on bench; termination of contract will be applicable as per management discretion.

13. LEAVE POLICY

13.1. Objective: To recognize the importance of providing certain amount of flexibility to the employees so that they can take care of their personal, domestic & other necessities.

13.2. Applicability: This policy applies to all probationary and permanent employees of FINO PayTech.

13.3. Types of Leave & Entitlements:

All employees are entitled to the following leaves in a calendar year. The break up of leave Entitlement is as follows:

Sr. No.	Type of Leave	Annual Accrual
1	Privilege Leave	30 days
2	Sick Leave	15 days
3	Maternity Leave	12 weeks i.e. 3 months as prescribed under the Maternity Benefit Act

13.4. Rules Governing Leave Policy:

13.4.1. Privilege Leave:

- Privilege leaves are calculated on calendar year basis i.e. January to December.
- Privilege Leave can be accumulated up to a maximum of 60 days.
- In case an employee wants to go on Privilege leave, the number of leaves that he can avail will depend on the number accumulated till that date.

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- The entitlement of the Privilege leave is at the rate of 2.5 days per month which is added to leave balance at the end of each month.
- An employee (new joiner/trainee) is not allowed to take leave (planned PL) in the first month of his employment. However, he/she will be eligible to avail leave to the extent of accrued leaves only, during the subsequent months.
- All employees are required to obtain prior approval through Maadhyam (HR System). Employees are encouraged to plan their leaves however in the event of emergencies and personal exigencies employees may proceed with the reporting manager approval or seek approval immediately after resuming office (within 2 working days) but have to keep Manager informed regarding the exigency. PL can also be availed one at a day in such instances as an exception. However, the quantum of short leave should not exceed more than one-third of accumulated PL of employee at any point of time or 10 days in a year, whichever is lower.
- Employee is required to seek approval at least 15 days in advance before proceeding for long leave (more than 3 days).
- An application for PL in such a case (planned) has to be for atleast 4 days of leave.
- Leave Balance over and above 30 days will be available for encashment during the service. If the leave accumulation crosses more than 60 days, it is mandatory for an employee to avail/ encash the leave; any accrued PL above 60 days shall lapse. Leave encashment is done for applicable cases at the end of calendar year on the basic salary.

13.4.2. Sick Leave:

- An employee shall be entitled to sick leave in case of illness.
- Employee can avail sick leave up to a maximum of 5 instances/times in a year, upto the extent of available sick leave balance.
- Sick Leave requests beyond 3 days should be supported by Doctor's certificate. The Company may ask an employee to appear before a doctor of its choice, where deemed necessary.
- Sick Leave can be accumulated up to a maximum of 30 days. Unused sick leave beyond 30 days shall lapse.
- It is mandatory to inform Reporting Manager in the event of illness and apply for leave in Maadhyam (HR System) within 2 working days of resuming work.

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13.4.3. Maternity Leave:

- Maternity Leave is available only after completion of 6 months of service.
- Maternity Leaves shall be provided as per the Maternity Benefits Act.

13.4.4. General Leave Procedures:

- All leaves are calculated on calendar year basis i.e. January to December.
- Under all circumstances, employees need to apply leave through Maadhyam and get their immediate managers approval.
- On emergencies when prior approval cannot be obtained, employee is expected to inform and seek approval (telephonically) of such absence immediately from his/her superior authority.
- Absence from duty without approval would be considered as leave without pay (LWP) apart from initiation of appropriate disciplinary action.
- Employees are not entitled to any leave during notice period. However, department head may grant leave at the rate of 1 per 15 days of notice period but not exceeding 4 days in a period of 2 month's notice. Availing leave beyond this, in exceptional circumstances like on medical grounds shall strictly be on the basis of medical documents issued by registered doctor (general practitioner or a specialist) and by a joint approval of HOD and Head-HR. Any unauthorized absence during the notice period will be treated as a shortfall in notice period and necessary deduction on gross salary will be computed in full and final settlement.
- Only working days will be calculated for Leaves availed i.e. weekends/holidays/sandwiched between leaves shall not be construed as leaves and no deduction will be made from leave balance towards the same.
- Management has the right to cancel the leave due to exigencies of work.

13.4.5. Annual Holidays:

- All employees are entitled to 10 days of paid holidays every year. The holidays declared are state specific and guided by the respective State Government holiday notifications. Mandatory Government holidays are:

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- Republic Day – 26th January
- Independence Day – 15th August
- Mahatma Gandhi Jayanti – 2nd October
- 7 other holidays will be specific to respective State which will be communicated by HR before beginning of calendar year.

13.4.6. Gardening Leave:

- The management is conscious of stress level the employees might be constrained to undergo, occasionally. It is also an acceptable norm and in vogue universally to distress the employees by giving them breaks. It not only rejuvenates the workforce but also ensures optimum output. Keeping this work life balance aspect in mind the Management may occasionally decide to provide additional leave called ‘gardening leave’ to some employees. This will be over and above the leaves mentioned herein before. It would be just like any other leave with an exception that in this case the management would identify and ask an employee to proceed on gardening leave for rejuvenation. The period of such leave would also be decided by the management but under no case it shall be more than 30 days at a stretch. The employee proceeding on this leave must ensure and adopt all such recourse which helps him achieving the objective of this leave.
- During this leave, the employee would not be required to attend office premises and must not do any of the following:
 - Undertake any work for any third party whether paid or unpaid and whether as an employee or otherwise.
 - Have any contact or communication with any client, customer, supplier, employee, director, agent or consultant of the Company, unless specifically instructed by the management.
 - During any period of Gardening Leave the Company, however, may require the employee to do any of the following:
 - Perform special projects or perform some but not all of the usual job responsibilities which are not stressful in nature.
 - Keep the Company informed of one’s whereabouts so that he/she can be contacted if the need arises for the employee to perform any duties under the Clause above.
 - The employee shall be entitled for usual benefits during Gardening Leave.

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14. TRAVEL POLICY

The purpose of this policy is to define clear guidelines towards local, domestic and international travel for employees to help them discharge their official duties while adhering to their grade emoluments and entitlements.

All official travel must essentially be undertaken with prior written approval of the Reporting manager & HOD

14.1 Domestic Travel Policy:

14.1.1 Eligibility:

Grade	Distance less than 250 KM (Maximum Amount reimbursable)	Distance more than 250 KM (Maximum amount reimbursable)
EI & EII	Equivalent to AC III fare on the same route.	Equivalent to AC III tier fare on the same route.
AM & Manager	Equivalent to AC II fare on the same route.	Equivalent to AC II fare tier on the same route.
Senior Manager, AVP & VP	Equivalent to AC I fare on the same route.	Equivalent to twice of AC I tier fare on the same route.
SVP	On actuals	On actuals
CEO	Air travel - Business Class	Air travel - Business Class

Note:

- 2.) Employees are free to choose any mode of travel provided the expenses claimed are within the entitlements listed in the above table.
- 3.) Employees need to submit **Tour Approval Form (Annexure I)** to Admin team & their R1 prior to commencing their travel plan.

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- 4.) Employee can claim reimbursements for Tatkal in case of train travels, subject to the approval of HOD.

Reimbursements would be on actuals subject to submission of proofs with a maximum reimbursable amount capped as per the above mentioned table.

In exceptional circumstances if an employee requests the Administration department to book tickets for themselves then following requirements should be strictly followed by the employee:

- An advance intimation of 3 days prior to the date of travel should be given to Admin for Air travel.
- An advance intimation of 7 days prior to the date of travel should be given to Admin for Train travel.

“Post these deadlines administration shall not be doing the booking unless approved by Head of Administration; it shall be the employee’s responsibility to obtain this approval.”

If the available ticket fares are above the entitlement limits of the employee, the Administration department shall proceed with the ticket booking only post receipt of written consent of the employee to bear the additional cost. Administration department shall inform Payroll department about the same and the additional amount shall be deducted from the concerned employee’s subsequent salary.

In the event of travel due to any business exigencies, if the ticket fares are beyond the normal entitlement limits, the HOD in the level of VP & above can approve up to the limit of Rs 10,000 (over & above the eligible entitlement limits of an employee) per case, provided the claimed expenses are within the total budgeted expenditure of the Department.

For travel claims more than Rs. 10,000 (over & above the eligible entitlement limits of an employee) approval of CEO/CFO is required for processing of claims.

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14.2 International Travel Policy:

- Mode of Travel: All Employees on official visit to International Destinations will travel by Economy Class. SVPs are eligible for travel by non-endorsable Business Class for Cross Atlantic travel
- All international travel bookings should be done only through Travel Desk on approval by concerned Head of the Department (VP level or higher) & the HR Head.

Diem Allowance

	VP & Above			Up to AVP		
Diem on the basis of night spent	UK	Europe, US & Japan	Other Countries	UK	Europe, US & Japan	Other Countries
USD	300	250	225	250	225	175

- The reimbursement will be on actuals restricted to the per diem rate.
- Expenses incurred for obtaining visa, overseas medical insurance policy and other necessary expenses will be reimbursed on actual basis.
- In cases where bills do not support the full travel expenses, employees are required to return the unspent advance to the accounts. In respect of certain expenses like refreshments, local telephone, tips and other miscellaneous items, genuine difficulties are faced by employees in obtaining supporting bills/receipts. In line with the industry practice, 10% of total per diem allowance will be considered as incurred even if employees are unable to furnish supporting bills.

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- If employees do not return the unsupported expenditure (subject to the permissible 10% without bill), it will be treated that no expenditure is incurred and the balance amount of advance will be recovered from the employee.

14.3 Eligibility of Hotel Accommodation for All Employees:

The eligibility of hotel stay of employees travelling to other work locations/cities in India shall be as follows:

Grade	Class A	Class B	Class C
SVP	On actuals	On actuals	On actuals
VP	8000	6000	4000
AVP	6000	4500	3000
Sr.Mgr, Mgr. & AM	4000	3000	2000
EI &EII	2500	1750	1250

* These rates are exclusive of taxes

** Classification of class of cities appended as Illustration A

- Employees are advised to make all hotel bookings through the travel desk. Any enhancement in hotel booking limits (exception) shall need approval and sanction of the Head of the Department (SVP level), keeping the department travel budget into consideration.

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- Air/Rail/Bus tickets: Where the facility of Travel desk is available, bookings must be done through travel desk.
- Conveyance expenditure in connection with visit to the place/clients office etc. by permitted mode of transport.

Employees will be eligible for expenses on food during their hotel stay at the following rates per day in Indian Rupees; employees are required to provide supporting proofs for expenditure:

Grade	Class A	Class B	Class C
SVP	On actuals	On actuals	On actual
VP	1200	850	600
AVP	900	650	450
Sr.Mgr to AM	700	500	300
EI & EII	500	350	250

14.4 Local Conveyance Policy

Objective:

To define the expenses limits in situations of local travel.

Applicability:

This policy is applicable to all employees of FINO PayTech Ltd.

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Local Conveyance Expenses:

At Base Location: Employees will be reimbursed actual expenses for the use of public transport, auto rickshaw, taxi or local train (first class) whichever is permitted by the Head of Department.

In case employees use their own vehicle for travel in the city for official purpose (Excluding travel from residence to office & back) they will be reimbursed at the following rates:

- Car – Rs. 8.00 per km
- Two Wheeler – Rs. 4.00 per km

If the employee travels beyond the city limit for official purposes and use own car, such expenses will be reimbursed at the rate of @ Rs. 8.00 per km. Such travel should be limited to a distance of 200 km one way.

Note: For Project / Zone specific local conveyance reimbursement limits shall be specified by respective business head.

Vehicle Eligibility during Outstation/Local Travel:

Grade	Eligibility	Type of Vehicle
CEO	Private Cars	Toyota Fortuner, Toyota Camry
SVPs	Private Cars	Toyota Camry, Corolla, Innova, Honda City

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VP	A/C Cars	In case of hiring AC cars on full day rentals – Indigo, Esteem, Ford Ikon, Logan or equivalent. In case of point to point travel prepaid A/C taxi (Meru, TABCAB, EasyCars, Coolcab) to be hired
AVP & SM	Prepaid Taxi A/C	Hiring of cars/tourist taxi should be done only if the employee has to visit multiple points during the day, Tata Indica or Equivalent. If the work is limited to one location/office prepaid A/C taxi to be hired.
Manager, AM	Auto/Taxi	Hiring of ordinary taxi should be done only if the employee has to visit multiple points during the day. If the work is limited to one location/office auto to be hired.
E I & EII	Bus/Auto	Auto to be hired in case of non-availability of bus to the visiting location

Note: All private car booking would be done through the centralized travel desk for Class A cities. Other than SVPs, car booking done through the centralized travel desk; payment to be done by the user and claimed along with the tour bill at time of submission.

