

1. Organization & Workplace	
1.29 Talent Policy	
Owner	People & Organization
Approved By	CPO, CFO & CEO
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1.29 Talent Policy

This policy allows identification of talent in line with requirements of different roles within Jazz. It provides for a transparent process for selection/placement of resources to fill in vacant positions.

1.29.1 Talent is acquired/moved in response to vacancies created in the following scenarios in line with business needs.

1.29.1.1 **Replacement hiring:** Vacancy created due to attrition and/or internal mobility; acquisition process to be initiated upon CXO approval

1.29.1.2 **New headcount and/or New role:** Vacancy created due to organizational restructuring and/or new streams/roles introduction/enhancement; acquisition process to be initiated upon ELT approval for L4 and above roles, and CXO and CPO approval for L3 and below. Job grades' determination for such roles will follow an evaluation exercise along with internal data points.

1.29.2 Talent acquisition process will not be applicable in the following scenarios, in line with Jazz Talent Management Framework (every such placement to be aligned with CPO, respective CXO, respective Head of HR BP and Head of Talent)

1.29.2.1 Where there is an identified successor (ready now) after weighing the business impact of this placement; placement/non-placement both to be discussed and aligned

1.29.2.2 An agreed talent mobility/placement (on same grade)

1.29.2.3 Placement of an employee (not in the above two categories) who seems to best suit the needs under given business circumstances

1.29.2.4 Where current role enhancement qualifies for grade uplift/off-cycle promotion and internal talent for placement is available. (Job grade determination for such roles will follow an evaluation exercise)

1.29.2.4.1 In such cases, talent placement/promotion at L4 and above, to be tabled at ELT by respective CXO, supported by respective HOD whereas for L3 and below, CXO and CPO approval to follow.

1.29.2.4.2 Promotion criteria as covered in Rewards policy will be applicable.

1.29.2.4.3 All off-cycle role evaluations post 1st working day of October will be considered in next year Annual Salary Review cycle.

1.29.3 Decisions on identification of business-critical roles, talent and succession are made during annual talent review and subsequent talent health checks for N-2 and N-3 tiers; all L3 and above employees are calibrated. N-2 discussions take place at the ELT level while those for N-3 tier (and L3 employees) are chaired by respective CXOs, facilitated by respective Head of HRBP.

1.29.4 For talent acquisition needs being met internally, following conditions will apply:

- 1.29.4.1 Line Managers of Internal applicants shortlisted for assessments will be notified about the application;
- 1.29.4.2 Internal candidate, if selected, will serve a notice period in the current role as agreed between the new and current line manager
- 1.29.4.3 Internal candidates will be eligible to apply for an open vacancy after having served at least one (01) year in the current role and grade;

Useful Notes

- External Talent Acquisition services can be acquired on a need basis
- The minimum job posting time is three (03) working days
- Minimum educational qualification for Sales force and front-line workforce and Customer Experience Officers, Riggers and Technicians is Intermediate or equivalent, while for all other roles it is a Bachelors/equivalent degree
- The sales force and the front-line workforce will not be eligible for other roles until they meet the minimum qualification requirements
- Ex-employees are eligible to apply for open vacancies in line with role specifications with a check on past performance and misconduct (if any), in case of latter there will be no hiring
- If an ex-employee is being considered for employment on the same role within **six months** of voluntary separation, his/her grade and compensation will remain unchanged
- Employees separated because of business decisions (such as org restructuring, role reduction, role redundancy) may be reconsidered for rehiring post six (06) months of separation
- All employees moving to a new location for work are eligible for relocation benefit as per the relocation policy
- It is strongly recommended to have inclusion of at least one female in the shortlisted pool for every vacancy
- A talent acquisition decision along with compensation details should be finalized after mutual consent of line (hiring manager and one level above) and P&O (Talent and BP)
- A candidate offer may include a joining allowance (one time) if necessitated by business needs and approved by Head of Rewards, CPO and respective CXO.
- Notice period buy out can be offered to facilitate early joining of incumbent, if required by business and approved by respective HOD and Head of Rewards for L1 to L3 level roles, whereas respective CXO and CPO approval is mandatory for L4 and above roles.
- A shortlisted candidate pool can be re-considered for another vacancy within 03 months if the role requirements are the same
- Finalized candidates need to clear the conflict-of-interest checks before being offered
- Conflict of interest disclosure includes sharing details about the following:
 - I. Parents, spouse, children, other close relatives (working at Jazz)
 - II. If the candidate has been an employee or official of a government agency or state-owned enterprise within the last five (05) years
- Hiring at CEO-I positions require approval of People Committee and OpCo Board.