

VIRTUOS DIGITAL LIMITED | VBLUE —
FIFTH PILLAR

TOUR DE FORCE

2026 EDITION

The Virtuos Employer–Employee Compact Program

"Alliance over loyalty. Growth over tenure. Excellence over comfort."

Building Trustblazers — True Icons of Virtuos, Wherever They Are.

By Invitation Only | Effective 10 May 2026

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This document is the definitive charter of Tour De Force 2026 — the all-new edition of Virtuos (Virtuos Digital Limited)'s Employer-Employee Compact Program, formally launched on 10 May 2026. Tour De Force 2026 is a brand-new programme — by invitation only — forming an integral part of VBLUE, the Fifth Pillar of Virtuos. It draws inspiration from Reid Hoffman, Ben Casnocha, and Chris Yeh's seminal Harvard Business Review article "Tours of Duty: The New Employer-Employee Compact" (HBR, June 2013, Reprint R1306B), and advances its principles into a structured, benefit-enriched alliance programme that reflects Virtuos's culture, ambitions, and commitment to building Trustblazers.

CONTENTS

- 00. VBLUE — The Fifth Pillar: Context & Foundation3
- 01. The Philosophy Behind Tour De Force 20264
- 02. The Virtuos Compact: Principles and Promises6
- 03. Eligibility Criteria8
- 04. Transition: Previous Members & 2026 Re-invitation10
- 05. Enrolment Process and Compact Agreement11
- 06. The Three-Tier Benefit Architecture13
- 07. Benefit Details: Every Initiative Explained15
- 08. ESOP & VSPAN — Ownership in the Mission20
- 09. Learning, Certification & Higher Education.....22
- 10. Events, Networking & Alumni Privileges.....24
- 11. Most Favoured Status & Lifetime Alliance.....26
- 12. Performance Standards & Compact Continuance.....28
- 13. Compact Withdrawal: When and How30
- 14. Implementation Roadmap31
- 15. Closing Message from Leadership33

SECTION 0

VBLUE — The Fifth Pillar

Performance with Purpose: Belief, Leadership, Unity, and Ethics

0.1 What Is VBLUE?

VBLUE is the Fifth Pillar of Virtuos Digital Limited — a foundational framework that elevates the organisation beyond business performance into purposeful impact. VBLUE represents Virtuos's commitment to building a future where business genuinely serves people and planet, not merely shareholders and metrics.

The VBLUE framework is structured around four transformative principles:

B	BELIEF	Belief in the mission, in people, and in the power of purposeful work to create lasting value.
L	LEADERSHIP	Leadership at every level — not as hierarchy but as accountability, courage, and the drive to make things better.
U	UNITY	Unity of purpose — across teams, geographies, clients, and partners — to create outcomes greater than any individual can achieve.
E	ETHICS	Ethics as the non-negotiable foundation of every decision, every relationship, and every result.

0.2 Tour De Force as VBLUE in Action

Tour De Force is the most direct, personal expression of VBLUE in practice. It is how the VBLUE framework moves from aspiration to lived experience — not as a poster on a wall, but as a binding alliance between the organisation and its most committed people.

Every element of Tour De Force reflects VBLUE's four principles. Belief: the member believes in Virtuos's mission and invests in it wholeheartedly. Leadership: the member leads by example, contributes beyond their brief, and lifts the standard around them. Unity: the member builds networks, shares intelligence, mentors others, and strengthens the collective. Ethics: the member upholds the compact with complete integrity — no half-commitments, no taking without giving, no breaking what was promised.

VBLUE — Building a Future Where Business Serves People and Planet
 Virtuos B.L.U.E. Framework — Performance with Purpose. A model for transforming performance through Belief, Leadership, Unity, and Ethics. Tour De Force is the flagship human programme of VBLUE: the mechanism through which Virtuos's values become individual commitments, and individual commitments become organisational strength.

For more information: vblue.com | vblue.com/tourdeforce

0.3 VSPAN — Virtuos Stock Plan Advantage Network

Central to VBLUE is the recognition that the most powerful engine of aligned performance is ownership — not just psychological ownership of the mission, but genuine financial ownership of the outcome. VSPAN — the Virtuos Stock Plan Advantage Network — is Virtuos's commitment to making this real.

