

Policy on Talent Management

Corporate Office Address:

Ujjivan Small Finance Bank Ltd.
Grape Garden, No. 27, 3rd A Cross, 18th Main,
Koramangala 6th Block, Bengaluru 560 095.

ABSTRACT OF TALENT MANAGEMENT POLICY

Introduction

The Talent Management Practices at Ujjivan Small Finance Bank focuses to strategically attract, develop, engage and retain employees who hold the essential skills required to drive the Organization's success. This policy is integral to achieve our strategic objectives and foster a productive, inclusive and high-performing workforce. We are committed to maintain our competitive edge through innovation, ensuring that we are well-prepared for long-term success of the bank.

Performance Management Process

The Performance Management system is designed to provide employees a structured and clear understanding on their performance evaluation by capturing the progress in terms of productivity and performance benchmarking.

It intends to provide clear guidelines to ensure consistency, transparency and standardization in the implementation of:

- a) Goal Setting
- b) Performance Appraisals (Both Mid-year & Annual Year)

Promotion and Elevation

The promotion & elevation framework enables the organization to foster growth & advancement of employees, through fair and transparent career progression opportunities;

- a) To Provide growth opportunities to the employees
- b) To encourage career advancement of employees in the Organization
- c) To fill in the vacancies utilizing deserving and potential talent within the organization
- d) To ensure the availability of adequate employees at each level keeping in view the Bank's growth

PACE- Performance Advancement and Corrective Efforts

At Ujjivan, we believe in providing employees all necessary support to demonstrate excellence in their jobs. The PACE will provide a structured, multi-stakeholder framework that aims to holistically restore employee's performance;

- a) Fostering professional growth and aligning individual goals with the company's objectives.
- b) Provide necessary resources and support to employees to meet set goals.

PACE will also provide the supervisors and employees with guidelines to administer PACE effectively in a constructive manner and free from any kind of bias.

4.9 Exceptions

Any exceptions to this policy will be at the sole discretion of the Head of Human Resources.

Approved by



Chandralekha Chaudhuri
Head - Human Resources

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Policy on Ujjivan EDGE
(Executive Development for Growth & Excellence)

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ABSTRACT OF EDGE (Executive Development for Growth & Excellence) POLICY

Objectives

Through this policy, Ujjivan aims to ensure the following:

- a) To encourage growth & advancement of employees within Ujjivan SFB
- b) To fill all critical/leadership roles internally by utilizing the EDGE Pool

Benefits

- a) EDGE Monetary Pay-out- The EDGE employees will receive a monetary pay-out over a period of 3 years.
- b) Blended Learning Courses- Employees being considered for the EDGE Program will be given access to various learning courses/programmes.
- c) Exclusive EDGE Branded Merchandise.
- d) Gift Pool- EDGE employees will be eligible for exclusive gifts over a period of 3 years.
- e) 1st Preference for IJP roles aligned with their aspiration.



6. Exceptions

Any exceptions to EDGE policy will be approved basis sole discretion of the Head of HR.

Approved By

Chandralekha Chaudhuri
Head of Human Resources

ABSTRACT OF SUCCESSION PLANNING POLICY

In line with the requirements laid down by Reserve Bank of India, as well as good corporate governance standards, the Bank has developed a 'Succession Planning Policy' for all senior management roles, in consultation with the Nomination and Remuneration Committee (NRC) of the Board. Below are a few key aspects of the policy:

The Succession Planning process includes the following steps:

Review of Talent Availability

The Head of HR will annually review the availability of talent considering likely retirements, business requirements, anticipated separations and prepare the list of probable vacancies and also areas where the talent pool needs to be augmented for smooth succession.

Talent review Process

The talent review consists of steps including the identification of competencies, conducting the assessment process and identifying the successors, their readiness levels and identifying development requirements.

➤ **Identification of competencies:**

- a) Creation of role specific success profiles for the HOD Roles.
- b) A Success Profile will include role related competencies and personal attributes most suitable for the role.

➤ **Setting up Assessment process**

- a) At the direction of the NRC and based on the competencies to be assessed, the Assessment process is conducted.
- b) To ensure independent evaluation, the Assessment process is conducted with the assistance of an external consultant.

➤ **Readiness of Potential Successors**

Successors for each role are identified and assessed as per their readiness for the role. Based on the readiness level, appropriate development initiatives are established.

➤ **Individual Development Plan creation**

- a) Post the assessment and the debrief of the reports with the participant by an independent partner coach, the nominated successor will then be taken through a planned Individual development journey.
- b) The IDP will include the development area and the plan of action. It will be tracked regularly.
- c) The IDP will include necessary interventions basis the developmental gaps in the broad categories of Knowledge, competencies and personal attributes. The interventions could include coaching, trainings/certifications, industry exposures etc.

➤ **Market Mapping**

- a) In the case of unavailability of successors internally, market mapping is initiated for roles to identify suitable talent externally.