VIRTUOS
PROGRAM GUIDE

Version 1.0 April 2022

Virtuos
Digital

Welcome to Virtuos 2022 Program Guide

For Virtuos Employees – India

Programs for Virtuoso.

Every year Virtuos publishes updates to the Program Guide for Employees in India. In this guide, we have included more than ten programs – please read them to understand how you can benefit from them.

Table of Contents

About Virtuos

Tomorrowing™ With Digital!

Virtuos has been inspired by the power of Cloud and what it could offer to business applications — especially CRM, Customer Experience and Employee Experience. Finally, a different kind of company was born.

We are born in the digital native cloud redefining how Customer Experience (CX), Employee Experience (EX), and Everything Experience (XX) orchestrate in symphony across brand, digital, and commerce brand, digital, and commerce. We are a company with 14+ years of experience in Digital Strategy, Design, Transformation, and IT Consulting.

We are a Company with the explicit mission to change the world — significant change, big objectives, a brand-new system never done before. And we [the team is] are composed of the very best talent obtainable, role by role: a group of superstars.

For more information visit www.virtuos.com.

Royalty Loyalty Affinity Program

Royalty Loyalty Affinity Program benefits employees uniquely to earn additional income throughout life – even after terminating their employment.

Royalty: The Company is building new products, applications, platforms and launching new startups for the Experience Economy. An employee can participate in the product development, engineering, innovation (Employee's own patents or copyrights), putting additional hours (over and the above Company's work hours) on weekends or holidays. The contributions can be monetized when these products hit the marketplace. Suppose an *Employee-A* spends 100 hours in a year while employed in the Company and 200 hours after ending the employment on the *Product - X* development built with 30,000 man-hours. *Employee-A* can use 1% contribution in the *Product-X* as the basis for earning royalty. Suppose the Company gives away 5% of its sale to the royalty pool every year, and if the sales of the Product are US$1Million, the *Employee-A* will end up earning US$500. The earnings are recurring every year until there's a change in the product's composition or markets where we operate.

Currently, we have opened the Royalty program in Software Development, Engineering and Product Innovation. The Company can also use Innovation IP owned by the employees and offer royalty (variable or fixed) based on the value proposition.

"PASSIVE INCOME IS THE HOLY GRAIL FOR MOST PEOPLE, AS IT ALLOWS THEM TO FOCUS ON OTHER THINGS IN LIFE RATHER THAN SPENDING A SIGNIFICANT CHUNK OF THEIR DAYS AT WORK.

ROYALTY
by Virtuos Digital

Employee Stock Option Plan Program

The Employee Stock Option Plan (ESOP) is an employee benefit plan. The Company issues it for its employees to encourage employee ownership. The shares of the companies are given to the employees at discounted rates.

Upon selecting eligible Employees to the Scheme, the Company shall give the Employee the Letter of Grant that will specify the number of Options granted, how the Options shall vest, the Exercise Price and any other specific terms and conditions as determined by the Board. The Letter of Grant may be given to the Employee during the employment with the Company. As part of your Compensation, you may be granted a stock.

Eligibility for the ESOP

The eligibility criteria for any particular grant will be determined by the Board at their discretion, from time to time. The eligibility criteria may be amended from time to time and can notify employees.

Note: ESOP is by invitation unless you have an Annexure-E, or any periodic increment letter issued by the Company covering "ESOP" as part of your

THE ESOP IS BY INVITATION AND GRANTED DURING YOUR EMPLOYMENT.

The Granting of Options to an Employee shall take place at the discretion of the Board and depend on the Employee's performance, the potential for future contribution to the Company, years of employment with Virtuos, and any other criteria deems fit.

Higher Education Assistance Program

Qualify further while working!

VIRTUOS OFFERS HIGHER EDUCATION ASSISTANCE PROGRAM (HEAP).

The Harvard study confirms that a firm's investments in its workers can improve worker welfare while contributing measurably to the bottom line. This dual benefit can be seen directly in the workers' lives. Employees became more productive by seven percentage points post-training.

Overview

The Company will reimburse an employee up to a maximum of 10% of the total compensation received in the last five years or 50% of the Annual Salary last drawn, whichever is lower (employment at Virtuos will be counted) for continuing higher education through an accredited program. This education may include college credit courses, continuing education unit courses, seminars, and job-related certification tests. Such programs must offer growth in an area related to employees' current position or lead to promotional opportunities.

An employee must secure a minimum passing grade of "B" or its equivalent or obtain certification to receive any reimbursement. Receipts must validate expenses and copy the final grade or accreditation received.

Eligibility

Full-time, regular and Qualified Employees who have completed 24 months of employment are eligible under this policy. Management shall examine other eligibility criteria related to Employee's stability, growth prospects, previous academic and work performance, etc.