14.5 Per Diem Policy for Meals:

Definition: Per Diem is the allowance for meals and incidental expenses while on out of office for few hours on official work.

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Purpose:

- The purpose of this policy is to establish procedures for reimbursing employees for ordinary, necessary and reasonable expenses related to food when he / she has to be out of office for few hours on official work.
- All employees are eligible to get a reimbursement of the actual expense utilized subject to a maximum limit as given in the following table –

Band	Class A	Class B	Class C
SVP	On actuals	On actuals	On actuals
AVP & VP	250	200	150
Sr. Mgr. to AM	150	125	100
E I & EII	120	90	60

The above norms are applicable based on the following conditions:

- The per diem amounts are guidelines for expenditure in INR per meal.
- Employee can claim for reimbursement only if it is planned for more than 4 hours of official duty outside the office premises within his/her city or town.
- All claims need to be submitted within 7 days of completion of Tour. It is advisable to submit it in same month for convenient reimbursement.
- An employee can claim only his/her expense.
- In case the bill includes the amount spent on food of a client/customer then it has to specifically mentioned (name of client, no. of people, etc) and approval to be taken from the Head of Department as mentioned above.

14.6 How to claim reimbursement?

1. Fill the claim in the Expenses Management Portal (SERENA).

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2. Take the printout of the claim form and attach supporting bills/voucher.
3. Forward the Claim Form with supporting to R1.
4. R1 need to verify the nature of expenses, approvals and need to sign on the Claim form as also to approve on the SERENA Portal.
5. R2 needs to approve the same on Portal. (Signatures on Form would not be required)
6. Claim Form to submit to respective Zone Commercial for Zonal Teams & Accounts department for employees in Head office.
7. Zone Commercial will check the claim with reference to approval and the entitlement as per the Employee Reimbursement Policy and approve the same on Portal, deductions, if any, will be intimated to the concerned employee and his R1.
8. HO Accounts will take downloads of approved claims on 10th, 20th and 30th of each month and process the claim within 10 days of claim.
9. Information of claim processed will be shared with Zone Commercial for Zonal Teams, who in turn will intimate to respective employees.

The following **rules** have to be observed while claiming for **reimbursements**:

- The reimbursement of expenses will be against actual bills/receipts.
- No Alcohol or tobacco expenses would be reimbursed.
- No laundry expenses are payable for a stay of less than 3 nights.
- Expenses incurred for entertaining guests during the visit should be claimed separately. If claimed as part of travel claim, the maximum amount of reimbursement will be limited to the specified rates per day.
- In case the guest house is available, then the employee has to stay at the guest house.
- Employees up to the level of VP can claim 10% of the maximum eligible amount without supporting bills.
- For SVPs, non-supporting bill amount is capped at Rs.200, Rs.150 & Rs.100 for Class A, Class B & Class C city respectively.

Note:

- Summer trainees can claim for reimbursements equivalent to AM.

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- Employees are required to submit **Tour Report (Annexure II)** to their R1, stating the purpose of visit, within 15 days of completion of travel.
- Please ensure timely submission of the claims, i.e. expenses incurred during the month should preferably be submitted within 7 days of the completion of tour so as to ensure timely reimbursement.
- Consultants can claim reimbursements for travel & other expenses as per the emoluments of their equivalent grade.
- The contractual employees ID's have also been created please contact local finance team in case of any query related to I Bolt ID.
- Since the reimbursement cycle has been reduced substantially, travelling advance requests should generally be avoided. R1 needs to take special care while approving advances as more often settlement of advance remains pending for long.
- Advance not settled within one month's time, will be adjusted against the next month salary.
- Employees are expected to spend judiciously while on tour.

Classification of Cities/Towns

Class	Cities
A	Bangalore, Chennai, Delhi, Hyderabad , Kolkata and Mumbai
B	All other State capitals and cities like Agra, Ahmadabad, Allahabad, Ambala, Aurangabad, Baroda, Bhavnagar, Cochin, Coimbatore, Darjeeling, Guwahati, Gwalior, Indore, Jabalpur, Jammu, Jamnagar, Jodhpur, Kanpur, Khajuraho, Kolhapur, Kota, Ludhiana, Madgaon, Madurai, Mussorie, Nagpur, Nainital, Nashik, Pune, Siliguri, Surat, Trichi, Udaipur, Varanasi, Vijayawada and Vishakhapatnam.
C	Rest of the cities and towns in India.

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15. BENEVOLENT FUND POLICY

Objective:

To provide care and support to a fellow FINOite's family in the form of financial assistance in case of adversity.

To support the employees in their financial concerns, in case of emergent and unforeseen situations like a serious accident or demise of the employee. Unforeseen and Emergent situations can be termed as:

- Natural calamities as floods, earthquake, cyclone, droughts
- Accidental death in case the employee concerned is not covered by Group Accident Insurance
- Any other eligible case

Keeping this in view, it has been decided to set up a Benevolent Fund.

The Fund shall be sustained by financial assistance from FINO PayTech Ltd. and voluntary contribution from FINO PayTech Ltd. employees enrolled as members.

Eligibility:

- All employees of FINO PayTech Ltd. up to the level of Band-1 (Executive I & Executive II) shall be members of the fund.
- For employees in Band II and above, only those who contribute towards the fund will be consider as members.
- Benefits of the Fund are meant for the members and their dependents only.
- The Benefits are applicable to all the employees of FINO PayTech Ltd. Group Companies as well.

Fund Committee Members:

The Managing Committee of this fund shall comprise of:

- Head HR

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- Head Finance
- Head Zonal Operations
- One local representative who could be Regional HR / In-charge (DC / CH/SH/ZH) of the location is specified. It would vary with the location where the incident occurs.

Source of Fund:

Employees can contribute voluntarily for the fund as follows:

- Band 1 employees (E I, E II)- Rs. 20/month
- Band 2 employees (AM, Manager, Senior Manager) - Rs. 50/month
- Band 3 employees (AVP, VP) - Rs. 100/month
- Band 4 Employees (SVP) - Rs. 500/month

Company Contribution - Equal to annual contribution from employees

Guidelines:

Procedure to determine limit of assistance:

The extent of assistance shall be determined by the Managing Committee of the Fund, considering the following circumstances:

- When a member dies while in service leaving his/her dependents in indigent circumstances
- When a member suffers from some other unforeseen misfortunes relating to health and is in need for financial assistance.
- In other deserving cases at the discretion of the Managing Committee of the Fund.

Protocol to be followed in case of accident /demise of member:

- The local management representative (Reporting Manager / Location head/Regional HR) to inform the Management committee members via phone or email to fpnhelp@finopaytech.com.

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- The management committee member to sanction the immediate relief amount on confirmation of the need and to decide on the long term relief within one month.
- Immediate relief (Funeral expense/ medical relief) to be carried out by local management representative. Relief amount to be disbursed through the local accounts team on an immediate basis. This shall later be settled by the Fund Management Committee within 7 days.
- Visiting the bereaved family:
 - 1) For Field employees :- Senior Management representative (DC/Cluster Head / Zonal Head to visit the family within 24 hours to offer support/ condolence on behalf of FINO PayTech Ltd.
 - 2) For Corporate employees: - Senior Management representative (Department Head/Immediate Reporting Manager) along with HR Representative responsible for the concerned location to visit the family within 24 hours to offer condolence and support on behalf of FINO PayTech Ltd.
- Management committee to credit equivalent sum released as immediate relief to the local accounts team and decide on further relief measures as required.

Assistance to Employees

a) Immediate Relief

- Funeral expenses: Immediate relief shall be given to the dependent on the demise of the member of the Fund to meet the funeral expenses. The amount shall not exceed Rs. 15000/- and to be handed over to the spouse or immediate relative. This will be part of amount mentioned in total coverage.
- Medical relief for treatment in case of accidents: Immediate relief up to Rs. 25000/- can be extended till ESIC/Medical relief is initiated. This amount will be treated as advance and can be settled with the insurance claim etc. at a later date by the committee.

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- If medical relief should be treated separately from ESIC/Medical In this case if hospitalization insurance can be applied and can be claimed through it later, that should apply, else the amount to be an expense.
- b) Long Term Relief (Case to case basis, as decided by Managing committee)
- Job in FINO PayTech Ltd. for Spouse/ Adult children: In case of demise of member while in service a suitable job can be offered to the spouse of the member or their adult children. The decision in this regard will be taken by the Fund Management Committee along with the senior management team at FINO PayTech Ltd. Also the job offer will be time bound and the Spouse or adult children should accept the same within one year of the offer date.

Note: The employee's PF nominations shall be referred to while considering the nominee to hand over the relief amount.

Termination / Cessation of Membership:

A member shall cease to be a member of the Fund in the event of:

- Ceasing to be an employee of FINO PayTech Ltd. on account of retirement/resignation/dismissal or demise.
- Voluntary decision to withdraw from membership of fund with a request in writing.
- No refund of contributed amount shall apply on cessation of membership.

16. TRAINING AND DEVELOPMENT POLICY FOR BAND II

Objective:

- To identify the strengths and improvement areas of individual employees thereby, ensuring progress in their personal and professional development.
- To enable individuals formulate a clear plan for implementing actions leading to solutions; to fill the gap for effective and enhanced performance.

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Approach:

- E- Learning courses (through Kaleidoscope only)
And / Or
- Instructor Led Training as decided by Reporting Manager and Training & Development Team

Eligibility:

All Band II employees of FINO PayTech Ltd.

Training / Learning Options:

Kaleidoscope:

- All identified courses to be completed through Kaleidoscope. We recommend a minimum of 2 Courses from each of the 2 sections (Behavioural Skills and Business Skills) however,
- **Product and Functional Training is Mandatory and must be completed in a phased manner.**

a. Behavioural Skills:

Training Proposed via Kaleidoscope	Training Needs	Objective	Topics Covered	Outcome	Measure
Behavioral Skills	Communication Skills	To be a competent Interpersonal communicator, in both social and professional contexts to demonstrate effective conflict resolution skills	1. Effective Business Writing 2. The Influence Edge and E-Mail 3. Telephone Etiquette 4. Understanding Negotiations 5. Resolving Conflict	Effective exchange of ideas and thoughts leading to improved verbal and written communication to cope better with any conflicting situations	Pre and Post Test Pre and Post Feedback from Trainee and Reporting Manager
	Customer Service	To be equipped to provide high quality customer	1. Creating Customer Value 2. Dealing with	Enhanced customer satisfaction score	Pre and Post Test Pre and Post

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		service through the tools provided for increased customer satisfaction.	Customer Complaints 3. Delighting Your Customers 4. Implementing Effective Service Standards 5. Keeping Loyal Customers		Feedback from Trainee and Reporting Manager
	Managerial Skills	To enhance skills to be an effective manager	1. Time Management 2. Motivation 3. Goal Setting and Action Planning	Enhanced managerial skills for better team management and motivation for improved productivity	Pre and Post Test Pre and Post Feedback from Trainee and Reporting Manager
	Self-Development	To reduce or eliminate stress on the job via breathing techniques and exercises increasing ones level of self-awareness	1. Managing Stress on Job 2. Assertiveness 3. Anger Management	Lowered stress levels, improved productivity and ability to respond assertively	Pre and Post Test Pre and Post Feedback from Trainee and Reporting Manager

b. Functional Skills:

Training Proposed via Kaleidoscope	Training Needs	Objective	Topics Covered	Outcome	Measure
Business Skills	Excel 2007 Advanced	To be equipped to apply filters, use formulas, analyze data to apply knowledge to create complex business applications and analyses in	1. Filtering and Sorting Data 2. Using Pivot Tables 3. Working with Functions 4. Using Data Analysis Tools 5. Automating with VBA Macros	Enhanced Excel knowledge to analyze data and make reports	Pre and Post Test, Pre and Post Feedback from Trainee and Reporting Manager

