

Promotion Policy: (Director and above)

1. Introduction:

The Promotion policy enables real time growth of talent within the organization as soon as they are ready and meet the requisite performance and potential bar at the next level. This policy covers the changes in the promotion process, the way to go about nominating team members, the process of finalizing promotions and the associated timelines to be followed for promotions throughout the year.

2. Eligibility:

This policy is applicable for promotions of full-time employees into AVP and above levels.

3. Change from earlier process:

From	To
Promotion nominations could be brought up by the manager only during bi-annual performance cycle in October and March.	Promotion nominations can be brought up by the manager for reconsideration anytime during the year.
If the promotion would not go through during the October or March performance cycle, talent would need to wait for a minimum of 6 months until the next performance cycle to be considered again.	If the promotion does not go through during the October or March performance cycle, critical gaps to be identified and development/performance action to be shared with talent. Talent can be reconsidered once the development/performance plan is met.

4. Promotion Guidelines:

Current Grade	Destination grade	Criteria to move to next level
AVP & above (grade 11 and above)	VP and above (grade 12 and above)	Demonstration of Values and Leadership principles at the next level*
Director (grade 10)	AVP (grade 11)	Demonstration of Values and Competencies at the next level*

**Demonstration assessed by (not limited to)*

- *Manager inputs on demonstrated behaviours supported by critical incidents*
- *Multiple stakeholder feedback*
- *360 feedback survey insights*
- *Managerial effectiveness score*

The above-mentioned methodologies are subject to change and updates. Assessment by senior leadership talent panel will be considered final for promotion decisions.

HRBP Lead can withhold a promotion proposal:

- With incomplete data or insufficient 360-degree feedback
- Where there is an ongoing investigation for any violation (Ethics, Code of conduct, POSH etc.). The nomination will be revisited, if it is established through the investigation, that the employee was not in the wrong

5. Nomination and Promotion process

When the manager wants to nominate a team member for promotion during the bi-annual performance cycle, they can follow the below mentioned process:

- 1) Manager prepares and shares the team member's updated talent card (refer Annexure for 'Talent Card format- First time promotion nomination') with HRBP, post sign off from the team member's skip level manager.
- 2) HRBPs validate the nominations.
- 3) Panel discussions with Senior leadership set up to discuss the talent basis inputs on performance spikes and gaps, 360 feedback scores and trends, managerial effectiveness scores wherever applicable, feedback from minimum 3 stakeholders and critical incidents to support how the individual is faring on values/leadership principles (in case of promotions into VP & above; shared in Annexure)/competencies (in case of promotions into AVP; shared in Annexure)

Panel composition:

- a) Director to AVP promotion: Apart from functional head, at least one representation from cross functional VP/SVP/CXO level is mandatory. Panel member names to be finalized by Talent Management team and HRBP lead once the promotion nominations are submitted
- b) AVP to VP and VP to SVP promotion: M-team panel to finalize promotion decisions

In case the promotion does not go through during the bi-annual performance cycle, the panel will identify the critical gaps with associated development plans and performance actions. The manager needs to share these back with the team member and align on the way forward. As soon as the identified gaps are filled and the manager wants to put up the team member for reconsideration, the following process will be followed:

- 1) Manager prepares and shares the team member's updated talent card (refer Annexure for 'Talent Card format – Promotion renomination') with HRBP, post sign off from the team member's skip level manager.
- 2) HRBPs validate the nominations with reference to the bi-annual discussions
- 3) Panel discussions with Senior leadership set up to discuss the talent basis inputs on how the talent has fared on the performance and potential gaps identified in the last review, 360 feedback scores and trends, managerial effectiveness scores wherever applicable and updated feedback from minimum 3 stakeholders.

Panel composition:

- a) Director to AVP promotion: Apart from functional head, at least one representation from cross functional VP/SVP/CXO level is mandatory. Panel member names to be finalized by Talent Management team and HRBP lead once the promotion nominations are submitted. As far as possible, discussion will be conducted with the same panel members who took the earlier promotion decision during the bi-annual performance cycle.
- b) AVP to VP and VP to SVP promotion: M-team panel to finalize promotion decisions.

6. Process timelines:

The critical gaps identified during the bi-annual performance process will be shared back with the talent by the manager. Once the talent fills the gaps, meets the performance actions and potential bar at the next level, the nominations can be put up for reconsideration anytime during the year by the manager following the below timelines:

Process	Manager to share documentation for renomination with skip manager approval	Calibration and signoff from CXO/M-team panel	Rewards decisions	Communication to employee	Promotion /Rewards effective date
Timeline	Talent card: by 7th of the month	By 15th of the month	By 20th of the month	By 30th of the month	1st of next month

ANNEXURE

1. **Talent card format: First time promotion nomination**
When nominating team members for the first time, this format needs to be updated by the manager.
2. **Talent card format: Promotion renomination**
While renominating their team member, this format needs to be updated by manager in addition
3. **Leadership Principles at VP and SVP level**
The principles defined at a VP and SVP level need to be kept in mind while nominating a team member for promotion from AVP and VP levels respectively
4. **Competency framework**
The competencies defined at AVP level need to be kept in mind while nominating a team member for promotion from Director level