VSPAN is not a generic equity scheme. It is an integrity-driven, performance-anchored ownership network. Eligibility for VSPAN is not simply a function of seniority or tenure — it is a reflection of character, conduct, and commitment to the VBLUE values that define Virtuos at its best.

VSPAN — Virtuos Stock Plan Advantage Network

Each employee who upholds Virtuos's values and maintains a high Trust Score earns eligibility for VSPAN — Virtuos Stock Plan Advantage Network — celebrating integrity, performance, and long-term commitment.

Tour De Force membership is the primary pathway to VSPAN eligibility. By enrolling in Tour De Force, completing each review cycle with sustained high performance, and honouring the compact in full, members accumulate a Trust Score that qualifies them for VSPAN participation when the plan is formally issued.

VSPAN allocations are differentiated by Tour De Force tier, performance trajectory, and Trust Score — rewarding those who have built the most enduring and authentic alliance with Virtuos.

0.4 The Trust Score

The Trust Score is Virtuos's internal measure of an individual's alignment with VBLUE values over time. It is not a single metric or a single review cycle's output — it is a holistic, cumulative assessment that considers:

- Sustained performance: consistent delivery at or above expectations across all review cycles.
- Conduct integrity: no disciplinary actions, no material complaints from colleagues, clients, or partners.
- Compact fidelity: honouring Tour De Force commitments without default or withdrawal.
- Contribution to culture: active support of peers, mentoring of juniors, participation in cross-functional initiatives.
- External reputation: how the member represents Virtuos in the market, in client relationships, and in professional networks.

The Trust Score is maintained by the HRBP and reviewed annually as part of the Tour De Force Compact Review. Members are informed of their Trust Score trend — improving, sustaining, or declining — and coached on actions that strengthen it.

SECTION 1**The Philosophy Behind Tour De Force 2026***Why the old compact is broken — and what Virtuos is building in its place***1.1 The World Has Changed**

For much of the twentieth century, the employer–employee relationship was built on an implicit social contract: the employee gave loyalty and consistent performance; the employer gave stability, advancement, and long-term security. That compact rested on a world of relative predictability — where industries moved slowly, technologies matured over decades, and a career could be planned like a map.

That world no longer exists. Globalisation, the knowledge economy, and the relentless pace of technology disruption have rendered the old compact obsolete. Today, the most valuable employees are not those who simply follow instructions but those who think like entrepreneurs, adapt rapidly, take intelligent risks, and build networks that amplify the organisation's reach. These are precisely the people who are most in demand — and most likely to leave if they feel under-invested.

Many organisations have responded to this reality by retreating into a minimalist compact: no promises, purely transactional relationships, "free agent" thinking on all sides. This approach may reduce short-term cost, but it produces a workforce of disengaged contributors and drives the best talent toward organisations that invest in them more meaningfully.

1.2 The Tour of Duty Insight

"You can't build an agile company with lifetime employment contracts. But you can create a better compact than every man for himself." — Reid Hoffman, Ben Casnocha & Chris Yeh, Harvard Business Review, June 2013

The HBR article that inspired this program articulates what the best Silicon Valley companies have quietly understood for years: the most productive employer–employee relationships are not based on loyalty but on alliance. Both parties acknowledge the finite nature of each phase of the relationship, yet commit to investing in each other for that defined period with genuine enthusiasm and reciprocal benefit.

A "tour of duty" — a defined period of focused, committed, mutually beneficial work — creates clarity, trust, and accountability that vague, open-ended employment relationships cannot. It tells the employee: "Here is what we will invest in you. Here is what we expect in return. Here is how we will both grow." It tells the organisation: "This person is committed to this mission for this period. We have invested in this alliance. We expect exceptional results."

1.3 Tour De Force 2026: The All-New Programme

Virtuos Digital Limited takes the tour-of-duty concept and elevates it. "Tour De Force" — French for a feat of strength, skill, or ingenuity — is not merely a tenure programme. It is a declaration that Virtuos's most exceptional people will be recognised, rewarded, invested in, and partnered with in a way that creates a competitive advantage for the organisation and a career-defining experience for the individual.

Tour De Force 2026 is an entirely new programme, distinct from any prior iteration. It launches on 10 May 2026, by invitation only. It is the flagship human programme within VBLUE — Virtuos's Fifth Pillar — and it has been designed from the ground up with one central purpose: to build Trustblazers.

What Is a Trustblazer?