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		Microsoft Excel	6. Adding Connections and Importing Data		
	MS Visio	To be equipped make diagrams and draw flowcharts by exploring templates, stencils, and pre-defined shapes provided with Visio, and construct simple Visio diagrams.	1. Using Tools, Commands, Custom Toolbars, and Menus 2. Working with Objects and Hyperlinks 3. Using the Shape Menu 4. Working with Pages, Layers, and Stencils 5 Working with Flowcharts Creating Database Models.	Enhanced knowledge of powerful diagramming and drawing Visio	Pre and Post Test, Pre and Post Feedback from Trainee and Reporting Manager
	MS PowerPoint	To be equipped to add visual impact and dynamic information to the presentations.	1. Getting Started 2. Developing a Presentation 3. Design Elements 4. Inserting Shapes 5. Clip Art, Pictures, and WordArt 6. Smart Art Graphics 7. Charts and Tables	Enhanced PowerPoint knowledge to create impressive presentations	Pre and Post Test, Pre and Post Feedback from Trainee and Reporting Manager
	MS Word	To be equipped to create and format documents, and how to add lists, tables, and images to your documents	1. Typing and Editing Text 2. Formatting Text 3. Formatting Paragraphs and Lists 4. Building Tables 5. Working with Images	Enhanced knowledge to create and format word documents	Pre and Post Test, Pre and Post Feedback from Trainee and Reporting Manager

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c. Product and Functional Training: Completion of all product training modules is mandatory

Training Proposed via Kaleidoscope	Training Needs	Objective	Topics Covered	Outcome	Measure
Product and Functional Training	As per FINO PayTech Ltd. product information uploaded on the basis of B2B & B2C businesses and Functions	To help employees understand the functionality of the products and functions of FINO PayTech Ltd.	B2B Products: 1. Insurance 2. Remittance 3. Savings 4. Loans 5. Technology Enterprise 6. FCS 7. EBT 8. UID 9. FL, Branch Optimization B2C Products: 1. Retail Remittance 2. Retail Insurance 3. Retail Physical 4. Microfinance Functions: 1. BD 2. BM & G 3. ISO Awareness(Quality & Information Security) 4. CMS, MMS, Samvaad 5. HR 6. IT 7. PMO 8. Proposaling & Solutioning 9. CSD 10. Risk	Knowledge on the functionality of the products	Pre and Post Test, Pre and Post Feedback from Trainee and Reporting Manager

Other Information:

- It is mandatory to complete all assigned Product and Functional modules in H2.
- It is mandatory to complete two modules of each section per quarter in H2

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- **Behavioural Skills & Business Skills**
- We recommend two modules from the annexures (as given above), however Reporting Manager may suggest any other course/s to be completed through Kaleidoscope as deemed necessary.
- Extra credit will be given for successful completion of the course through Kaleidoscope.
- Non completion of the required modules will have its impact on EP (Earning Potential) and role enhancement.

Frequently Asked Questions

Q I have recently joined the company, from where can I get my login details for Kaleidoscope?

A Please email to traininganddevelopment@finopaytech.com to get your login details

Q What are the courses available on Kaleidoscope and what is available through ILT?

A Following are courses available on Kaleidoscope:

- Behavioural Skills
- Business Skills
- Product and Functional Training
 - For ILT, please refer to training/ learning options above

Q What is the timeline given for completion of a course through Kaleidoscope?

A Please refer to other information on Training & Development policy

Q I have completed all the courses for Band II via Kaleidoscope. What's next?

A Please discuss with your Reporting Manager on the same.

Q What is extra credit on timely completion of my training program via Kaleidoscope?

A Role enhancement and nomination for promotion

Q Is this program linked to my goal sheet?

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- A The effectiveness score of your annual performance will also be dependent on successful and timely completion of assigned modules in Kaleidoscope.

17. TRAINING AND DEVELOPMENT POLICY FOR SENIOR MANAGERS, AVPS AND VPS

Objective:

- To develop strategically focused employees, leveraging their management and leadership capabilities to meet the objectives set for the organization

Approach:

- E- Learning courses (through Kaleidoscope only)
- Instructor Led Training
- Certification Courses
- Higher Education

Eligibility:

- All employees of FINO PayTech Group: Senior Manager, AVP and VP

Training / Learning Options:

Kaleidoscope:

- All identified courses to be completed through Kaleidoscope. We recommend a minimum of 1 Course from each of the 2 sections.
- Behavioral Skills and Business Skills however, **Product Training is Mandatory**
- Reporting Manager may suggest additional courses from Kaleidoscope.
- It is mandatory to complete recommended courses in a phased manner.

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a) Behavioral Skills

Training Proposed via Kaleidoscope	Training Needs	Objective	Topics Covered	Duration	Outcome	Measure
Behavioral Skills	Workplace Environment	To explore the causes and consequences of the challenges at one's workplace and equip learners to manage the problem situations.	1. Overcoming Bias 2. Ethics in Workplace 3. Diversity Effectiveness 4. Ethical Decision Making 5. Email and Internet Privacy 6. Ergonomics (Computer Comfort) 7. Workplace Challenges (Preventing hostility at Workplace)	2 hours	To rationally manage the complex situations at work	Pre and Post Test/ Feedback from Trainee and Reporting Manager
	Managing Change	To reduce a critical bridge between the old ways of approaching practices vis-à-vis new work practices.	1. Refocusing Yourself 2. Leading the Team 3. Working with Individuals	5 hours	To lead a successful workgroup through periods of change.	
	Motivation Methods and Strategies	To recognize sources of motivation, understanding the needs of the team and traits of effective leadership. To understand the difference between commitment and compliance	1. Leading for commitment 2. Rewarding and Correcting 3. Leading with vision 4. Building trust	7 hours	Aid the participant to promotes strategies for leading team members and gaining commitment from them	

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b) Business Skills

Training Proposed via Kaleidoscope	Training Needs	Objective	Topics Covered	Duration	Outcome	Measure
Business Skills	Excel 2007 Advanced	To be equipped to apply filters, use formulas, analyze data to apply knowledge to create complex business applications and analyses in Microsoft Excel	1. Filtering and Sorting Data 2. Using Pivot Tables 3. Working with Functions 4. Using Data Analysis Tools 5. Automating with VBA Macros 6. Adding Connections and Importing Data	12 hours	Enhanced Excel knowledge to analyze data and make reports	Pre and Post Test, Pre and Post Feedback from Trainee and Reporting Manager
	MS Visio	To be equipped make diagrams and draw flowcharts by exploring templates, stencils, and pre-defined shapes provided with Visio, and construct simple Visio diagrams.	1. Using Tools, Commands, Custom Toolbars, and Menus 2. Working with Objects and Hyperlinks 3. Using the Shape Menu 4. Working with Pages, Layers, and Stencils 5. Working with Flowcharts Creating Database Models.	24 hours	Enhanced knowledge of powerful diagramming and drawing Visio	Pre and Post Test, Pre and Post Feedback from Trainee and Reporting Manager
	MS PowerPoint	To be equipped to add visual impact and dynamic information to the presentations.	1. Getting Started 2. Developing a Presentation 3. Design Elements 4. Inserting Shapes 5. Clip Art, Pictures, and WordArt 6. Smart Art Graphics 7. Charts and Tables	16 hours	Enhanced PowerPoint knowledge to create impressive presentations	Pre and Post Test, Pre and Post Feedback from Trainee and Reporting Manager

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	MS Word	To be equipped to create and format documents, and how to add lists, tables, and images to your documents	1. Typing and Editing Text 2. Formatting Text 3. Formatting Paragraphs and Lists 4. Building Tables 5. Working with Images	14 hours	Enhanced knowledge to create and format word documents	Pre and Post Test, Pre and Post Feedback from Trainee and Reporting Manager
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c) **Product and Functional Training: Completion of all product training modules is mandatory**

Training Proposed via Kaleidoscope	Training Needs	Objective	Topics Covered	Duration	Outcome	Measure
Product and Functional Training	As per FINO product information uploaded on the basis of B2B & B2C businesses and Functions	To help employees understand the functionality of the products and functions of FINO	B2B Products: 1. Insurance 2. Remittance 3. Savings 4. Loans 5. Technology Enterprise 6. FCS 7. EBT 8. UID 9. FL, Branch Optimization B2C Products: 1. Retail Remittance 2. Retail Insurance 3. Retail Physical 4. Microfinance Functions: 1. BD 2. BM & G 3. CSD 4. CMS, MMS, Samvaad 5. HR 6. IT 7. PMO 8. Proposaling & Solutioning 9. ISO Awareness (Quality + Information Security)	6 hours	Knowledge on the functionality of the products	Pre and Post Test, Pre and Post Feedback from Trainee and Reporting Manager

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Other Information:

- It is mandatory to complete all assigned Product and Functional modules in H2. It is mandatory to complete one module from Behavioural Skills & Business Skills
- Reporting Manager may suggest any other course/s to be completed through Kaleidoscope as deemed necessary.
- Discretion Clause: Employees will be facilitated with Instructor Led Training, Certification Courses and Higher Education at discretion of HR.
- Nominations for Instructor Led Training, Certification Courses and Higher Education would need to be routed to HR by Reporting Manager and HOD. Depending upon the no. of nominations received and availability of modules, etc., the desired training shall be conducted.

I. Instructor Led Training:

- Non-application of learning and not exhibiting the desired behavioural results through courses completed via Kaleidoscope would lead to Instructor Led Training / Courses as suggested by the reporting manager or Management.
- On successful completion of the requisite e-learning module, employees are also entitled to undertake the Instructor Led courses as decided by their respective Reporting Manager or as deemed fit by the management.

II. Certification Courses and Higher Education:

a. Certification Courses:

- Certification Courses are categorized in Behavioural skills and Functional skills. These courses can be further bifurcated into individual and group programmes.
- Specific to SM, AVP & VP, certification courses as suggested by T&D and Department Heads (refer Annexure I) will also be considered.
- Open forum, seminars, workshops related to business and skill enhancement will be communicated timely via email by the Training & Development Team.
- Nominations could be in groups or individual.

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b. Higher Education :

- FINO encourages its select employees (as identified by the management) to further their own careers by continuing their formal education through enrollment in courses and degree programs (refer to Annexure II for programs and duration).
- Employees can enroll for the course on the approval of their Department Head. The request needs to be routed through the Function/Business Head only.
- The course undertaken must be from the base location.
- The applicant should have completed 2 years of service as on the date of application.
- Employees can choose from the programmes enclosed.
- Only part time and distance learning programmes shall be considered
- Courses beyond the enclosed list will be considered after being reviewed by HR and T&D Head.
- On successful completion of the course, the employee can avail reimbursement of 80% of the total course fees or Rs. 1.5 Lacs, whichever is lower.
- HR will moderate the no. of requests received from various Function/Business Heads
- This facility is entirely discretionary on part of the Management
- **Retention Clause:** Employee has to sign a bond stating if he or she resigns after the course fees is reimbursed, recovery of the amount is applicable as detailed below

Separation Period after Reimbursement of the Course Fees	Applicable Recovery Amount
0 to 1 year	100% of the amount reimbursed
1 to 2 years	50% of the amount reimbursed
Beyond 2 years	No Recovery

Certification Courses:

a) Behavioral Skills (Certification Courses):

The list is Behavioral Skills Certification Courses is illustrative and not exhaustive.

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Behavioral Skills- Group Programmes

Sr. No.	Training Identified	Objective	Outcome	Duration
1	Change Management	Will aid managers to understand the major elements of leadership in times of significant change	Will help to build a common perspective for "WHAT" and "WHY" of change and create a sense of urgency for execution as per organization needs based on management decision	3 days
2	Leadership Boot Camp	To engage and develop senior leaders to adopt a developmental outlook to be better individuals and team performers for sustained organizational growth.	Will encourage cooperative dynamics from our identified leaders rather than competitive dynamics thereby seeking their commitment to be better individuals and team performers	3 days
3	Training on Productivity – Goal Setting and Motivation	To aid managers to enhance productivity through effective Goal Setting and motivation	Will result in increased productivity and high morale of their members	3 days
4	Team Management and Time Management	Learning practical methods for establishing and maintaining teams that maximize the collective strengths of their members and acquire valuable team leading skills. To identify specific time management strategies that can and should be applied to make their work time more efficient and productive	Understand importance of working together as teams, cohesively for effective and higher productivity Ability to evaluate, prioritize and manage time more effectively to improve productivity.	3 days

b) Functional Skills (Certification):

The list of Functional Skills Certification Courses is illustrative and not exhaustive.