Please Note

Although we encourage employees to use this benefit, work must remain our employees' priority. Employees must not allow their education efforts to interfere with their work. We reserve the right to end this benefit for employees who cannot keep up their job responsibilities while continuing their education. If you have any queries related to this policy, contact HR Manager.

You may want to meet your manager to plan your career advancement through continuing education.

COMPANIES ARE UNDER INCREASING PRESSURE TO QUANTIFY AND MEASURE THEIR ORGANIZATION'S "HUMAN CAPITAL" — THE VALUE OF THEIR WORKFORCE'S KNOWLEDGE AND SKILLS. AT VIRTUOS, WE TREAT "LEARNING" AS EMBEDDED RESPONSIBILITY TO DEVELOP FUTURE-FIT TALENT.

279
Projects Delivered

137
Freshers crafted their career

302
Buddies Onboarded

PROCEDURES

TO RECEIVE REIMBURSEMENT FOR EDUCATIONAL EXPENSES, EMPLOYEES SHOULD FOLLOW THE PROCEDURES LISTED HERE:

STEP 1

Connected Education – Relatedness

Before enrolling in an educational course, the employee must provide their manager with information about the course for which they would like to receive a reimbursement and discuss the job-relatedness of the continuing education.

STEP 3

Commitment

Once the manager approves, the Employee must commit to serving the Company for a minimum of 24 months after completing the higher education, failing which the entire Assistance with interest should be reimbursed.

STEP 3

Join the Tour de Force

Once the Employee agrees with the step above, they shall undergo the "Tour de Force" Program (see details in this guide), which will navigate the future directions of the Employee with the Company.

STEP 4

Provide Tuition payment details

Provide the schedule of payments. The Employee should complete a Tuition Reimbursement Request Form and obtain the appropriate signatures.

STEP 5

Reimbursement Copies

A copy of the Tuition Reimbursement Request Form must be submitted to HR. The Employee will maintain the original until they have completed the educational course.

STEP 6

Submissions

Once the course is successfully completed, the Employee should resubmit the original tuition reimbursement request form with the reimbursement section filled out, including appropriate signatures and receipts, evidence of a passing grade or certification.

STEP 7

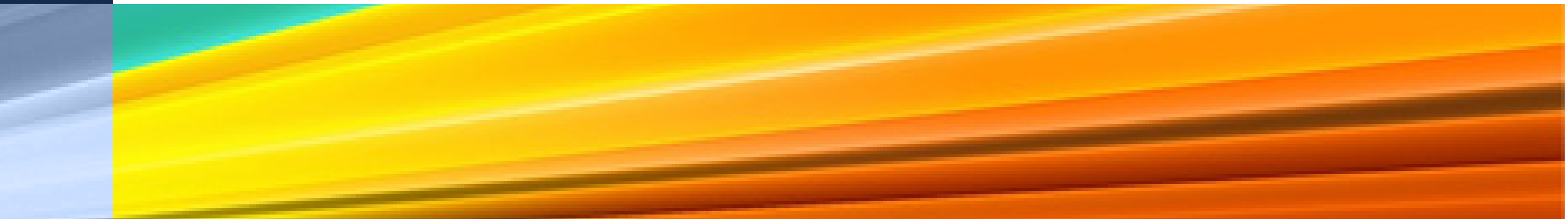
Payments

The HR department will coordinate the reimbursement with the finance department. Payment made to the Employees will be treated as a Loan until all the employee meets pre-requisites.

Employee Referral Bonus Policy

We are always looking for great people, and you can help.

Our employees know our needs and Company culture better than anyone else, and it is often best to find and recruit new employees to fill open positions within our ranks.



Overview

Research has shown, and our own experience supports, that new hires who come into a company through employee referrals are excellent contributors, stay with the company longer and are more cost-effective recruits. That’s where you come in!

To encourage employees to act as recruiters on our behalf and reward employees who help make a successful match, we operate an Employee Referral Bonus Program. If you think someone you think would be a great addition to our company and meet the prerequisites for the open positions, you can refer the candidates to the HR department. You can refer using the Candidate Referral Form http://bit.ly/2rfLQjo

At the end of each quarter, we will hold a drawing for a valuable prize. Your name will be entered in the drawing for every qualified referral you make during the quarter. If the candidate referred by you is hired, you will be rewarded between Rs.2000 to Rs 20,000 and entry to the lucky draw.

