



OUR PEOPLE

OVERVIEW

Edelweiss has experienced and diverse talent across the different entities of the Group. Our procedures ensure the absence of discrimination by providing fair and equal opportunities to all employees and applicants. As part of our continued commitment to equality, diversity, and inclusion we strive to create an environment in which all members of our community should expect to be able to:

- Thrive
- Be respected and valued for their unique perspectives and contributions
- Achieve their fullest potential
- Have a real opportunity to participate in and contribute to activities

Our open-door guidelines ensure an environment of mutual support and honest communication where an employee can freely approach other employees across levels.

INCLUSION AND WORKPLACE DIVERSITY

At Edelweiss, inclusion embraces the concepts of awareness, acceptance, and understanding of each other. Everyone is valued for his or her distinctive skills, experiences, and perspectives. This inclusion allows employees with different backgrounds, characteristics, ways of thinking, style of operating to work effectively together and holistically play to their strengths.

OBJECTIVE:

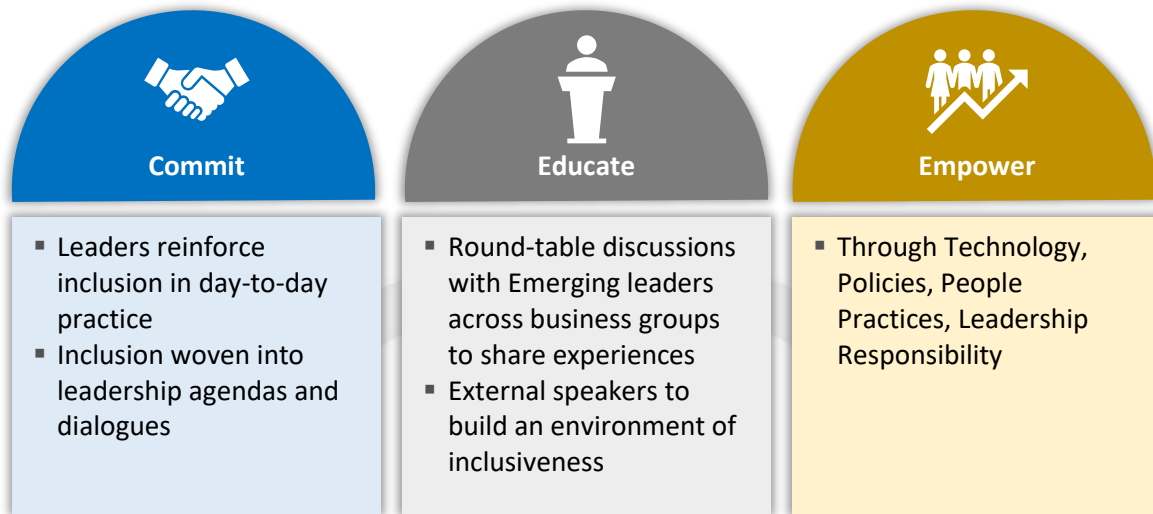
- Strengthen employee and leaders' sensibilities towards Inclusion
- Enhance organisational sensitivity and mindfully make inclusion a competitive advantage for Edelweiss
- Manifestation of inclusion through policies and practices

OUR INCLUSION BRAND: ALL IN

- You are **INtegral** to the Edelweiss family
- Your **INDividualism** makes you unique
- Your opinions are **INvaluable**
- You should speak up without **INHibitions**
- You **INspire** others with your ideas
- You **INvolve** others to get a fresh perspective



Inclusion is continuously created through the ways people and the organization operate. To the above, following three levers are adopted:



TALENT ACQUISITION

By adopting a strategic approach with differentiated models, we have been able to attract the right talent across levels. Towards this end, we focus on the following key elements keeping in mind the candidates' experience and the needs of the Edelweiss brand.