Functional Skills – Group Programmes

Sr. No.	Training Identified	Objectives	Outcome	Duration
1	Interviewing Skills	To understand the interview demeanor, including listening and answering, asking questions, effective communication, and negotiating as discussed	Effective assessment of the candidate by following the SMART & Funnel Techniques or as per relevant training information provided	3 days

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2	Holden Sales	To lead organizations to improve sales results through a combination of assessments, consulting, training, coaching, and software reinforcement.	Increased sales revenue enhanced sales team development visible and manageable sales metrics improved data quality and forecasting maximized sales process compliance	3 days
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Business/Functional Skills - Individual Programmes

Sr. No.	Training Identified	Objectives	Outcome	Duration
1	Certificate Program in Financial Modelling in Excel	To develop the spreadsheet and modelling skills for creating computer-based models and to improve analytical skills	Enhanced use of Excel Macros for implementing advanced functionalities in Excel to evaluate companies, IPOs, Mergers and Acquisitions better insight to implement financial analysis, forecasting	4 days
2	PMP Certification	Is to develop, maintain, evaluate, promote the project from start to finish	Enhance the productivity of the participants (Project Managers): fostering continuous improvement in project performance and highlight areas of improvement to ideate and provide solutions for improvement of processes	4 days
3	Six Sigma	To improve the performance of an organization, focused on fact- and data-based decision making through strategies and methodologies learnt through Six Sigma	Enhanced knowledge to develop a capability model for better simulation tools, process mapping, and decision point analysis and process management to minimize the risks associated with the improvements typical in a services company situation. Enhanced proficiency for maximizing effectiveness	3 day
4	.Net Technology	To enhance the skills and knowledge for implementing better and relevant technology for work place effectiveness	Ability to relate to functions set and defined as per IT organization structure, ability to relate and perform as per KRA and role defined	5 days
5	Oracle	To enhance the skills and knowledge for implementing better and relevant technology for work place effectiveness	Ability to relate to functions set and defined as per IT organization structure, ability to relate and perform as per KRA and role defined	5 days
6	SQL	To enhance the skills and knowledge for implementing better and relevant technology for work place effectiveness	Ability to relate to functions set and defined as per IT organization structure, ability to relate and perform as per KRA and role defined	3 days
7	Advanced Excel	To improve and increase the knowledge	Learner will be able to generate complex reports	3 days

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		to create complex business applications in Microsoft Excel.	using pivot tables, pivot charts, arrays and advanced filters and to increase efficiency and improve speed by using the learnt technology	
8	16 PF (16 Personality Factors)	to understand if the potential manager's personality is compatible with the organizations culture, objectives and vision as identified by the Leaders within	To enable the trainee to understand 16 PF report. To enable the trainee to provide constructive feedback based on 16 PF	12 days

Higher Education:

The list of higher education courses is illustrative and not exhaustive

A. One Year Courses:

Sr. No	Name of the Course	Institute	Duration	Location
1	Executive Global Business Management Program	IIM Lucknow	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
2	Executive Program in Sales & Marketing	IIM Calcutta	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
3	Executive Program in Human Resource Management	IIM Calcutta	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
4	Executive Program in Business Management	IIM Calcutta	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
5	Program on Leading And Managing	IIM Calcutta	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
6	Executive Program In Global Economics	IIM Calcutta	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
7	Executive Program for Young Professionals	IIM Calcutta	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
8	Executive Program In International Business	IIM Calcutta	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
9	Executive Global Business Management Program	IIM Calcutta	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
10	Executive Program in Financial Risk & Investment Management	IIM Calcutta	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune

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11	Executive Program in Business Analytics	IIM Calcutta	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
12	Executive Program in Sales and Marketing Management	IIM Lucknow	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
13	Senior Management Program	IIM Lucknow	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
14	Executive Programme For Young Managers	IIM Lucknow	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
15	Post Graduate Certificate in Human Resource Management	XLRI Jamshedpur	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
Sr. No	Name of the Course	Institute	Duration	Location
16	Post Graduate Certificate in Business Management	XLRI Jamshedpur	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
17	Post Graduate Certificate in Retail Management	XLRI Jamshedpur	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune
18	Post Graduate Certificate in Sales & Marketing Management	XLRI Jamshedpur	1 Year	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune

B. One to Two Year Courses:

Sr. No	Name of the Course	Institute	Duration	Location
1	Part-Time Post Graduate Programme in Management	MDI Gurgaon	2 years	Gurgaon
2	Executive Post Graduate Diploma in Human Resource Management	TISS	1 year 6 months	Mumbai
3	Post Graduate Certificate in Logistics & Supply Chain Management	XLRI Jamshedpur	1 Year 2 Months	Bangalore, Chennai, Delhi, Hyderabad, Kolkatta, Mumbai, Pune

C. Two to Three Years Courses:

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Sr. No	Name of the Course	Institute	Duration	Location
1	Part Time MMS (Finance, HR, Marketing)	JBIMS	3 years	Mumbai
2	MBA - Executive (Evening Programme)	FMS	3 years	Delhi

18. WHISTLEBLOWER POLICY

Objective

To provide employees, business coordinators , district coordinators, customers and vendors an avenue to raise concerns, in line with the commitment of FINO PayTech Ltd. to the highest possible standards of ethical, moral and legal business conduct and its commitment to open communication.

To provide necessary safeguards for protection of employees from reprisals or victimization, for Whistle blowing in good faith.

Scope

All permanent employees, business coordinators, district coordinators, customers and vendors of FINO PayTech Ltd.

Coverage

FINO PayTech Ltd. including associate companies, subsidiary companies and joint ventures, if any.

Main Features

Improper Practice

The whistle blowing policy is intended to cover serious frauds that could have a large impact on FINO PayTech Ltd., such as actions (actual or suspected) that:

- May lead to incorrect financial reporting

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- Are not in line with applicable company policy
- Are unlawful or
- Otherwise amount to serious improper conduct.

Complainant (Whistleblower)

An employee/ business coordinator /district coordinator/ customer/vendor making a disclosure under this policy are commonly referred to as a complainant (whistleblower). The complainant's role is as a reporting party, he/she is not an investigator. Although the complainant is not expected to prove the truth of an allegation, the complainant needs to demonstrate to the Ombudsperson, that there are sufficient grounds for the said fraud.

18.1. Safeguards

▪ Harassment or Victimization:

Harassment or victimization of the complainant will not be tolerated and could constitute sufficient grounds for dismissal of the concerned employee.

▪ Confidentiality:

Every effort will be made to protect the complainant's identity, subject to legal & compliance constraints.

▪ Anonymous Allegations:

Complainants must put their names to allegations as follow-up questions and investigation may not be possible unless the source of the information is identified. Concerns expressed anonymously will not be usually investigated but subject to the seriousness of the issue raised the Ombudsperson can initiate an investigation independently.

▪ Malicious Allegations:

Malicious allegations by employees may result in disciplinary action.

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18.2. Ombudsperson

The Ombudsperson will be a person, including a fulltime senior employee, well respected for his/her integrity, independence and fairness. He / she would be authorized by the Board of the company for the purpose of receiving all complaints under this policy and ensuring appropriate action.

18.3. Reporting

The whistle blowing procedure is intended to be used for **serious and sensitive issues**. Serious concerns relating to financial reporting, unethical or illegal conduct should be reported to the Ombudsperson.

18.4. Investigation

All complaints received will be recorded and looked into. If initial enquiries by the Ombudsperson indicate that the concern has no basis, or it is not a matter to be pursued under this policy, it may be dismissed at this stage and the decision documented. Where initial enquiries indicate that further investigation is necessary, this will be carried through either by the Ombudsperson alone, or by a Committee nominated by the Ombudsperson for this purpose. The investigation would be conducted in a fair manner, as a neutral fact finding process and without presumption of guilt. A written report of the findings would be made.

Investigation Result

Based on a thorough examination of the findings, the committee (or Ombudsperson) would recommend an appropriate course of action to the CEO / CFO of FINO PayTech Ltd. Where an improper practice is proved, this would cover suggested disciplinary action, including dismissal, if applicable, as well as preventive measures for the future. All discussions would be minuted and the final report prepared.

Investigation Subject

The investigation subject is the person / group of persons who are the focus of the enquiry / investigation. Their identity would be kept confidential to the extent possible.

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Reporting by Ombudsperson

The Ombudsperson will provide quarterly reports to the CEO / CFO with a copy to the Head-HR.

Communication with Complainant

The complainant will receive acknowledgement on receipt of the concern. The amount of contact between the complainant and the body investigating the concern will depend on the nature of the issue and the clarity of information provided. Further information may be sought from him/her.

Subject to legal constraints, she / he will receive information about the outcome of any investigations.

Changes to Policy

This policy can be changed, modified, rescinded or abrogated at any time by FINO PayTech Ltd.

18.5. Accountabilities

Employees / Customers /Vendors

- Bring to early attention of the company any improper practice they become aware of. Although they are not required to provide proof, they must have sufficient cause for concern.
- Avoid anonymity when raising a concern.
- Co-operate with investigating authorities, maintaining full confidentiality.
- The intent of the policy is to bring genuine and serious issues to the fore and it is not intended for petty complaints. Malicious allegations by employees may attract disciplinary action.
- A complainant has the right to protection from retaliation. But this does not extend to immunity for complicity in the matters that are the subject of the allegations and investigation.

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- In exceptional cases, where the complainant is not satisfied with the outcome of the investigation carried out by the Ombudsperson, he / she can make a direct appeal to the CEO of FINO PayTech Ltd.

Ombudsperson

- Ensure that the policy is being implemented.
- Ascertain prima facie the credibility of the charge. If initial enquiry indicates further investigation is not required, close the issue.
- Document the initial enquiry.
- Where further investigation is indicated carry this through, appointing a Committee if necessary.
- Provide quarterly reports to CEO / CFO of FINO PayTech Ltd. with a copy to the Head - HR.
- Acknowledge receipt of concern to the complainant, thanking him/her for initiative taken in upholding the company's business conduct standards.
- In case there is a complaint against the CEO / CFO of the company, then the Ombudsperson would directly submit the report to the Audit Committee of the Board.
- Ensure that necessary safeguards are provided to the complainant.

Ombudsperson /Committee

- Conduct the enquiry in a fair, unbiased manner
- Ensure complete fact-finding.
- Maintain strict confidentiality.
- Decide on the outcome of the investigation, whether an improper practice has been committed and if so by whom.
- Recommend an appropriate course of action - suggested disciplinary action, including dismissal, and preventive measures.
- Minute Committee deliberations and document the final report.

Investigation Subject

- Provide full co-operation to the Investigation team.
- Be informed of the outcome of the investigation.
- Accept the decision of the Ombudsperson.
- Maintain strict confidentiality.

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18.6. Ombudsperson Contact Details

Email: ombudsperson@finopaytech.com

Phone: +91-22-42430434

Mobile: 91 9769 444 900

19. SEPARATION POLICY

19.1 Objective:

To establish uniform practices for separation from employment with FINO PayTech Ltd.

19.2 Applicability:

This policy applies to all employees of FINO PayTech Ltd.

- **Retirement:** Every employee shall retire from the service of the Company on the last day of the month in which he attains the age of 58 years. Retirement may be extended by 2 yrs subject to the decision of management.
- **Resignation:** A resignation is a written statement on email by an employee to voluntarily terminate his/her employment with FINO PayTech Ltd. The employee must submit an official letter of resignation to their concerned Team Leader/ Reporting Manager for approval. The clearance process will start upon approval of resignation.

19.3 Notice Period

- On Probation, if an employee decides to leave the company he/she is required to give 15 Days' notice period for Band 1 and 30 days for Band 2, 3, and 4.
- In case of confirmed employees, a notice period of 30 days applies to employees in Band 1; notice period of 60 days applies to employees in Band 2, 3 and 4. However, in case of business exigencies, employees in Band 3 and 4 may be required to serve an additional notice of 30 days.
- The SVP of the respective business along with VP-HR will authorize waiver of the Notice Period under exceptional circumstances only.
- Any shortfall in Notice period needs to be calculated on the Gross Monthly Salary of the employee.