Program Guidelines

- Hiring a referred employee must occur within six months of the initial referral date.
- Management, HR, and Business Unit Director Employees are excluded from receiving referral rewards.
- You can't refer an employee who is currently working with the Company or an employee who has resigned less than six months ago.
- The referrals must be submitted to Human Resources via Candidate Referral Form and a resume or employment application to be uploaded to be eligible for an award.
- Suppose an applicant is referred by more than one employee or an employment agency. In that case, the deciding factor will be the date of receipt of the referral to Human Resources.
- The Office of Human Resources (HR) reserves the right to make the final determination about candidate eligibility, including whether they are qualified for positions designated within the program.
- Evaluation of the candidates for employment shall be consistent with our organization's policies and procedures, and all information regarding the hiring decision will remain strictly confidential.
- You are eligible to receive the reward:

  (a) If you submitted your referral form before the time the candidate is offered an interview or the candidate indicated your referral at the time of application

  (b) When the person you referred is hired into a position included in this program; and

  (c) After the person you referred is employed for six months and becomes a confirmed employee – both conditions to be met.
- It would be best if you remained in active employment when the reward is released, normally soon after the person you referred has been in the job for six months. The payment will be included in your regular paycheque.
- The referral reward could be between Rs 2000 to Rs 10,000 (subject to tax deduction at source) depending on the experience of the hired Candidate.
- Referral fees for hiring each employee are mentioned in the Table.

Type	Candidate Experience	Referral Fee
A	0 - 1 years	Rs.2000
B	2 - 3 years	Rs.4000
C	4 - 6 years	Rs.8000
D	7 or above years	Rs.10,000

- You will also receive twice the above amount if the Candidate you referred joins within 30 days from the date of the offer.

Luckydraw

At the end of each quarter, subject to receiving a minimum of five referrals appointed in the Company, we will hold a lucky draw. You will receive one entry for each referred employee subject to a cap of five. If the lottery were not held for any reason, your entry would be re-used in the next drawing.

A valuable Prize will be given to the lucky winner along with a referral fee in the pay-out cycle subject to the above Program guidelines.

New Employee Buddy Program

Buddying up for great employee onboarding

NEW EMPLOYEE FEEL CONNECTED AND WELCOME

Orientation and retention are all about making new employees feel at home. A buddy program is a great tool to assist new employees.

Buddy System

A buddy system is a form of employee orientation whereby newly hired employees are assigned to another employee who shows the new employee the ropes, introduces them to co-workers, gives personal assistance, and answers questions on an as-needed basis. Its tough being a new employee. You're not too sure what lies behind each door; there are enough acronyms and buzzwords to fill a book. However, these concerns pale insignificance compared with the sheer confusion of not knowing what's "normal" in the organization - what's "right" and "wrong" here - what's expected of me – what the company's culture is?

Not knowing the answer to these and similar questions makes every new employee feel like an "outsider" - at least for a while. Thankfully we have a buddy system – a great way to accelerate the new employee's ability to deal with these disconcerting early issues. During your initial first few weeks, all the new employees will have a "buddy" for additional help.

Overview

This program is primarily designed to brief those who will be the new employee's Buddies. Still, it will also help new employees, and the managers understand more fully what the Buddy Program is and what is expected of each party involved in the buddy relationship.

The Buddy Program matches new employees with employees who have been with the company for some time (typically 6 - 12 months), for six months, with two goals:

- To provide the new employee with a point of contact for general queries regarding day-to-day operational issues (such as the location of facilities, information processing requirements and relevant company policies) and
- To help the new employee integrate with the company by providing access to someone familiar with our culture, attitude, and expectations.

The program is coordinated by the HR Associate/Manager and supported by the line managers. By providing such a relationship, you, the buddy, are actively involved in making Virtuos a better workplace and our new employees more productive. *See some of the objectives of the Buddy Program listed here.*

Objectives of Buddy Program

Feel More at Home

The new employee will feel more at home with the company, in a quicker period

Timely Help

Relatively straightforward queries regarding basic operational issues are dealt with in a timely manner.

Reduce Uncertainty

The initial confusion and uncertainty faced by all new employees is lessened.

Freeing Resources

Manager / supervisor time with new employees is freed up to deal with value added issues

First Impression

New employees can begin to formulate impressions about organizations from the get-go influencing their decision.

Right Context

Buddies provide context which is a precious commodity for a new hire to quickly understand process.

Confidence Building

The new employee begins to add value more quickly, leading to increased confidence and self-esteem

Queries Answered

Basic Queries solved while induction and on-the-job training can be related to actual real-world activities.

Selection Criteria and Pairing Buddies

A new employee's onboarding is greatly enhanced by assigning an office Buddy, a fellow employee (other than the manager, mentor, or coach) who provides advice and guidance on the different aspects of working at Virtuos. A Buddy is also a "sounding board" who offers encouragement as the new employee acclimates to Virtuos' culture and workplace.

The successful Buddy is an employee who fully understands the Organization's culture and environment and wants to be a Buddy.

Employees are nominated by departmental managers on the basis of the following criteria:

- The employee's communication and interpersonal skills
- Their understanding and commitment to the Company's vision and values
- Time to be accessible and available to the employee.

Additionally, at the end of the buddy relationship, you will get the opportunity to nominate the new employee with whom you have been working if you feel they fulfil these criteria.

HR Associate/Manager will allocate nominated buddies to new employees. Where at all possible, buddies will be matched with new employees in their department whom you have been working with if you feel they fulfil these criteria.