- **Segmentation of needs** by prioritizing and identifying relevant skill sets, key success factors, and preferred organization lists
- **Focused on hiring through in-house** channels in FY20 enabled by recruiters establishing go-to source mechanisms to identify suitable candidates. In-house sourcing also promotes “employer of choice” in the mind of both active and passive candidates
- Building a large **pipeline of candidates** through social recruiting, personalized emails, email campaigns and other methods which are engaged and mined at the time of need
- Based on a specific job criterion, **advertisements** of a role are crafted on our social recruiting channels
- **Brand, Experience, and Inclusion** is attained through highlighting the key aspects of our culture and guiding principles in job description itself. As an Equal Opportunity employer, Edelweiss ensures applications based on fitment/merit to role and no exclusion basis any kind of differentiation

STEP IN – INCLUSIVE EXTERNAL TALENT COMMUNITY:

- **First pilot** under our overall Inclusion Series **ALL IN**
- Centered around creating an external talent community platform of **returning men and women, women in tech with diverse skill sets** to network with our leaders on variety of topics and career advice
- The program engages the participants for 2-3 hours, consisting of Leader Speak series which focusses on relevant topics such as “how to take charge of your career” and “how to prepare for a comeback”

- Since the launch of the program in September 2019, **3 events** have been organized which were attended by **100+** participants
- Skill sets included technology, risk, finance and compliance. It created a community of 1,000+ external talent pool
- Participants are also provided with a detailed view of various businesses to enhance their business knowledge

ATTRACT SENIOR TALENT TO EDELWEISS:

- Exhaustive talent maps with pre-identified industry and organization preference
- In-house sourcing enabled by talent maps
- Exploratory meetings to continuously build the network
- Senior leaders of Edelweiss remain engaged with the candidates throughout their journey in the recruiting process
- Thought through feedback process to ensure all candidates stay networked irrespective of their recruiting outcome
- Through the model of Initiation to Integration (I2I), senior hires are engaged through a pre-boarding, onboarding, and orientation phase.
- Our Digital Pre-onboarding / Post-onboarding engagement of Senior hires provides details on The Edelweiss Journey, Diary of an entrepreneur, Annual Reports, Our Sports journey and the #BeUnlimited philosophy
- 90-day coffee connect is established with senior leaders which is a platform to share their experience of their first 90 days and share their inputs too on various key priority areas

CAMPUS RECRUITING AND ENGAGEMENT PROGRAMS:

Our campus programs are our endeavor to strengthen our branding in our desired premier campuses and focused on creating meaningful journey for Young Talent.

- **Campus Recruiting:** Management Associate Program (**M.A.P.**) and Interns: Final hires are part of the **M.A.P. Program** (Management Associate Program) which comprises of accelerated career progression, leadership guidance, ongoing learning & development and differentiated Reward Programs
- **Campuses:** The program covers some of the top B-Schools and tech institutes like IIM Ahmedabad, IIM Calcutta, XLRI, IIM Indore, IIM Lucknow, SCMHRD, NITIE, IIM Kozhikode, MDI, FMS, NMIMS and SP Jain (MBA) and IIT Kanpur, BITS Pilani and IIT Kharagpur (Tech)

Campus Engagement:

With the objective of creating meaningful exposure through engagement and learning path, multiple tracks are created which are focused on the following:

- Knowledge Series by Leadership
- Early Career Program for Interns
- Pre-placement talks by Senior leadership
- Sponsorship of fests as applicable
- Social media coverage by interns and final hires

M.A.P. Program Features:

- Pre-placement interviews based on role preferences
- Structured Induction program - Group and Business Induction which focuses on assimilation of our Guiding Principles and various businesses
- Monthly Leadership Connects
- Special Projects
- Learning & Education Benefit, varies from business to business

WORKFORCE DISTRIBUTION

Edelweiss boasts of a diverse workforce of 10,726 employees. 5.2% of the workforce is less than 25 years of age, showing inclusion for young professionals and fresh graduates within the company. There is also a fair balance of gender with over 21% of women employees in the company and 19% women contract staff being employed.