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19.4 Procedure

- Post resignation of the employee, the reporting manager would inform HR along with the final relieving date.
- The employee has to fill in the clearance form & exit interview sheet obtained from the HR department.
- HR informs the administration for collection of I-card, business card, credit card, company manuals, mobile SIM, mobile phone & pedestal keys, IT for the PC / Laptop, CD's, deletion of email id.
- HR ensures canceling employee's medical and life insurance, if any.
- HR will conduct the exit interview on the last day of the employment and issue the relieving letter.
- Accounts will process the full & final settlement in the routine salary process.
- In case the employee fails to serve the full notice period then he/she would have to pay for the shortfall period last drawn gross salary to the company. That amount would be recovered from the full and final settlement.

19.5 Termination

- The policy applies to termination of FINO PayTech Ltd. employees taking into consideration individual circumstances such as poor job performance, illness, violation of FINO PayTech Ltd. rules and regulations, conflict of interest. All terminations must be in line with the applicable local labor laws, and coordinated with HR Dept & Concerned Authority.
- In case an employee is found guilty of misconduct as envisaged in the disciplinary procedure, the employer is not bound to give notice or payment in lieu of the notice period.

20. KNOWLEDGE TRANSFER POLICY

20.1 Introduction

As part of the FINO PayTech strategic and workforce planning efforts, we have to prepare for preservation of knowledge of key staff exits. This preservation is a vital component to the continued operation of the organization

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20.2 Purpose

The purpose of this document is to provide information, resources and knowledge transfer management (KTM) efforts to support the strategic goals of achieving efficient and effective results and building organizational strength

20.3 Applicability

This document is applicable for all positions in Senior Managers & above Band and is a mandatory for Exit clearance form.

20.4. Definitions

“*Knowledge Management*” is a systematic approach to create, find, capture, understand, use and transfer knowledge through experiential learning important to the organization’s operation, mission and vision.

“*Knowledge Transfer*” is the process to extract and transfer tacit knowledge and/or facilitate learning explicit knowledge. The knowledge must both be learned and usable in a relevant context; and if both conditions do not exist, the knowledge has not been transferred.

20.5. Benefits

Some of the benefits for KTM include:

- Increases productivity
- Increases innovation
- Strengthens employee performance
- Enhances the ability to make better decisions
- Streamlines processes
- Reduces re-work
- Provides higher data integrity
- Provides greater collaboration
- Reduces operational costs
- Improves customer service
- Increases organizational efficiencies
- Critical operations continue after staff leave

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20.6. Challenges

Some of the challenges for KTM may include:

- Inability to recognize and/or articulate tacit knowledge
- Geography or distance
- Language barriers
- Generational differences
- No incentives for staff
- Efforts are not easy (can be time consuming)
- Misconceptions
- Faulty information
- Organizational culture (non-conducive to knowledge sharing)
- Motivational issues
- Lack of trust or willingness to share knowledge

20.7. Types of knowledge

The following describes the two types of knowledge.

20.7.1 Tacit knowledge – Difficult to access, capture and share as individuals carry this knowledge in their heads on a subconscious level and may not communicate it often. It is considered valuable knowledge as it may provide context for experiences, ideas, people and places.

20.7.2 Explicit knowledge – Easy to capture and store in databases and documents (e.g. policies, procedures and manuals)

20.7.2.1 Structured – Informational elements are organized for future retrieval (e.g. databases and spreadsheets)

20.7.2.2 Unstructured – Information is not referenced for retrieval (e.g. e-mails, images, and audio/video selections)

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20.8. KTM Process

Step	Who	Action
Identify knowledge type	Manager	Identify the knowledge to be captured, reason it must be captured, and its holder. (The holder should be a respected expert among peers.)
Determine KTM method	Manager	Determine the appropriate type of KTM method to use. A list of method strategies is provided in the list entitled "Knowledge transfer strategies list". If appropriate, use the "Knowledge Transfer Plan" (KTP) template to develop and monitor a knowledge delivery plan and schedule.
Share/ Transfer	Knowledge Holder	Share and transfer knowledge with receiver via transfer strategies and KTP (if applicable).
Consume	Knowledge Receiver	Absorb/consume the knowledge and put into practice.
Retain/ Archive	Manager	Retain/archive the knowledge and methods used for lessons learned/best practices and future purposes.

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Maintain	Manager	Ensure active knowledge is maintained with updated information
Destruct	Manager	Depending on the sensitivity level, destroy the knowledge once it is deemed obsolete

20.9. “Knowledge Transfer Plan”

The attached “*Knowledge Transfer Plan*” (KTP) template (instructions included therein) is a delivery planning tool used to: (1) obtain/extract detailed knowledge and role responsibilities from an individual working in (or transitioning out) of a key position; and (2) create a schedule to capture the KTP components. The following summarizes the KTP components and information to capture therein.

Component	Information Captured
Completion Schedule	An automated schedule (with instructions) to track the status, dates and hours required to complete components 1 – 8.
Completion Instructions	Provides instructions to complete components 1 – 8.

Key Contacts & Relationships	Identifies key contacts (internal & external) and detail on their relationship to the position’s function.
Assignments	List and description of the position’s assignments
Deliverables	List and description of deliverables, status of work in progress and deliverables not yet started.
Activities	Identifies activities that aren’t planned or part of a deliverable or assignment.

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Meetings	List of meetings regularly attended and/or coordinated by the position (e.g., date, time, purpose, objective, deliverable, etc.)
Vital Information	Catalog and storage location of vital information pertinent to this position that consists of: (1) technology, (2) processes, (3) business knowledge, and (4) supporting documents.
Issues & Risks	Identifies list of active issues/risks inherent with (or observed by) this position.
Lessons Learned	Records lessons learned from the individual while in this position at the completion of a project/activity or at strategic points during an individual's ongoing work.

20.10. Knowledge transfer strategies list

- Archived material
- Briefing Paper
- Coaching/Mentoring Programs
- Critical Incident Reviews
- Cross Training (Position Backup)
- Desk Manuals
- Document Repositories
- Frequently Asked Questions
- Internships
- IT Solutions (informal)
- Job Aids
- Job Shadowing
- Knowledge Maps & Inventories
- Organizational/Future Scenario Storytelling
- Procedure Toolkits
- Process Documentation
- Record Important Meetings/Events

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- Simulation
- Structured “On-the-Job” Training
- Training Modules (in-house)
- User Guides

20.11. Exceptions

20.11.1 Any Exception to the policy requires the prior approval of Vice President – Human Resources.

20.12. KT Documentation Form

The KT Documentation form can be obtained from HR.

21. POLICY ON REHIRE OF EMPLOYEES

General

Re-hiring a former employee can provide a company with a professional who can quickly fill a vacant position without the need of extensive training.

Purpose

Former employees can be a valuable resource and can save time and money in orientation and training costs. For this reason, FINO PayTech Ltd. will consider former employees for rehire. The purpose of this policy is to establish a uniform process for determining eligibility for rehire.

Responsibility

Department Heads shall ensure that their department staffs follows the procedure set forth in this policy.

Compliance with this policy is the responsibility of all FINO PayTech Ltd. employees.

Human Resources shall maintain this policy.

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Eligibility

Employees who were part of a reduction in force as well as those who voluntarily resigned will be eligible for rehire based on company records. Former employees who had a less than satisfactory work record as appropriately noted at termination are not being eligible for rehire and are excluded from rehire consideration.

If the employee reapplies, we will review the performance and employment history, as well as the current qualifications present. As with all job seekers, we will then review the requirements for the open position and determine whether to proceed with the interview process based on the qualifications and position requirements.

All rehires will be treated as new employees with no service restoration.

Policy

It is the policy of FINO PayTech Ltd to determine if an employee, who is terminating FINO PayTech Ltd employment, whether voluntarily or involuntarily, is eligible for rehire and if any conditions are associated with the rehire eligibility process.

21.6. Procedure

The following categories and definitions shall be used to evaluate re-hire eligibility.

NO REHIRE EVER

Employees terminated for serious rule violations (e.g. theft, assault, dis-honesty, fighting, intentional falsification of official records, possession or using prohibited narcotics or consumption of alcohol during duty hours, gross negligence or gross insubordination – (this is not an all-inclusive list) shall be marked as not eligible for rehire.

Eligible for REHIRE

Employees who leave the organization in good standing are eligible for rehire to any type of FINO employment.

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Eligibility Criterion defined

Reason for Leaving FINO	Eligible for Rehire
Voluntary Resignation	Eligible
Retirement	Eligible
Staff Assignment Ends	Eligible
Redundancy	Eligible
Loss of required credential for performance or behavior	Eligible for Rehire once credentials have been re-established
Poor Performance	Not Recommended
Unsafe Work Practices	Not Recommended
Job Abandonment (quit without notice) or ongoing documented attendance issues that have been addressed through the corrective action process to include termination	Not Recommended
Inappropriate Behaviour / Sexual Harassment	Ineligible
Attendance Violation	Not Recommended

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Misdemeanour / Conviction	Ineligible
Failure of a test for controlled substances abuse during the hiring or transfer process	Ineligible
Negotiated Settlement	Ineligible
Falsification of credentials or application information	Ineligible
Theft / Fraud / Forgery	Ineligible
Weapons Possession	Ineligible
Acts of Workplace Violence	Ineligible
Breach of Confidentiality	Ineligible
Unethical Work Practices	Ineligible

21.7. Benefits

21.7.1 Vacation Accrual and Anniversary Date

If the employee is rehired, the vacation accrual and anniversary date will start over.

21.7.2 Paid Sick Time

Sick time starts over at zero. No previous balances will be restored

21.7.3 Company Seniority Date

This date starts over and will be based upon the date the employee was rehired into a full time position.

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21.8. Compensation & Grade Re-fitment

21.8.1 The following Table represents the compensation that can be offered to Re-hired employees.

Last Working Day to Date	Grade to be offered	Compensation to be offered
0 to 12 months	To be same as on LWD	Not more than 10% Hike. Ideally should be less or at par when compared to Internal Parity
1 Year to 2 Years	To be same as on LWD / 1 Level higher only	Not more than 20% Hike. Ideally should be less or at par when compared to Internal Parity
2 Years and above	As per Industry Standards	As per Industry Standards

21.9. Exceptions

21.9.1 Any Exception to the policy requires the prior approval of Vice President – Human Resources.

21. BUDDY PROGRAM- MITRA

Background:

It is tough being a new employee. You are not too sure what lies behind each door, there are enough acronyms and buzzwords to fill a book, not knowing what is 'normal' in the organization – what is 'right' and 'wrong' here – what is expected of me – what is the company's way of life? These concerns pale into insignificance, however, compared with the sheer confusion of not knowing the answer to these and similar questions makes every new employee feel like an 'outsider' - at least for

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a while. Thus, the typical new employee is less confident and somewhat insecure when it comes to relating with their colleagues - senior, peer or junior.

‘Mitra’ - our Buddy program to promote faster acclimatization of new employees into our organization and consequently taking us one more step towards enhanced Employee engagement levels.

Objective:

Mitra is designed as to facilitate new employees to successfully build connections with colleagues and the job. Here a new joiner is paired with a peer from the same Department who shall be his/her ‘Buddy’. The Buddy shall assist the new employee to integrate with the organization by familiarizing him/ her with FINO PayTech's culture, policies, day to day aspects of the Department's working, introduce to colleagues, facilities, SPOCs etc. Additionally, reporting managers will find that their interaction with new employees is much more about adding value than about handling the settling down related operational matters.

Eligibility:

All new Band II and Band III employees of FINO PayTech.

Methodology:

- One week prior to a new employee's joining, Talent Management team will approach the concerned Reporting Manager and obtain nomination for a Buddy to the new employee. The Buddy has to be from the same department and preferably at the same level.
- The Buddy should have completed at least one year in the organization and will be selected on the basis of an employee's interpersonal skills, positive attitudes, understanding and commitment to the organization's goals and values.
- The employee assigned as Buddy will be notified of his/ her role and will be introduced to the new employee on his/ her day of joining.
- They should meet at least twice in a week for the first two weeks and then once in a week in the remaining two weeks. Buddies who are not location in the same office location are expected to connect (meet) on telephone.

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- At the end of one month, HR will ask the Buddy and the new employee to share their feedback in the form of a questionnaire in order to improve the Buddy Program. The feedback questionnaire will focus on the program and the experience of both the parties.
- Feedback regarding the Buddy and the new employee will be shared with respective HoDs. Any exceptional feedback received regarding the Buddy shall be shared as an appreciation mail with the reporting managers and HoDs.