Onboarding Buddy Suggestions

As a Buddy to a new employee, you play an integral part in helping the employee successfully acclimate to Virtuos. Here are some suggestions to help you in this vital role.

Before the New Employee's First Day.

- Meet with your HR or manager to clearly define your role, and schedule the time to have lunch with the employee on their first day.
- Learn about the employee. Get to know the background from HR or manager, LinkedIn, etc.

Meeting Your Buddy

After you have been notified of the name and other relevant information regarding the new employee you will be working with, it is up to you to connect with them at the earliest available opportunity. This may be on their first day on-site, or if they are involved in orientation training on day 1, you may wish to arrange to meet them for lunch or otherwise on that day.

Content of Meeting & Discussions

Your first meeting with your new employee should be introductory in nature. Show them around your department, introduce them to their colleagues, and direct them to where they will be working. Explain the operation of any equipment or systems they need to commence work. Be familiar with the content of the orientation training so that you do not duplicate any training being provided there.

Explain to the new employee how they can contact you during the day and make it clear that you are available to them when required, but that they always use their discretion.. Explain that you will be meeting regularly (see below) and that non-urgent issues should be left until those times. Still, anything materially hindering their work or performance can be discussed with you immediately.

Explain the difference between a mentor, coach and manager and clear any ground rules regarding contact outside working hours. Ask if they have any initial queries or issues, and deal with them. Then leave the new employee to get on with their assignment! – remember, your role is to help the new employee get on with the task at hand - not to prevent them from doing so!

Frequency & Timings of Meetings

You should aim to meet regularly for at least 30 minutes, once a week during their first month and at least once a month thereafter. This meeting (often best held over lunch or in an informal setting) should be used to discuss any non-urgent issues the new employee may have.

During the working day, it may be reasonable to expect as many as 4 or 5 brief queries a day from the new employee in the first few days, tapering down to one or two a day thereafter. Although all new employees are different, after 2-3 months, you may hear little or nothing from them daily. THIS IS A GOOD SIGN. If you are still getting many "urgent" queries after the first month, then the buddy program is not working, and you should speak to the HR Associate.

Within the parameters above, you and the new employee are expected to meet within working hours (your manager will let you know if you are spending too much time on this).

Continued... from Frequency & Timings of Meetings

Some buddies and new employees agree to meet on a social basis, outside working hours. This is an entirely discretionary matter between you and the new employee. It is up to you to indicate to the new employee how you feel about being contacted regarding work-related issues outside of working hours.

The company has no policy on this. Many buddies have felt happy with being contacted outside working hours at 9 pm on weeknights, but not at weekends. This is entirely up to you.

Expectations from the Relationship

Your relationship with the new employee should be open, confidential, positive, and supportive.

Discussions between you and the new employee should be confidential. The company has no interest in knowing the details of any conversations between you and the new employee. Your HR Associates design the program, but they are not monitoring buddy relationships. We simply ask that you are supportive of the company and your co-workers. We discourage gossip and speculation within a buddy relationship, mainly as many new employees are not able to form an opinion on most issues during their early months with us. *You will not be discussing topics such as salary, perks, etc., as this is against the policy.*

Making Your Buddy A Buddy

We would like to see the new employee you are working with become a buddy in turn. If you feel they could fulfil such a role, find time in the last two months of the relationship to share any tips or techniques you think would help them perform such a role.

Give their name to your manager, and suggest they be considered a buddy.

Termination of the Relationship

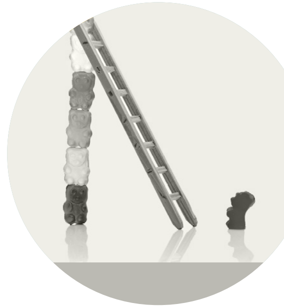
The buddy relationship between you and the new employee will be terminated if either: six months expires or either party requests it.

The buddy relationship operates under a "no-fault" termination mechanism.

Helpful Tips

Don't worry about being perceived as the "expert" or think you need to have all the answers. Your experience at Virtuos is what's most important to the employee. In some situations, listening is more valuable than giving advice. Ask questions like "What do you need?" or "How can I help?"

- We all have a preferred communication style. Talk about each other's preferences, as the new employee may have a different style from yours.
- Recognize that it takes time to develop a relationship. Be patient, positive, and supportive. Don't try or expect to cover everything over a short period of time.



Day 1

- Meet (over lunch).
- Learn about each other's background, experience, interests, etc.
- Decide on the most important and relevant things to cover

Day 2

- Meet (in person) over tea/coffee
- Be available for phone conversations and email.
- Take employee on a walking tour to explore surrounding area

Week 2 & 3

- Meet bi-weekly (mix of in person and by phone).
- Be available for phone conversations and email.
- Have a check-in with employee, and HR / manager.