WORKFORCE DISTRIBUTION (HEAD COUNT, NEW JOINEES AND EXITS) BY AGE, GENDER AND LEVEL

Head Count distribution as on March 2020										
	Less Than 30 years			Between 30 to 50 years			Greater Than 50 years			
Level	Female %	Male %	< 30 Yrs. %	Female %	Male %	30-50 Yrs. %	Female %	Male %	>50 Yrs. %	Grand Total
Senior	-	-	-	12%	88%	86%	15%	85%	14%	638
Mid	24%	76%	6%	16%	84%	91%	5%	95%	2%	2,655
Junior	26%	74%	35%	21%	79%	62%	23%	77%	3%	7,433
TOTAL	26%	74%	26%	19%	81%	71%	18%	82%	3%	10,726

New Joinees distribution – FY20										
	Less Than 30 years			Between 30 to 50 years			Greater Than 50 years			
Level	Female %	Male %	< 30 Yrs. %	Female %	Male %	30-50 Yrs. %	Female %	Male %	>50 Yrs. %	Grand Total
Senior	-	-	-	23%	77%	86%	29%	71%	14%	50
Mid	18%	82%	10%	15%	85%	88%	-	100%	2%	406
Junior	27%	73%	44%	18%	82%	55%	15%	85%	2%	3,934
TOTAL	27%	73%	40%	18%	82%	58%	15%	85%	2%	4,390

Exits distribution – FY20										
	Less Than 30 years			Between 30 to 50 years			Greater Than 50 years			
Level	Female %	Male %	< 30 Yrs. %	Female %	Male %	30-50 Yrs. %	Female %	Male %	>50 Yrs. %	Grand Total
Senior	-	-	-	14%	86%	84%	21%	79%	16%	171
Mid	34%	66%	9%	14%	86%	90%	-	100%	1%	736
Junior	28%	72%	42%	17%	83%	56%	21%	79%	2%	4,167
TOTAL	28%	72%	36%	16%	84%	62%	19%	81%	2%	5,074

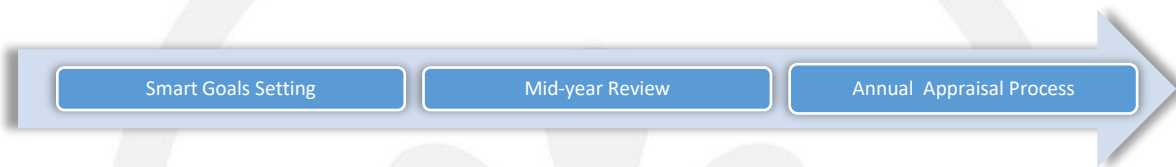
CONTRACT STAFF DETAILS:

Contract Staff – Gender Wise Distribution (March 2020)		
Male %	Female %	Total
81%	19%	1,773

Contract Staff Distribution – By Zone (March 2020)					
North	East	West	South	International	Grand Total
11%	5%	75%	9%	0.1%	1,773

PERFORMANCE MANAGEMENT:

All eligible on roll employees undergo a performance review excluding mid-year joiners. The performance management is a year-round assessment process:



- **Goal Setting:** SMART Goals are set and defined for the financial year by the employee in consultation with their reporting authorities. Multiple workshops and sessions are conducted to bring in awareness on the importance of goal setting
- **Mid-Year Review:** Mid-year review plays an important part of the overall PMS process, where managers support the culture of ongoing feedback and recognition
- **Appraisal Process:** At Edelweiss, we lay emphasis on providing frequent feedback. We focus on meticulously driving the mid-year and annual appraisal process. Managers not only focus on sharing constructive feedback objectively but also focus on feed forward. Frequent sessions are organised to support and equip managers with tools that help in sharing effective feedback with the team members

Manager Feedback Sessions: Manager feedback and career conversations is critical and we at Edelweiss have conducted full day workshop where some of our Business Leaders have learnt the art of giving feedback. We have adopted the Train the Trainer model to train the other people managers.

LEARNING AND DEVELOPMENT:

Our training and development initiatives enable our employees to enhance technical and behavioural skills that are required for their professional and personal growth. We do an intense training need analysis before we chalk out our training calendar.

Details of total learning hours spent by training mode, gender and management level

Overall Learning Hours FY20 – By Training Mode	
Training Mode	2019-20 (Total hours)
Learning Management System (LMS)	16,300
Online	8,285
Classroom	62,963
TOTAL	87,548

Overall Learning Hours FY20 – By Management Level		
Level	2019-20 (Total hours)	Avg. hours ¹
Senior Management	42,120	66.0
Mid Management	22,471	8.5
Junior Management	22,957	3.1
TOTAL	87,548	8.2

Overall Learning Hours FY20 – By Gender		
Level	2019-20 (Total hours)	Avg. hours ¹
Male	68,328	8.1
Female	19,220	8.6
TOTAL	87,548	8.2

LEADERSHIP DEVELOPMENT

6.7%² employees belong to a Leadership Group at Edelweiss across the Group.