A Buddy should:

- Meet the new employee on his/ her day of joining (on telephone if the two are not located in the same office location), after the joining formalities are completed.
- Introduce the new employee to other team members and key employees in the organization like SPOCs in Admin., Logistics, Information Technology, etc., to help him/ her to settle down.
- Show around the office, cafeteria, restrooms and other facilities.
- Familiarize him/ her with the organization's culture, acronyms and expectations.
- Explain office procedures like work hours, lunch/ break time, parking, intranet, etc.
- Answer any question that the new employee may have.
- Have lunch with the new employee (HR to provide coupons for the Buddy & the new employee)

Content of Meetings:

- The first meeting should be introductory in nature. The buddy should show around the office, introduce the new employee to colleagues and show his/ her new workstation. (If the two are not located in the same office location, the guidance by Buddy shall be over telephone)
- The subsequent meetings can be utilized to help the new employee settle down and should cover queries relating to the organization's culture, expectations, ground rules regarding contact outside working hours, etc. These meetings can be initiated by either one of them.
- The discussions should be open, positive, supportive and confidential. HR or no other team member will not be a part of these meetings.

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A Buddy should NOT:

- Act as the new employee's Mentor. A Mentor is involved with the all-round development of an individual. A Buddy will not be responsible for the new employee's growth and development.
- Act as the new employee's Coach. A Coach is responsible for developing an individual's job specific skills. A Buddy will not be involved in training the new employee for his/ her new job.
- Act as the new employee's Manager or Supervisor. A Buddy will not be responsible for the new employee's performance.

22. IMPORTANT CONTACTS AT FINO PayTech Ltd.

Sr. No.	Requirement	Function	Responsibility	Contact @
1	Creation of e-mail-id	IT Support	Reporting Manager	ithelpdesk@finopaytech.com
2	For ID Card, Business cards	Admin	Location Admin	admin@finopaytech.com
3	Issue of SIM card	Admin	Central Admin	admin@finopaytech.com
4	Mobile Bill Related	Admin	Central Admin	admin@finopaytech.com
5	Ticket Bookings (Flight, Train)	Admin	Central Admin	traveldesk@finopaytech.com
6	Hotel Bookings	Admin	Central Admin	traveldesk@finopaytech.com
7	Hiring of cars/Tourist Taxi	Admin	Central Admin	admin@finopaytech.com
8	Guest House Booking	Admin	Central Admin	admin@finopaytech.com

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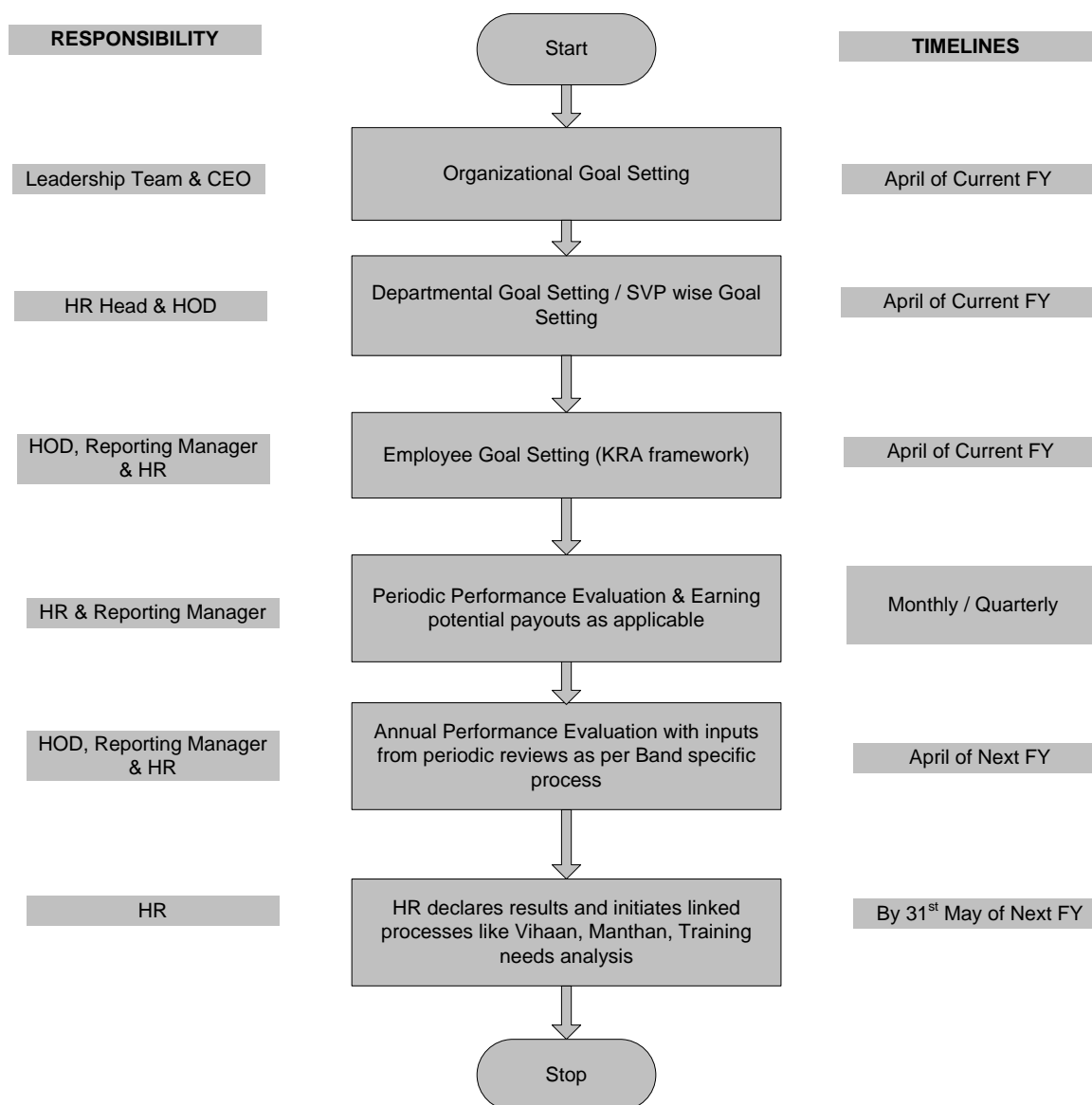
9	Opening of Bank account	HR	Local HR	Talent_acquisition@finopaytech.com
10	Reimbursements/Claims	Accounts	Accounts Officer	reimbursements@finopaytech.com
11	Medical Insurance	HR	Central HR	salary@finopaytech.com
12	Leave Application / Leave Encashment	HR	Central HR	salary@finopaytech.com
13	Returns file	HR	Central HR	salary@finopaytech.com
14	Attendance	Admin	Central Admin	attendance@finopaytech.com
15	Telephone	IT Support	IT Officer	ithelpdesk@finopaytech.com
16	Laptop, PC, Data card	Logistics	Central Logistics	logistics@finopaytech.com
17	Employee Separation	HR	Central HR	hr@finopaytech.com