Week 4

- Meet once in the week (in person) over lunch/tea/ coffee
- Decide if and how to continue the Buddy relationship.
- Have a wrap-up with employee, HR and manager

Reddi.To 360° Incentive Program

Creative Incentive Reward System.

The right incentive program creates a double win. Teams win because they are rewarded for their hard work and good performance. The Company wins through a better-motivated team that produces short-term results and is more likely to achieve company goals.

The Reddi.To 360° Incentive Program reflects Employee's Performance and Direct Return on Investments (ROI) to the Organization.

Incentive compensation programs are primarily used to promote workforce efficiency and enhance employee recruitment, engagement, retention, and continuous customer success. Incentive compensation programs stem from the theory that rewards drive behaviour. Applied to the corporate setting, incentive compensation programs enable our Company to produce targeted results by rewarding employees responsible for those results.

Rewarding high performers and ignoring or punishing low performers correlates strongly to more extraordinary corporate performance. However, Virtuos has designed **REDDI.TO** 360° Incentive Program by applying the **Balanced Scorecard Methodology** to almost all the employees. Please see **Annexure-I** for more information on your Incentive Structure. If you don't have the updated **Annexure-I**, please consult your manager or HR.

Reddi.To 360° Framework

Reddito means “Income” (In the Italian language). The Acronym of **REDDI.TO** (also a domain) was coined to bring all the departments and functions into the ambit of the 360° Incentive program.

Revenue by Employee on Design, Development, Implementation and Transformation Outcomes.

Reddi.to 360° Incentive Program is designed to offer Incentives to three categories of Teams –Curators, Builders, and Creators. Unlike the traditional approaches where only Salespeople are compensated with incentives, Virtuos has introduced a holistic system across all the divisions and operations.

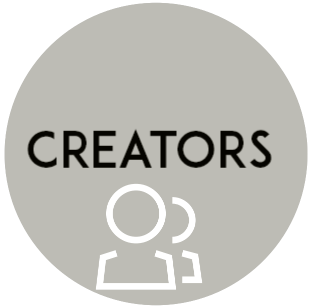
Curator Teams get the Incentives on the “value” they deliver, which will be seen from metrics such as success, acceptance, traffic, feedback, etc., amongst other factors as explained in your Annexure - I.

Builder Teams receive Incentives on the “outcomes” they provide, which will be assessed from the meeting targets, achieving revenue, profits, delivery dates, CSAT, Speed and Agility, Cost savings, etc., as outlined in your Annexure - I.

Creator Teams earn their incentives on both “value and outcomes” they bring to customers. Annexure - I will clearly specify the metrics and targets for receiving incentives. The incentive mechanism is based on multiple factors such as implementation effort, change management, successful execution of projects, Service Renewal rates, ARR in Services, Innovation/differentiation, profit margins on outsourcing, CSAT levels, etc.

Content, Marketing,
Web Design,
Art, Graphics, Presales,
Solution PreSales, Solution Design

Sales, Software Engineering,
Coding, QA, Product Development
and Delivery



CX, Digital Transformation,
Outsourcing, IT Services
Implementation, Innovation,
Consulting, Project &
Portfolio Management

Designing Incentive Compensation Programs

Your Annexure – I, with its structure, will define how you will be eligible for **Reddi.To** 360° Incentives.

Common criteria for eligibility include the following:

- Job category (such as pre-sales, sales, software development, etc.).
- Length of service (When should you begin receiving incentives)
- Job classification (such as executive or associate or administrative).
- The goal of the incentive.
- What the payout will consist of (such as quarterly bonuses, credit points, etc.).

Some of the Incentive Plans you will see in your Annexure -I as per the Job category includes:

- **Annual incentive plan.** A pay plan that rewards the accomplishment of specific results. Rewards usually are tied to expected results identified at the beginning of the performance cycle. Unlike bonuses, they are not primarily discretionary but may have a discretionary component.
- **Discretionary bonus plan.** A plan in which management determines the size of the bonus pool and the amounts to be allocated to individuals after a performance period. This plan has no predetermined formula or promises and is not guaranteed.
- **Spot awards.** Recognize special contributions as they occur for a project or task, generally accomplished in a short period
- **Profit-sharing plan.** A plan through which employees share in the organization’s profits. The plan normally includes a predetermined, defined formula for allocating profit shares among participants and for distributing funds accumulated under the plan. Some plans, however, are discretionary.
- **Gain-sharing plans.** Any one of several incentive programs that share the results of productivity gains with employees as a group.
- **Team/small-group incentives.** Any incentive program that focuses on the performance of a small group, usually a work team. These programs often are used when measurable output is the result of group effort, and it is difficult to separate individual contributions.
- **Retention bonus.** A payment or reward outside of regular salary that is offered as an incentive to keep a key person on the job during a particularly crucial business cycle.
- **Project bonus.** A form of additional compensation paid to an employee or a department for successfully completing a project within a certain time frame.