Program	% of total employees	Particulars
Management Committee (ManCo)	0.6%	<ul style="list-style-type: none"> ▪ Cohort of senior most leadership ▪ Custodian of culture, values and synergies across the Group ▪ 28% of the ManCo has tenure of more than 12 year
Senior Leaders (SL)	2.1%	<ul style="list-style-type: none"> ▪ SLs are the connective tissue of the organisation and form the bridge between strategy and execution ▪ Structured engagement and development opportunities provided which include effective mentoring, regular SL huddles, informal breakfast meetings with the Chairman ▪ 50% of the SLs have a tenure greater than 5 years
Business Leaders (BL)	3.0%	<ul style="list-style-type: none"> ▪ Two year developmental journey for mid management employees ▪ 150 hours of mentoring, 36 classroom sessions, 77 online lessons, 8,750 total hours of learning recorded
Emerging Leaders (EL)	0.9%	<ul style="list-style-type: none"> ▪ Two year developmental program for young leaders at the start of their leadership journeys ▪ Provide exposure to Edelweiss businesses and culture, foster leadership capabilities, as well as enable building an organization - wide network

¹ Average Training Hours = Total Training Hours / Total Employees count at year end for the respective category

² Includes employees who are part of the Young Leaders program of Edelweiss Tokio Life Insurance

LEVERAGING THE LEADERSHIP

A key design principle that is embraced in program leadership design is interlinkages between leadership groups at various levels. For SLs, it provides them with access to the thoughts and energy of young leaders, as well as forums to hone their areas of expertise. For Emerging Leaders, these interlinkages provide a treasure trove of perspective and experiences to learn from. ManCo members & SLs actively conduct development sessions and experience-led sessions for SLs, BLs as well as ELs. Mentoring programs provide 1-to-1 connect between leadership groups. We have piloted a reverse mentoring program where ELs will mentor ManCo members, the same is under design & will be scaled soon.

- ManCo:** This group represents the people holding the senior-most leadership positions at Edelweiss, heading both corporate functions and various businesses of the Group. While their daily role involves managing their respective functions and businesses, they are also involved in decisions to drive the overall strategy of the Edelweiss Group. There is a calendarized schedule for ManCo connects, that provide platforms for these stewards of Edelweiss to engage in strategic discussions. Platforms like 'Through my Lens' are forums where ManCo leaders speak their minds on topics of their choosing. Individual development at the ManCo level are bespoke and tailor made according to each leaders' needs
- Senior Leaders:** A cohort of leaders at Edelweiss that is primarily responsible for providing strategic direction to the various businesses. The Senior Leaders are ambassadors of the Edelweiss culture and ethos, entrusted with grooming the next tier of leaders and also ensuring cross LOB/SBU collaboration and functioning. Approximately 50% of our SLs have tenures greater than 5 years within Edelweiss, providing the platform with a good mix of outside-in view and Edelweiss historical perspective. The SL program is a platform for senior leaders to connect and engage in important discussions and forums pertaining to the overall strategic directions for various businesses. Various sessions are conducted for SLs to provide exposure and developmental opportunities from a Group lens. These include a 7 month long structured program for effective mentoring, regular SL huddles which involve the SLs connecting and having discussions and updates about their respective businesses, informal breakfast meetings with our Chairman etc
- Business Leaders:** The Business Leaders (BL) program is an aspirational 2-year developmental journey for our mid management. This program was based on the CEB model of Ability, Aspiration and Engagement. The average years of experience of the BLs is 12-18 years. The objective of the program is to develop young leaders and make them future ready. To measure the effectiveness of the intervention, at the end of 2 years, we conducted a Development Centre to assess the needle shift. We saw an overall **increase of 20% (shift of 1 Standard Deviation)** at a cohort-level. The program encompassed **150 hours** of mentoring, **36** classroom sessions, **77** online lessons, **8,750** total hours of learning and **6** hours of learning a month. Throughout, we saw a program participation of **92%**, with the participants rating the program **4.5 / 5**
- Emerging Leaders:** The Emerging Leaders (EL) program is a 2-year developmental program for young leaders at the start of their leadership journeys. The average work experience of ELs is 5 to 6 years. The program is designed to provide exposure to Edelweiss businesses and culture, foster leadership capabilities, as well as enable building an organization-wide network. While the EL program is run and managed by the Leadership Development group, the various

committees involved include some ELs who are involved in the different planning aspects of the program. These committees include:

1. Development Working Committee: This committee comprises ELs who participate in the overall planning of the program (learning agenda) for the year
2. The Engagement Committee: This committee comprises ELs who plan and execute various engagement activities for the batch

LEARNING & EDUCATIONAL ASSISTANCE PROGRAM (LEAP) POLICY

LEAP Policy aims to enhance professional knowledge and promote talent within the Edelweiss Group. The program will provide tuition fee assistance to employees that wish to appear for listed certifications and courses

EDUCATIONAL ASSISTANCE TO EMPLOYEES

The Educational Assistance Policy is to facilitate educational progress of wards of employees by way of providing financial assistance. Nearly 162 employees out of the eligible population have availed this benefit and support worth INR 80 lakhs has been extended as a part of this benefit

EMPLOYEE HEALTH & SAFETY

The well-being of our employees is of great importance to Edelweiss and is taken very seriously. Various on the ground and digital programs are enabled with the aim to support employees in adopting and maintaining healthy behavior.

MEDICLAIM (SELF & FAMILY)

Edelweiss is committed to protect and cover all its employees with health insurance, the policy also covers the immediate family members such as parents/parent in laws, spouse and children. Following table depicts the count of employees who availed benefit for self and their family members in FY20.

% of employees who availed Medclaim in FY20	
Details	As a % of total employees
Overall	24.4%
Dependents	20.1%

ANNUAL HEALTH CHECK UP

Edelweiss is committed to protect its employees and hence offers free annual health check-ups for its employees. Nearly 56% of the eligible population have availed this benefit in the past year.

DOCTOR IN THE HOUSE

This initiative is part of our resource accessibility of Healthcare Services to employees at Headquarter Offices providing them with access to Medical assistance and advice. Services include medical consulting, healthcare management and related service i.e. full support in managing operational control procedures of the wellness room and assistance in maintaining the facility, ensuring health and hygiene activities performed at the wellness room and Medical room MIS reporting. Medical Practitioners visit at a scheduled frequency. An MBBS Physician visits the premises 5 days a week for 2 hours and a Gynaecologist visits the premises once a month for 3 hours.



Also, in the times of need and crisis, online services are provided as counselling sessions which are enabled by calls, text and chatbot advisory engagement on any counselling needs of employees.

PARTNERING WITH FITNESS GROUPS

To drive employees to join the Running movement at Edelweiss, we have ongoing partnerships with Striders and Run Indian Run as Experts available for Marathon Training and Running Groups. We run activation campaigns twice a year to enrol employees in the co-paid model and encourage employees to join the #fitwithedelweiss movement. We have had 215 employees participate in the Run India Run Mumbai Monsoon Marathon and 35 employees who enrolled for Marathon trainings in FY20.



ROUND GLASS APP



RoundGlass Reach - Your Digital Wellbeing Coach

round.glass Health & Fitness

★★★★★ 378



 Add to Wishlist

Install

Edelweiss's biggest strength has always been its people and their well-being is paramount. We had our employees take the #FitWithEdelweiss pledge at the start of the year and as a step further to empower employees to live up to your fitness pledges and realize their fitness goals we launched, the RoundGlass Reach App – A wellness app with solutions for health, wellbeing and beyond. The app hand-holds employees with habit formation, while keeping track of their fitness goals and progress. There are also wellness coaches who counsel employees on their physical and mental wellbeing.

Since the launch in February 2020, multiple digital well-being programs have been initiated such as, fitness & habits challenges, webinar series by multiple counsellors and doctors focused on emotional & mental well-being, nutrition, and co-parenting. **RoundGlass Influencer program** sessions based on employee advocacy generated desired popularity and usage of the app among employees. Habits and Coaching services for Physical well-being and Healthy Weight loss are some of the favourite services among the employees through the app.