A Trustblazer is a Tour De Force member who embodies the highest expression of the VBLUE values — someone who is not merely a high performer but a genuine icon of Virtuos, wherever they are and whatever they do next. Trustblazers are readily referenceable, permanently associated with Virtuos's standards of excellence, and always willing to work as a partner — with Virtuos, with clients, with alumni, and with anyone in their extended network.

"Together we grow" is not a slogan for Trustblazers — it is an operating principle. They grow Virtuos by giving their best during their tour. Virtuos grows them by investing meaningfully in their capabilities, their network, and their ownership. And together, they grow the ecosystem of people and organisations around them.

Every Tour De Force member is, from the moment of enrolment, a Trustblazer in formation — and from the moment of tour completion, a Trustblazer for life.

Tour De Force is not for everyone. It is deliberately selective — offered only to those who have demonstrated the qualities that define Virtuos at its best: high performance, intellectual rigour, business credibility, and the tenacity to complete what they begin. It is not a benefit to be given; it is a recognition to be earned and a compact to be honoured.

It draws on three pillars that the HBR article identifies as the hallmarks of new-era employer–employee compacts:

- Defined tours — explicit, time-bounded commitments with clear mutual expectations.
- External engagement — investment in the employee's network, knowledge, and market value.
- Lifelong alliance — the relationship does not end when the tour does.

SECTION 2**The Virtuos Compact**

Principles, mutual promises, and the foundation of the alliance

2.1 The Core Principle: Reciprocal Investment

The Tour De Force compact is built on one foundational insight: that the most durable and productive professional relationships are those in which both parties are genuinely invested in each other's success — not merely the success of the current transaction.

Virtuos says to its Tour De Force members: "If you make Virtuos more capable, more innovative, and more successful, we will make you more skilled, more credible, and more valuable — not just here, but everywhere." The member says in return: "If you invest in my growth and development, I will bring the full force of my capabilities, network, and commitment to Virtuos's mission for the duration of this compact."

2.2 The Six Foundational Principles**01 Alliance, Not Loyalty**

Tour De Force is not a loyalty programme. It does not ask members to sublimate their careers, their ambitions, or their individuality to the organisation. It asks them to form a genuine, transparent alliance — one in which both sides are honest about expectations, commitments, and limitations.

02 Investment for Investment

Virtuos commits to making significant, concrete investments in every Tour De Force member — in their learning, their network, their ownership, and their career trajectory. In return, members commit to bringing sustained excellence, intellectual energy, and genuine partnership to the organisation.

03 Time-Bounded Clarity

Each Tour De Force engagement has a defined term: a minimum of two years and a maximum of four years per cycle. This clarity is not a limitation — it is a gift. It allows both parties to be fully present and committed, free from the anxiety of open-ended ambiguity.

04 Performance as the Standard

Tour De Force is a recognition of demonstrated excellence, not a tenure reward. Membership requires continuous performance improvement. There are no passengers on Tour De Force. Every member is a contributor, and the compact is only as valuable as the quality of those who hold it.

05 Honesty Over Comfort
 The compact requires honest conversations. If a member is considering leaving, they must disclose this before enrolling. If performance is declining, both manager and member must address it directly. Tour De Force creates the conditions for honesty — starting with the enrolment conversation itself.

06 Lifelong Respect
 When a tour ends — whether at two, three, or four years — the relationship does not end. Tour De Force alumni carry their status with pride and are welcomed into the Virtuos Alumni network with privileges and opportunities that endure beyond their tenure.

2.3 What Virtuos Promises

Virtuos's Commitment	What It Means in Practice
We will invest in your learning	Certifications, higher education subsidy, SkillNow access, curated development programmes
We will share our success with you	ESOP allocation when issued; performance-linked bonuses; recognition at company events
We will expand your world	Access to sponsored events, industry conferences, curated networking opportunities
We will tell the world about you	Strong LinkedIn and professional recommendations; alumni network standing; reference support
We will prepare you for what's next	Whether your next tour is at Virtuos or beyond, we invest in your future, not just your present
We will treat you as a partner	Transparent communication about company direction, strategy, and challenges

2.4 What Members Promise

Member's Commitment	What It Means in Practice
I will bring my best	Consistent high performance; intellectual honesty; willingness to be challenged
I will complete what I begin	I enrol only when I intend to complete my tour. If circumstances change, I will communicate early and honestly.
I will invest in Virtuos's success	My network, my creativity, and my effort are deployed in service of this organisation's mission
I will grow deliberately	I use the learning investments provided; I build on them; I bring new knowledge back to the team

I will respect the compact	I will not take Tour De Force benefits and then disengage. The compact is a two-way bond.
I will contribute to the culture	Tour De Force members are role models. Their conduct sets the standard for the wider organisation.