Managing Incentive Compensation Programs

The management of incentive compensation programs consists of five main tasks:

- Determining the technology needed to implement the program, especially the metrics technology.
- Applying the metrics methods on a continuous basis.
- Adapting as appropriate to unforeseen circumstances.
- Communicating with employees and management concerning the program.
- Applying the data received to determine whether changes to the incentive compensation program are warranted midstream or at the established endpoint.

Metrics

Reddi.To measures employee performance to determine who is deserving of an award. The Program can also assess whether the incentives have the desired effect on corporate performance. The Managers and HR will collectively ensure to measure the performance of **Reddi.To** 360° Incentive Program.

Note: Disbursal of **Reddi.to** incentives happens only when the Employee is in active employment. Please check your Annexure - I for details. Incentives are always paid upon "receiving the outcomes", such as payments from the customers. Employees are not allowed to take any "advance or loan" against any impending or expected/ forecasted incentives.

Program Monitoring

Periodic performance reviews (individual, team or organizational) coupled with incentive payouts are the strategic core of **Reddi.To** 360° incentive compensation programs.

These are the important factors for monitoring the program effectively by both the HR Manager and Supervisor/Manager.

- Managers to seek employees' input, so they can understand what actually motivates their team.
- Make the performance goals clear or realistic by reviewing your targets
- HR to design incentive plan by working with the employee's manager so that the plan does not look too aggressive.
- Manager to encourage positive behaviour from employees to meet targets.
- Clearly, state performance goals that are within the target employees' scope of influence.
- The performance standards need to be consistent, and changes should not happen midstream.
- The performance standards should be objective. They should be part of your **OKRX**.

Technology

Reddi.To comes with the CRM and other Radical Work Technology stack to analyze, track, and pay bonuses, commissions and other types of variable compensation. The software collects data from various systems to provide departmental heads with a comprehensive picture of payout versus performance.

Your **Annexure – I** will have detailed **REDDI.TO** 360° structure comprising of eligibility, targets, metrics, pay-out model and the framework. Your manager and HR may also develop additional **REDDI.To** 360° Incentive structures and guidelines for your continued success at virtuos. If you have any queries related to your **Annexure -I,** please consult your manager or HR.

Employee Retention Program

Program By Invitation

Managing for Employee retention involves strategic actions to keep employees motivated and focussed, so they elect to remain employed and fully productive for the benefit of the Organization.

Overview

Virtuos has launched a comprehensive employee retention program that can play a vital role in attracting and retaining key employees and reducing turnover and its related costs. It is more efficient to maintain a quality employee than to recruit, train and orient a replacement employee of the same quality. We believe all of these contribute to the Company's productivity and overall business performance.

Introducing "Stay" Interviews

Let's start with a definition of "stay interview": a structured discussion a leader conducts with an individual employee to learn specific actions the leader can take to strengthen the employee's engagement and retention with the organization.

You'll notice a core feature of this definition is that leaders conduct stay interviews. "Leader" is defined here as anyone who manages someone so this term may be synonymous in your organization with executives, managers, supervisors or leads.

At Virtuos, the Director and Senior HR personnel can conduct Stay Interviews, and if required CEO can also intervene and be part of the system.

Stay Interviews are usually by Invitation by the leader of the Division or Department. The Company can invite both the existing employees and employees serving the notice period. Depending on what's going on in the labour market, we may want to focus our retention efforts on particular employees or groups of employees, such as new hires, star performers, employees with high-demand or hard-to-replace skills, or members of specific business groups.

Implementation

A Core team will be formed for conducting a Stay Interview face to face with the employee. Senior management actively participates in the retention process and takes primary responsibility.

Establish a plan of action: After assessing the Candidate's expectations, the team will plan to improve retention by identifying broad-based or targeted strategies (or a combination) for implementation.

Implement a retention plan: Execute the strategies that have been identified as appropriate for the specific problem.

Evaluate the results: After implementing the plan, evaluate the results to assess the impact relative to the cost.

We have identified strategies for the Employees' Specific reasons.

Pay

PACKAGE

Priority given to the Compensation over the Work Life Balance or other factors.

Job

DISSATISFACTION

Priority is for the job enrichment. Current Job is no longer relevant for the skills & competencies.

Growth

PROSPECTS AND FUTURE

Seeking a different growth plan on other positions outside the Company.

Contagion

FOLLOW SOMEONE

Someone in my department has shown me a path. My Colleague or Manager influenced me to leave.

Shocks

SUDDEN & UNEXPECTED

Some get angry about a work-related or personal issue and quit on impulse. Or due to sudden developments.

Planned

ORGANIC MOVE

Carefully planned about the future assuming higher responsibilities that other Companies can offer.

Tour de Force

Honest Compact
Program By Invitation

For most of the Pre-pandemic period, the compact between employers and employees in the developing world was about stability.