Digital access is also combined with interesting campaign of #FitWithEdelweiss pledge to empower employees to live up to their fitness pledges and realize their fitness goals.

- 1,200+ employee took the pledge across multiple locations
- 9,427 employees have been tagged to take the pledge - employee initiated
- Around 200 employees have registered in the first three weeks

DRUG FREE WORKPLACE

Edelweiss is committed to create & provide a safe working environment for all its employees. As a part of this commitment, Edelweiss recognizes the need to enhance wellness and reduce risks to all its employees concerning drugs & other illegal substances.

FIRE & SAFETY

In line with our focus towards employee safety, Edelweiss is committed to inspect and train all employees to ensure 100% safety in all our office premises.

- **Fire Safety Site Inspection:** Internal Teams conducts site inspection in regular intervals
- **Building Evacuation Drill:** Continuous safety drills are performed in offices to ensure employees are employee safety and awareness
- **Safety-Initiative:** Fire safety training by external trainer conducted for employees on regular basis



EMPLOYEE WELFARE INITIATIVES

Edelweiss has several initiatives that cater to the welfare of its employees across the Group.

- **Flexi Working Hours:** Edelweiss provides its employees with the opportunity to set flexible working hours if required. This enables better work life balances for employees
- **Work from Home:** To provide **work from home** assistance to employees per defined eligibility criteria
- **Parental Leave Policy:** All employees are eligible to take Parental Leave (Maternity and Paternity) to cherish their special moments. 317 employees have availed parental leaves in the previous financial year
- **Day Care Facility:** Edelweiss has partnered with Eurokids at 49 centres currently, across Mumbai, Pune, Kolkata, Delhi, Bengaluru and Ahmedabad to provide creche facility
- **Sabbatical Leave:** This is provided to employees across the Group to give them the opportunity to avail an extended period of leave without payment. This could be to pursue educational growth or attend to personal situation or reasons of health, parenthood, family, assisted pregnancy
- **Bereavement Leave:** All employees are entitled to bereavement leave. This leave can be taken when there is a bereavement in the family or household of the employee arising out of demise or contracting or developing a life-threatening illness or injury. About 8.8% of the employees (945) availed bereavement leave in FY20
- **Kwench – Online library** – Nearly 27.5% of employees avail the online library facility provided to Edelites. Klib contains books for various age categories in popular categories such as Leadership, Motivation & Self Help etc.

AWARDS AND RECOGNITION

To recognize, acknowledge, appreciate and reward the stars across the organization, Edelweiss also has several internal awards and recognitions for employees. These include:

- Long Service Awards:** This is a special celebration for employees who have completed 10/15/20 Years at Edelweiss Group to acknowledge and appreciate their contribution to the organization. More than 60 employees were felicitated in calendar year 2019 at a ceremony held at Edelweiss House and it provided a platform for employees to get a real-time engagement with CEO & Chairman Rashesh Shah & share their experiences with him and the other present senior management and colleagues



- TITANS:** The Annual Awards for employees to celebrate the #BeUnlimited spirit of Edelweiss recognizes star performers under 9 categories – People Titan, Customer Titan, Risk Titan, Collaborator Titan, Innovator Titan, Reliable Titan, Techno Titan, Project Titans and SBU of the Year. In its 7th Edition in FY 20, TITANS had over 4000 online employee applications from the various BGs. Over 900 employees attended the Grand Event held, with 60 Finalist and 25 Awardees under the Apollo, Atlas and Zeus Levels



- Risk and Compliance Awards:** 'We respect Risk' is not just a statement made in our guiding principles, it's a philosophy that is followed within Edelweiss. As a commitment to our philosophy, we have the Risk and Compliance Awards, a functional recognition program to applaud and recognise those who exhibit sound judgement under pressure and help Edelweiss achieve excellence in risk management, compliance and governance. FY-20 saw 115 nominations and 13 winners from across the organizations, both at business and a Group Level and across levels, in the categories of Best Compliance & Risk Professional, Rising Star, Best use of Technology, Best Risk managed & compliance culture Business Unit.





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