SECTION 3

Eligibility Criteria

Who qualifies for Tour De Force — and why the bar is deliberately high

3.1 Why Eligibility Is Selective

Tour De Force is not a universal benefit programme. Not every employee will be eligible, and that selectivity is intentional. The programme derives its meaning and impact precisely because it is a recognition of exceptional contribution — an acknowledgment that you are among Virtuos's most valuable people and that Virtuos intends to invest in you accordingly.

A broad, undifferentiated programme would dilute both the investment and the meaning. Tour De Force is designed to concentrate Virtuos's most significant people investments in those who have demonstrated — not merely promised — the qualities that make the alliance worthwhile.

3.2 Eligibility Pathways

There are two pathways into Tour De Force, designed to accommodate both those who have grown within Virtuos and those who join with significant prior experience:

Pathway A: Organic Virtuos Growth

Criterion	Requirement
Minimum tenure at Virtuos	2.5 years of continuous employment
Performance standard	Continuous performance improvement across all completed review cycles within the 2.5-year period — no below-expectation ratings in the prior 18 months
Conduct standard	No active disciplinary record; no pending performance improvement plans
Manager endorsement	Direct manager nomination required; HRBP concurrence required
Leadership endorsement	Country/Regional Head or VP-level sign-off required
Tour commitment readiness	Member must sign a readiness declaration stating genuine intent to complete a minimum 2-year Tour De Force cycle

Pathway B: Experienced Hire Fast-Track

Criterion	Requirement
Prior professional experience	Minimum 2 years of relevant professional experience before joining Virtuos (verified via employment records)
Virtuos tenure	Minimum 18 months of continuous employment at Virtuos

Performance standard	Continuous performance improvement across all completed review cycles at Virtuos — no below-expectation ratings in the prior 12 months
Conduct standard	No active disciplinary record; no pending performance improvement plans
Manager and leadership endorsement	As per Pathway A
Tour commitment readiness	As per Pathway A

Springboard Cohort Eligibility

Members of Virtuos's Springboard programme (campus recruits, graduate intake cohorts) are eligible for Pathway A consideration upon completing 2.5 years of continuous employment, provided they meet all performance and conduct criteria. Springboard alumni who demonstrate exceptional performance may be fast-tracked for Tour De Force consideration at the 2-year mark at the discretion of the CHRO and their line management.

3.3 The Commitment Gate

Before any nomination is processed, the prospective member must have a frank, structured conversation with their direct manager — facilitated by the HRBP — addressing the following questions directly:

- "Do you have any concrete plans, discussions, or offers from other organisations that would make you unlikely to complete a 2-year Tour De Force cycle?" A "yes" or "uncertain" response disqualifies enrolment at this time.
- "Are you enrolling in Tour De Force because you genuinely intend to invest in this alliance, or because you want the benefits?" The former is the only acceptable answer.
- "Are you aware that Tour De Force benefits are conditional on continued high performance and compact compliance, and that they are withdrawn if the compact is broken?" This must be explicitly acknowledged.

Non-Negotiable Gateway

No employee should enrol into Tour De Force if there is any meaningful probability — known to them at the time of enrolment — that they will not complete their committed tour. Tour De Force benefits begin accruing from Day 1 of enrolment; taking those benefits while intending to depart is a breach of the compact and will result in formal benefit withdrawal and potential claw-back of ESOP allocations already vested.

3.4 Ineligibility Factors (Automatic Disqualification)

- Active performance improvement plan (PIP) at time of nomination.
- Any formal disciplinary action within the preceding 24 months.
- Below-expectation performance rating in any of the two most recent review cycles.
- Active notice period or confirmed intent to resign, even if not yet formally submitted.
- Enrolment in a competing programme at another organisation (consulting retainer, advisory role, etc.) without disclosed management approval.

- Part-time, contract, or project-based engagement status.