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23. ANNEXURES

ANNEXURE I

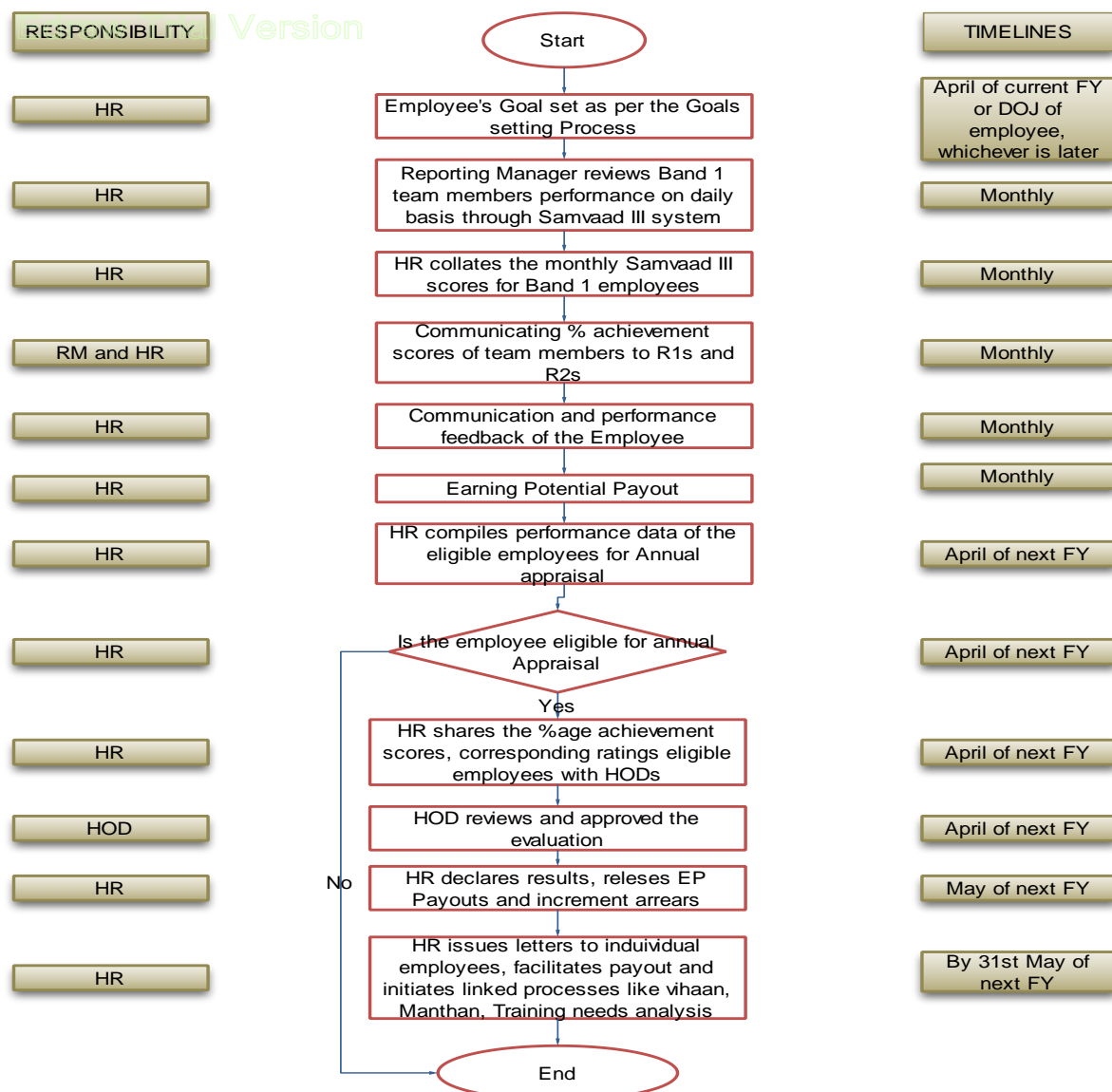
PMS Overall Process



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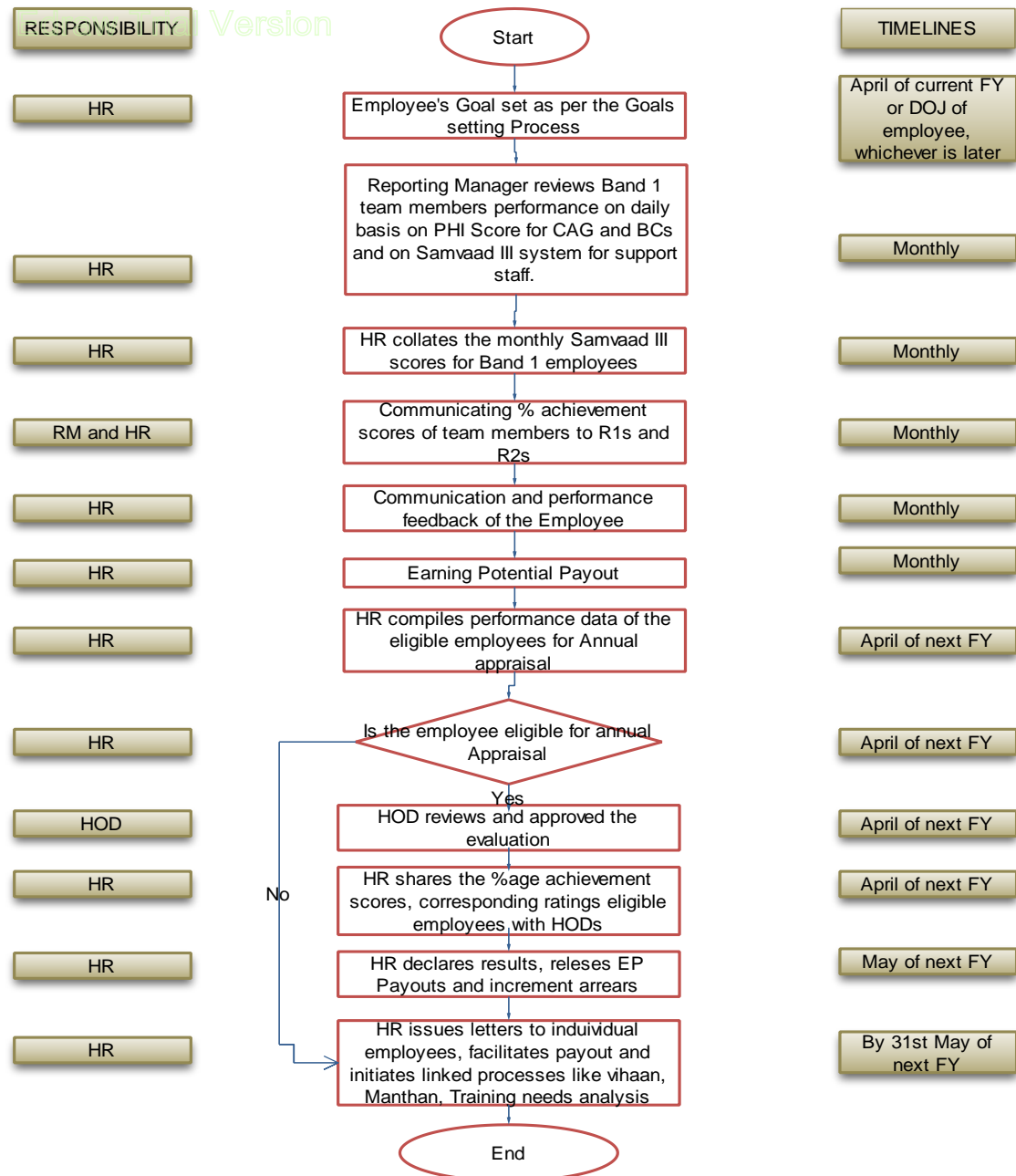
ANNEXURE II

Band I – Performance Evaluation Process



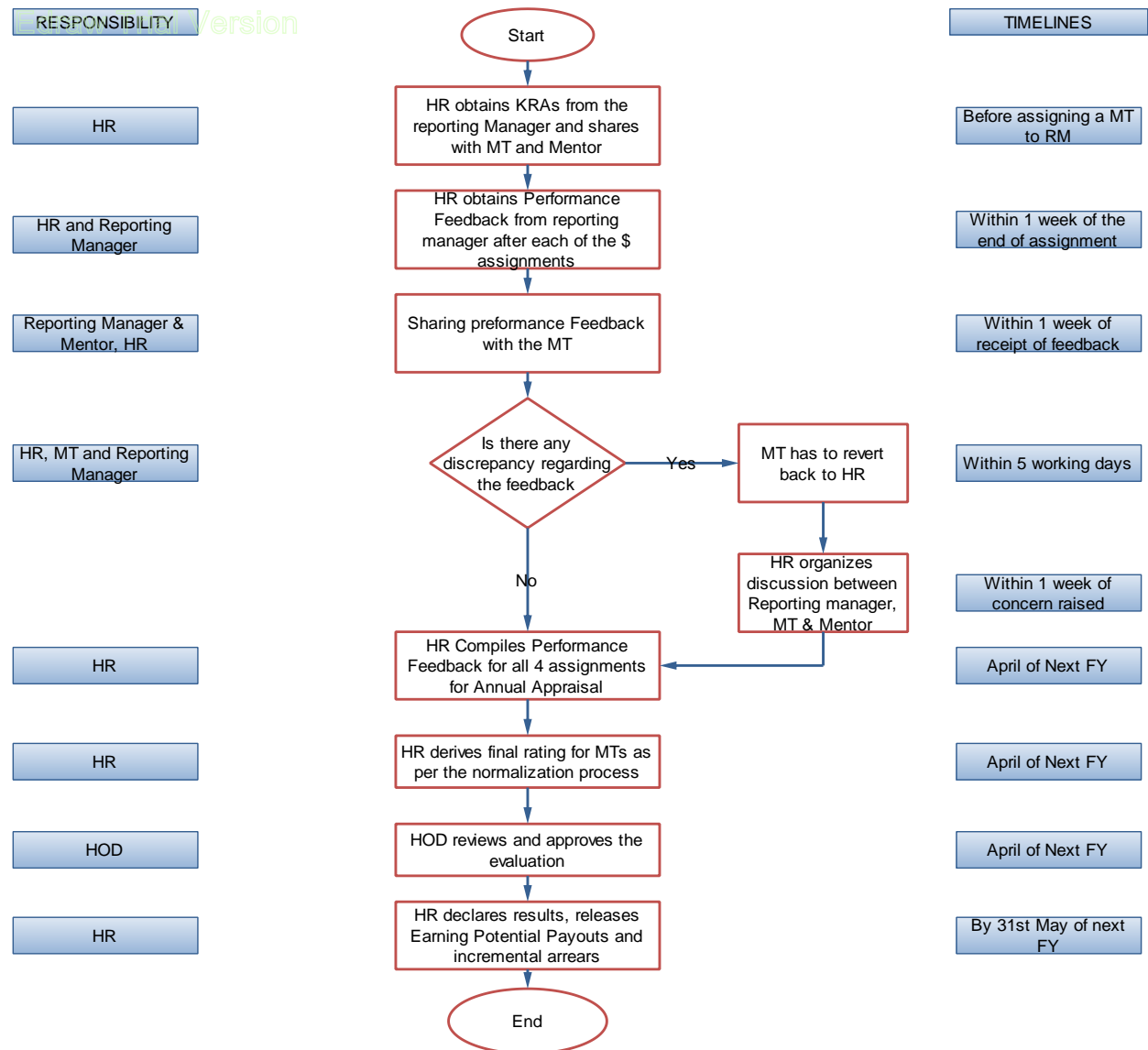
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Band II – Performance Evaluation Process



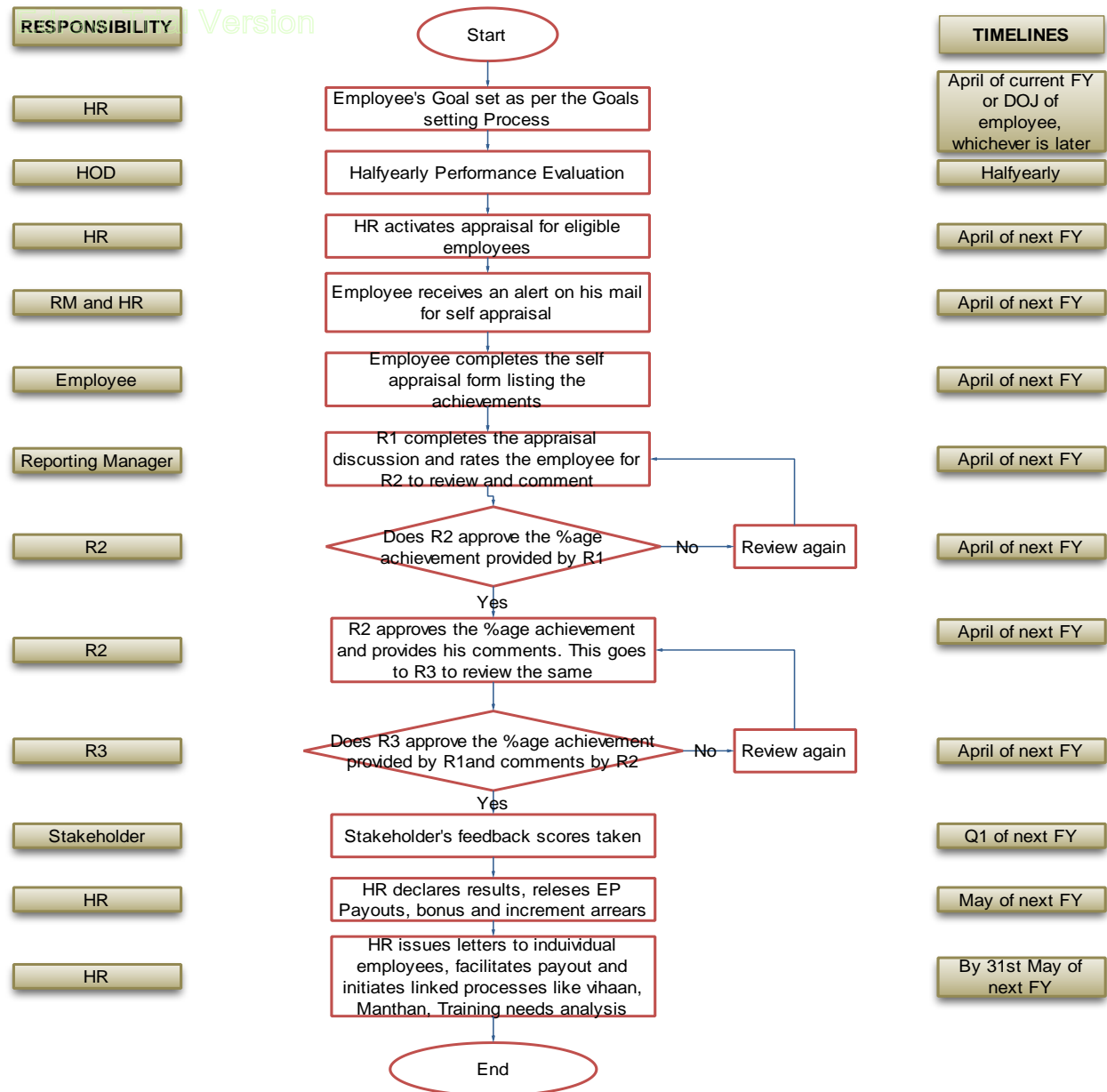
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MTs – Performance Evaluation Process



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Band III – Performance Evaluation Process



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ANNEXURE III

PMS - Frequently Asked Questions

1. How do I as a reporting manager get my user id and password to login into Samvaad III system?

The link for the portal is:

For Mumbai employees: <http://odsprod/samvaad/login.aspx>

For other locations: <http://202.58.125.2:3133/samvaad/login.aspx>

The default password is **User2010**

DCs are to use their MMS login to rate their BCs and normal login (i.e. by their name) to rate their office staff.

2. What do I do if I forget my username or password for Samvaad portal?

You could write to HR at pms@finopaytech.com

3. When would I get my earning potential for the current month

For Band I team members, earning potential for each month is paid with the salary of the subsequent month.

4. How do I know what my Samvaad III score is and how is my earning potential for the month arrived at?

Before crediting the earning potential amount, communication about the achievement percentage and payout percentage shall be received by you on your email id.

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5. How do I know of my performance on hygiene factor?

You would need to consult your reporting manager and obtain clarity on how you are being evaluated against the set parameters.

6. How do I know what my hygiene factors are?

You are advised to discuss with the reporting manager and gain clarity on the parameter considered for your role.

The hygiene factors typically considered for roles in CSG are:

Role	Hygiene Parameter
District Co-ordinator	'Adhering to minimum requirements of Samvaad III'- DC is expected to provide feedback on his BC for atleast 80% of working days in a month.
Block Co-ordinator	'Adhering to minimum requirements of Samvaad II - BC is expected to meet all his agents atleast once in a month.
Team Member – Accounts	'Monthly reconciliation of all payment mandates'
Team Member - Tech Support	'Minimum 80% of call tickets closed within 2 working days'
OTC Executive	'Minimum 95% of error free printing of cards'
Teller	'100% tallying of cash on daily basis'
Team Member – Logistics	'Minimum 70% of the requirements of field staff should reach them on time'
Executive - MIS	'Publishing of MIS as per defined turnaround times, for a minimum 80% of times'

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Executive – Recon	Daily field cash monitoring and reporting; Monthly field Cash recon; Products cash collection and Recon; Coordination with CMS team.
Accounts Executive	Tracking of Day to day office Expenses; Verification of expenses bills of DC/BC; Tracking of advance requests.