Tour de Force is a new relationship between employers and employees bidding adieu to the transactional, laissez-faire approach that serves neither party well.

A new arrangement —one built on alliance (usually temporary) and reciprocity. Under the new compact, both employer and employee seek to add value to each other. Employees invest in the Company's adaptability; the Company invests in employees' employability. Hugely influenced by the model designed by Hoffman (a cofounder of LinkedIn), Casnocha (a technology entrepreneur), and Yeh (an entrepreneur and angel investor), we have created a powerful **"Tour de Force"** which outlines three simple, straightforward ways in which companies can make the new compact tangible and workable.

These are:

a) Hiring employees for explicit "tours of duty,"
b) Encouraging, even subsidizing, employees' efforts to build networks outside the organization, and
c) Establishing active alumni networks that will enable career-long relationships with employee they've moved on..

In the post-pandemic age of "free agent culture", stability gave way to rapid, unpredictable change. Adaptability and entrepreneurship became key to achieving and sustaining success. With our Tour de Force, a unique compact, we can attract intrapreneurial, adaptive people; retain high potential employees to elevate them to the new roles; offer leadership portfolios; grant ESOP in the Experience Economy (Exonomy) startups provide a secure future.

The tour-of-duty approach works: The Company gets an engaged employee who's striving to produce tangible achievements for the firm and who can be an influential advocate and resource at the end of his tour or tours. The employee may not get lifetime employment, but they take a significant step toward lifetime employability. A tour of duty also establishes a realistic zone of trust. Employees feature on **tourdeforce.co** along with notable alumni and entrepreneurs associated with the Company.

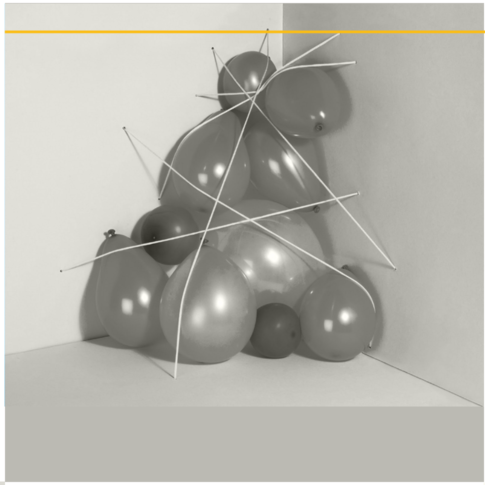
Tour de Force is by invitation Only. You can request a copy of the "Tour de Force" presentation by writing to HR.

FAQ's of Tour de Force

What's the duration of Tour de Force?

A: Two to Four years

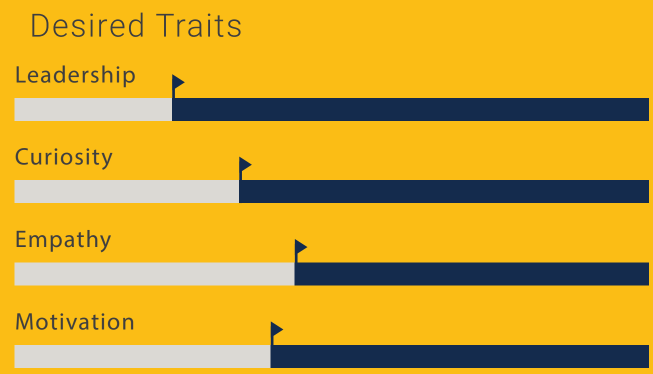
Why two to four years? That time period seems to have nearly universal appeal. In the software business, it syncs with a typical product development cycle, allowing an employee to see a major project through.

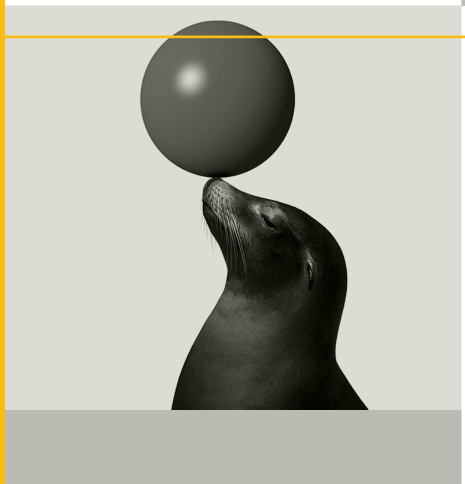


How parties benefit from TdF?

A: This is honest alliance

We work with key employees to establish explicit terms of their tours of duty, developing firm but time-limited mutual commitments with focused goals and clear expectations.