SECTION 4

Previous Members & the 2026 Transition

Honouring the past — elevating the future

4.1 Recognising Previous Tour De Force Members

Prior to Tour De Force 2026, Virtuos operated an earlier iteration of the Tour De Force programme — a more limited compact that provided a defined set of foundational benefits. The dedication and commitment shown by those members was real and meaningful, and it is the foundation upon which Tour De Force 2026 is built.

All previous Tour De Force members are valued partners of Virtuos. The organisation formally acknowledges their contribution and ensures that their standing is preserved and honoured in the transition to the new programme.

4.2 Continuation of Previous Member Benefits

Previous Tour De Force members will continue to receive the benefits earned under the prior programme — including, most importantly, the 5% incremental compensation adjustment applied as part of the Annual Performance Review process. This increment is a recognition of prior commitment and continues unconditionally for all previous members in good standing, regardless of whether they are subsequently re-invited into Tour De Force 2026.

Previous Member Compensation Continuance

All previous Tour De Force members in good standing retain the 5% incremental compensation enhancement applied through their Annual Performance Review, effective continuously from the date it was first awarded.

This benefit does not require re-enrolment in Tour De Force 2026 and is not conditional on receiving a 2026 invitation. It is a standing recognition of prior compact performance.

Previous members who are invited into, and successfully enrol in, Tour De Force 2026 will additionally receive all benefits of their newly elected tour tier — over and above the retained 5% increment.

4.3 The Re-Invitation Process for Previous Members

Tour De Force 2026 is a brand-new programme. Previous participation in the earlier Tour De Force does not automatically confer membership in Tour De Force 2026. Re-invitation is based on a fresh assessment of current performance, conduct, and commitment readiness.

Re-invitations to Tour De Force 2026 will be issued by direct managers — with HRBP and leadership endorsement — on a rolling basis between May 2026 and November 2026, in accordance with the following timeline:

Re-invitation Window	Eligible Previous Member Profile	Process
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May – July 2026 (First Wave)	Previous members with the strongest current performance trajectory and highest Trust Scores; those in strategic or leadership roles	Expedited re-nomination: manager initiates directly with HRBP; accelerated 10-day approval process
August – September 2026 (Second Wave)	Previous members with sustained strong performance; those completing mid-year review cycles	Standard re-nomination process; full Commitment Gate conversation
October – November 2026 (Third Wave)	Previous members whose circumstances required additional evaluation time; those completing specific project milestones	Standard process; any member not re-invited by November 2026 is given a clear, written explanation and a 6-month development plan toward future eligibility

4.4 What Changes for Previous Members Re-Enrolling in 2026

Previous members who enrol in Tour De Force 2026 enter the programme fresh — they elect a new tour duration (2, 3, or 4 years), sign a new compact document, and access the full 2026 benefit architecture from the day of their new enrolment. Their prior Tour De Force tenure is recognised in the following ways:

- Prior service credit: up to 12 months of prior Tour De Force time may be counted toward the eligibility threshold, at the CHRO's discretion, allowing some members to elect a 3 or 4-year tour immediately rather than the minimum 2-year tour.
- Trust Score head-start: previous members' historical Trust Score data is carried forward, giving them an elevated starting point in VSPAN eligibility calculations.
- Tier consideration: previous members with strong track records may be nominated directly for Tier 2 (3-Year) enrolment subject to standard approval, rather than being required to begin at Tier 1.
- The 5% increment continues alongside — not instead of — the new 2026 tour benefits.

Important Clarification

Tour De Force 2026 is a completely new programme with new commitments, new standards, and new compact terms. Previous members who are re-invited must meet the 2026 eligibility criteria in full. Prior participation does not waive the Commitment Gate, the performance standards, or any other eligibility requirement. The new compact is a new promise — and it must be made with the same sincerity as the first.