7. Whom do I speak to if I am unhappy with my Samvaad III score?

You would need to consult your reporting manager and seek clarity on the reason for your rating vis-à-vis the performance expectations and gain an understanding on how you could better it in future.

8. How do I as a Band II team member know what my KRAs are?

The monthly KRAs are defined by your reporting manager and provided to Project Monitoring Office for recording & monitoring. So you should approach your reporting manager in case it is not shared already.

9. How can I know my monthly score on KRAs?

The inputs for your evaluation are provided by your reporting manager to PMO team each month or the data for the predefined parameters are collated by PMO team and published to your reporting managers. Thus, your reporting manager should be able to provide you the score each month.

HR shall share with you the quarterly scores during payout of quarterly earning potential payouts.

10. I undertake new initiatives frequently, so would my KRAs reflect these changes?

Your reporting manager must have given a weightage to 'new initiatives undertaken' in your KRA sheet. Consult your reporting manager on the weightage assigned / how these KRAs are accounted for.

11. How are the Quarterly and Annual components for Band II team members calculated?

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The Earning Potential payout is computed as below:

- a. **Quarterly Payout:** Performance achievement percentage recorded for the Quarter is Q % and payout % as per table is Q' %

Payout amount = Q' % * Applicable earning potential for quarter

- b. **Department performance payout :**

Performance achievement percentage recorded for the appraisal period (financial year) is X % and corresponding payout % as per table is X' %

The department performance percentage achievement, as evaluated by the senior management, is Y %

Payout amount = Y % * X' % * 20 % * Applicable earning potential for the year

12. How would I as a Management Trainee know what my goals in the assignment are?

For assignments beginning September 2011 onwards, Goal sheets for the assignment shall be provided to you by the HR SPOC prior to you commencing the assignment. For assignments prior to this, the reporting manager shall provide this post you have reported to him/her.

13. What do I as a Management Trainee do if I am in disagreement with my evaluation on goal sheet?

Discuss the evaluation with the reporting manager. If you are unconvinced with the reporting manager's clarification, seek advice of your mentor. The Mentor if necessary may intervene and discuss with the reporting manager to ensure fairness.

14. How are additional credits or debits applied?

Additional credits or debits are applied in case of the MT receiving accolades or action against any indiscipline/ misconduct respectively. These are noted by the HR team based on the feedbacks received from reporting managers, clients, customers throughout the MT programme.

15. How do I as a Band III team member know what my goals and objectives are?

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KRAs for the year are set at the beginning of the year. Reporting manager is to be consulted if one is not communicated the same.

16. How would my R1, R2 or R3 would come to know it's their turn to appraise me now?

As soon as you submit the self appraisal, an email is sent to R1 with a cc to you stating you have completed the self appraisal and they have to review your performance. Similarly, as soon as R1 has reviewed, an email is sent to R2 with a copy to R1 stating R1 has reviewed and now it is R2's turn.

17. How are the Annual components for Band 3 team members calculated?

The Earning Potential payout has two components:

1. Individual Performance: Performance achievement percentage recorded for the appraisal period is X % and corresponding payout % as per table is X'%

$$\text{Calculation} = X' \% * 60 \% * \text{Applicable earning potential}$$

2. Department performance: The department performance percentage achievement, as evaluated by the senior management, is Y%

$$\text{Calculation} = Y \% * X' \% * 40 \% * \text{Applicable earning potential}$$

Note:

1. Applicable earning potential = Yearly earning potential * no. of applicable days/365
2. For interim revision cases, applicable bonus would be the sum of applicable bonus for both the periods – pre & post revision

18. Who all are eligible for the annual appraisal?

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Employees who have joined on or before 30th September of the previous year are eligible for the annual appraisal cycle.

19. Who would be appraiser (R1) if the employee has more than one reporting manager throughout the year?

Whenever the period of association with the current R1 is less than 6 months, the appraisal discussion shall jointly be conducted by the current R1 & the earlier R1, followed by the current R1 recording the details in Appraisal form. In case the earlier R1 is no more a part of FINO, the earlier R2 would need to take up the role of earlier R1.

20. Why are rating scales different for different people?

Rating scales are based on Grade at which an employee is. The rating scales are given below

Band I	- 7 point scale
Band II, III & MTs	- 5 point scale

The reduction in the length of the scale is indicative of the fact that performance becomes more stringent as one goes higher in the organizational hierarchy.

21. In case I come across any problem at any stage of appraisal, whom should I contact?

You can reach HR at pms@finopaytech.com if you come across any technical issue or process related query and your query would be addressed within 2 working days.

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ANNEXURE IV**TOUR APPROVAL / REQUISITION FORM**

Name :

Designation:

Place of Visit:

Purpose of tour:

Mode of Travel:

Budgeted Expense for the Quarter:

Expense Utilized during the Quarter:

1. **Travel Cost:** (Please arrange air/rail bookings as under: (Administration Dept)

Sr. No	Name	Date	Location	Flight No. / Train	Departure	Arrival	Travel Cost

2. **Estimated Cost:**

Sr. No	Accommodation/Lodge	Per diem	Local Conveyance	No. of Days	Total Cost

Submitted for approval please

Approved

Signature of the Employee

Signature of

R1

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(Name and Designation)

- ✧ In case of non-budgeted expense R1 should justify the reason of Travel
- ✧ In case total expense exceeds quarterly budget R 1 should justify the reason of travel with R 2 approval
- ✧ In case more than 1 employee travels to the same location(s) for the same meetings(s)/purpose, the justification for the same needs to be mentioned in the 'Purpose of tour' column.

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ANNEXURE VTOUR REPORT

Name: _____

Designation: _____

Date: To _____ From _____

Purpose of Visit:

Outcome of Visit:

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ANNEXURE VI

Guidelines for submitting Original Documents

1.0 Objective:

The purpose of this Guideline is collection of original documents from field employees who handle/may handle cash, mandatorily. The document will act as collateral for risk coverage. The underlying objective is to encourage, promote and regulate discipline in FINO PayTech Limited and maintain standards of Integrity, ethics and honesty.

2.0 Scope & Applicability:

These guidelines will apply to all probationary and permanent employees handling cash on field and working under an employment contract in EBT Projects within FINO and its Group companies. The Guidelines for FI/SLBC projects will be published separately.

3.0 Responsibility:

Customer Service Delivery & HR

4.0 Procedure:

1. All existing employees and new joiners in District Offices have to submit the below mentioned original documents to the respective Zonal HR with immediate effect:
 - Mark sheet of SSC
 - Highest qualification mark sheet/degree/diploma
2. This is applicable to all District employees irrespective of their tenure with FINO PayTech Ltd..
3. Failure to submit the original document will be treated as non compliance.
4. To ensure safe keeping of document, the DC can collect all the documents and can send one person to hand deliver to respective Zonal HR.
5. Along with document, he should also carry the list of documents (Annexure A) duly signed/dated by DC and the document folder for reconciliation by Zonal HR.
6. Zonal HR will give the acknowledgement to all the individuals separately on the spot (Annexure B).

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7. Employees are advised to keep attested copy of submitted documents with them as the documents cannot be retrieved in the mid of his/her service tenure, unless inevitably required and approval by supervisor as an exception.

4.1 Loss of Document

In case the documents are lost in FINOs custody, the employee will be provided with compensatory amount of Rs. 1000/- to enable the employee towards reconstruction/obtaining duplicate copy form the Board/University.

4.2 Retrieval of Document

- When an employee resigns from the organization, HR will initiate the process of retrieving documents post receiving a communication from Zonal Head for initiating his/her final settlement process. Employee will receive original documents within 10 working days from the date of intimation to HR.
- Documents can be retrieved by employee in case of urgency, post approval from Zonal Head. Employee will write an application to Zonal Head with the proper reasoning why they need original certificates along with supporting documents, then Zonal Head will recommend the return of documents for a particular period and post that employee will return all those documents back to FINO PayTech Ltd in not more than 20 days. Till such time his OD card will be blocked or will show zero balance. This exercise needs to be carried out as an exception based on unavoidable need of the employee.

4.3 Criticality

The submission of the original document by the employee is mandatory.

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ANNEXURE A

Original Document Tracker							
S. No.	Emp. Code	Full Name	District	Location	Designation	No. of documents	Description

Date

District Co-ordinator Name,
Signature & Contact No.)

Document carrier Name, Signature &
Contact No.)

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ANNEXURE B

Document Submission Checklist & Acknowledgement Copy**Education Mark-sheet****Yes / No****(Original copy of SSC and the Highest Education)**

S.S.C

Degree / Post Graduation /Any other Degree / Diploma / Certification

Employee Name & Signature: _____

Date: _____

Name of the Recipient / HR SPOC:

Signature:

Date:

Remarks: (For HR purpose only)

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ANNEXURE VII

GUIDELINE FOR BACKGROUND VERIFICATION DISCREPANCY CASES

1.0 Objective:

The purpose of this Guideline is to ensure that disciplinary action is meted out to employees with major discrepancy in their background verification. The underlying objective is to make this document a reference guide to encourage, promote and regulate discipline in FINO and maintain standards of Integrity, ethics and honesty.

This Guideline also aims at:

- i) Standardization of penal action/exemption across the organization
- ii) Adherence to the principle that the punishment meted out to the employee is not disproportionate to the gravity of the misconduct.
- iii) Adherence to principles of natural justice: that the employee is not punished without a fair hearing provided to him/her.

2.0 Scope & Applicability:

These guidelines will apply to all probationary and permanent employees working under an employment contract within FINO PayTech Ltd and its Group companies.

3.0 Responsibility:

HR Department

4.0 Procedure:

Following are the two approaches to handle the major discrepancy cases:

4.1 Correction

1. Most employees may share incorrect information unintentionally; on account of forgetfulness with the passage of time. An opportunity to clarify needs to be given.
2. The corrective approach will allow the employee to explain the discrepancy and provide necessary evidence to prove an absence of malicious intention(s) on his/her part.
3. People respond better to corrective measures than to punitive measures.

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4.2 Punishment

1. The punitive approach should be applied if the discrepancy is serious in nature and the employee fails to provide evidence to absolve oneself.
2. The punishment should be commensurate with the severity of discrepancy.
3. Penal action taken by the company in this regard is intended to be exemplary and thus to act as a psychological deterrent to other employees.
4. We will adhere to the legal maxim that we can suffer a thousand guilty to go unpunished but not one innocent man should be penalized.

5.0 Severity Matrix and process to follow:

Discrepancies	Severity	Discussion with the employee	Employee provides explanation/ supporting	Show cause notice
Category 1	Very			
Criminal report	High			
Terminated in earlier organization				
Negative feedback				
Dual employment				
No employment				
Category 2	Very			

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Fake document	High			
Fake company				
Incorrect designation				
Absconding cases				
Category 3	High			
Multiple wrong info- incorrect tenure, Designation, remuneration, fake documents, etc.				
Category 4	Medium			
Non closure of employment				
Dues pending				
Exit pending				
Category 5	Medium			

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Incorrect remuneration				
Incorrect tenure				
Performance Issue				

Note: This above grid is merely illustrative and not exhaustive.

6.0 Procedure:

HR will study the vendor report on Background Verification for each employee. In case of a discrepancy, it will connect with the employee concerned in confidence and seek explanation. Based on the nature of the explanation and supporting (satisfactory or unsatisfactory), HR will proceed to absolve the employee or issue a show cause notice. In case of the latter scenario, the supervisor and the Function Head will be informed by HR. However, HR will ensure complete fairness, impartiality and objectivity in the process. Consequently, the punishment will be meted out to the employee in consonance with the aforesaid matrix. HR will study each major discrepancy case individually and exercise discretion based on the facts and materials supplied.

In case of the explanation and supporting provided by the employee to HR not being found satisfactory in the event of a major misconduct, his/her services will be terminated with immediate effect. The company will publish the information to all the employees of FINO as a process. It also reserves the right to share this information with the industry.

7.0 Exclusions:

Minor Discrepancies in tenure and remuneration will be treated with leniency to the extent of variation as follows:

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Minor Discrepancy	Limits	Reason
Remuneration	(+/-) Rs.50000/- per annum	Certain cash reimbursements have no supportings
Tenure	(+/-) 3 months	Can be considered within tolerance limit on account of loss of memory on part of the employee

Any escalation will be reviewed by an SVP/Head of the Function, to which the employee does not belong.

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