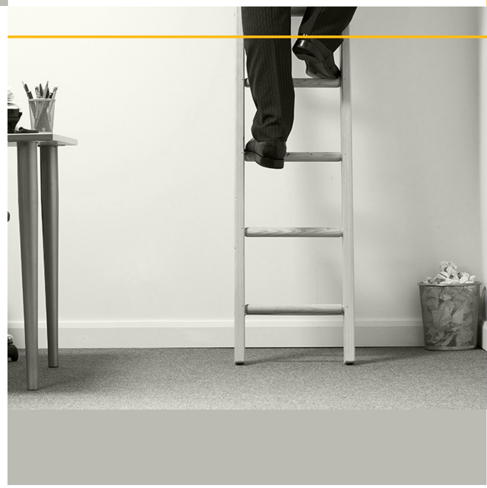




Won't tours of duty shorten employee tenure?

A: There will be many tours.

A tour of duty has a defined end, but that doesn't have to be the end of an employee's tenure. One successful tour is likely to lead to another. Each strengthens the bonds of trust and mutual benefit. And if an employee wants change, an appealing new tour of duty can provide it within your company rather than at a competitor.



How do we benefit from TdF?

A: Continuously Innovating.

When possible, a tour of duty should offer an employee the possibility of a breakout entrepreneurial opportunity. This might involve building and launching a new product, reengineering an existing business process, or introducing an organizational innovation.

Career Development Programs

Springboard and Launchpad

Be a part of the vivid and compelling vision of big change, and join us as Springboard or Launchpad Member

VIRTUOS HAS BEEN SHAPING THE CAREERS OF FRESHERS BY HIRING FROM ENGINEERING AND MANAGEMENT COLLEGES FOR OVER A DECADE.

Overview

College degree programs simply cannot keep pace with how fast things are changing in the workforce. Skills gaps are prevalent and widening. Many students are currently being prepared for jobs that no longer exist, and many don't have the right skills for the job they want.

The way cohorts at Virtuos will solve the skills dilemma is through intelligent, iterative skills acquisition, sensibly and loosely guided by need. Freshers already have the foundation of a college degree, so building new skills does not have to take the path of heavy-duty, multi-year qualifications, which are often old-fashioned and cumbersome. Instead, those new to the workforce can access the near-infinite resources available to them online, as well as the technologies.

Springboard

Qualifications: B.Tech/MCA/BBA/MBA

Springboard is our Annual Recruitment drive at leading University/College Campuses for hiring Graduates in Engineering or Business Administration to take up a full-time job as Developer, Application Engineer, QA Engineer, Web/UX Developer, or Insight Sales Associate, amongst several other positions.

Launchpad

Qualifications: M.Tech/MBA

Aspire to be tomorrow's leader if you have Post Graduate Degree (In Engineering, Science or Management) from a leading Institution, preferably with 1 to 3 years of experience. Join us as Management Trainee to pursue next-generation career options. Launchpad Teams are responsible for providing sales, pre-sales, digital marketing and/or business development, etc.

The Genie Internship

GET THE EDGE

Sales Insights

Duration: One to three months

Genie, preferably with MBA or Post Graduation Qualifications, can participate in garnering sales insights, researching for valuable insights as part of Prospect Record Management, surveying customers, or visiting various Companies to collect useful insights to improve Customer Experience deliver Digital Automation Technologies. Strong analytical background with good communication skills required to work as Genie.

Digital Marketing & Commerce

Duration: Two to Three months

If you are a graduate or an MBA, you can join us in Digital Marketing and Digital Commerce space. You may be asked to survey the existing customers; participate in Search Engine Optimization, Link building or other areas of Digital Marketing. You may also learn the nuances of Digital Commerce and Digital Marketing aspects while employed as Genie. It would be best if you had a passion for social media, Marketing, Operations and Customer Experience.

Genie Internship

Duration: One to three months

The Genie Internship Program is a steppingstone for landing a job in a field of your interest after evaluating various career options. After successfully completing the "Genie Program", you will receive a Certificate of Completion, which you can publish on your social network.

Software or Web Dev.

Duration: Two to Three months

If you are B.Tech in Computer Science with some exposure to basic concepts like GUI, Coding, DB, you can join us in Software & Engineering Division. You can help the developers with the finest eye for detail to find anomalies in the UI/UX or functionality. You can also be part of web or App development.

NearbyTrip Program

SMILES and JAWS are two Nearby Trips

VIRTUOS SPONSORS FEW SMILES— THE SHORT DISTANCE NEARBY TRIPS, AND JAWS —FEW WEEKEND TRIPS.

In the last few years, we have celebrated a few NearbyTrips with our Employees and their families. Here are glimpses of the trips we enjoyed together.

Glimpses from Chail and Binsar

Follow twitter account **@nearbytrip** for upcoming announcements. Download our **Happiests Culture at Work** Guide from website.

THE 2022 PROGRAMS

EXPERIENCE NEW!

Virtuos Digital Ltd.
308 - 311 Emaar Digital
Greens Tower A Sector 61
Golf Course Ext Road
Gurugram 122102 Haryana
Phone + 91 124 4985500
Email: hr@virtuos.com
www.virtuos.com