SECTION 5

Enrolment Process & Compact Agreement

How the alliance is formally established

5.1 The Nomination and Approval Process

Step	Owner	Timeframe	Action
1. Manager Nomination	Direct Manager	Quarterly nomination window	Submit Tour De Force nomination form via HRIS with performance evidence and personal rationale
2. HRBP Review	HR Business Partner	Within 7 working days	Verify eligibility, performance records, conduct history; confirm pathway qualification
3. Leadership Endorsement	VP/Country Head	Within 5 working days	Review nomination; approve or decline with written rationale
4. Commitment Conversation	Manager + HRBP + Nominee	Scheduled within 5 days of approval	Formal commitment conversation covering gateway questions; readiness declaration signed
5. CHRO / CEO Approval	CHRO (all; CEO for senior grades)	Within 7 working days	Final approval for enrolment; ESOP board authorisation for senior grades
6. Compact Signing	Member + Company	Compact signing meeting	Formal Tour De Force compact document signed; Welcome Pack issued; benefits activated
7. Announcement	Manager + HR	Within 2 weeks of signing	Internal announcement in line with member's preference; Tour De Force badge activated on company directory

5.2 The Tour De Force Compact Document

Every Tour De Force member signs a formal compact document — not a legal employment contract amendment, but a statement of mutual alliance and intention. The compact document includes:

- Member's name, department, manager, enrolment date, and committed tour end date.
- The member's elected tour duration (2, 3, or 4 years).
- The specific benefit tier applicable to the elected duration.
- A personal statement of intent, written by the member in their own words, describing what they intend to contribute and achieve during their tour.
- A statement of Virtuos's commitments to the member during the tour.
- Acknowledgment of the compact's conditions, including the performance continuance requirement and withdrawal provisions.
- Signatures of the member, their direct manager, the HRBP, and the CHRO.

COMPACT CLAUSE

The Tour De Force Compact is an alliance document. It is not an employment contract, and it does not supersede, amend, or replace any terms of the member's existing employment agreement. Virtuos may adjust benefit specifications from time to time with reasonable notice. Benefit withdrawal provisions apply strictly in accordance with the conditions set out in Section 12 of this Charter.

5.3 Tour Duration Election

At enrolment, members elect their tour duration from three options. This election is binding and cannot be reduced after signing (though it may be extended by mutual agreement prior to the elected end date):

Tour Duration	Minimum Commitment	Benefit Tier	Best For
2-Year Tour	24 months from signing date	Tier 1 — Foundation Alliance	Those seeking to establish the compact for the first time; early-career members
3-Year Tour	36 months from signing date	Tier 2 — Advanced Alliance	Those with clear, medium-term project or role alignment; experienced members
4-Year Tour	48 months from signing date	Tier 3 — Elite Alliance	Senior contributors with long-term strategic roles; leadership pipeline members

Members who complete a 2-Year Tour in good standing may elect to renew for a subsequent 2, 3, or 4-year Tour. Renewal is not automatic — it requires re-nomination and re-approval through the standard process. However, members in good standing who wish to renew will receive an expedited review with a presumption in favour of renewal.

SECTION 6

The Three-Tier Benefit Architecture

Foundation, Advanced, and Elite — a graduated ladder of investment

6.1 Overview

Tour De Force benefits are structured in three tiers corresponding to the member's elected tour duration. The principle is straightforward: the longer the committed alliance, the deeper Virtuos's investment. This is not merely a financial calculation — a member who commits to four years is making a statement of genuine partnership, and Virtuos honours that with its most significant investments.

The table below provides a high-level overview. Full detail on every benefit is provided in Section 6.

BENEFIT	TIER 1 2-Year Tour	TIER 2 3-Year Tour	TIER 3 4-Year Tour
ESOP Participation	Standard allocation (if issued)	Enhanced allocation (+25%)	Premium allocation (+60%)
Certification Budget	Up to USD 500 per year	Up to USD 750 per year	Up to USD 1,000 per year
SkillNow Access (when launched)	Full unlimited access	Full unlimited access + Early Feature Access	Full unlimited + Beta Programme + Content Co-creation
Higher Education Subsidy	Case-by-case consideration	Up to 40% of approved programme fees	Up to 60% of approved programme fees
Sponsored Event Access	1 selected event per year	2 selected events per year	3 selected events + 1 International if applicable
Leadership Development Programme	Eligible for standard cohort	Priority nomination for advanced cohort	Guaranteed placement + executive mentoring
Alumni Network Status	Standard Alumni Member	Senior Alumni Member	Life Member — Most Favoured Status
Company Recommendation	Strong LinkedIn + HR reference	Premium written reference + introduction	Executive-level endorsement + network introduction
Most Favoured Status	Not applicable	Partial (selected benefits)	Full Most Favoured Status
Flexibility / Remote Policy	Standard flexible work policy	Enhanced remote + schedule flexibility	Personalised work arrangement negotiation

Annual Recognition	Tour De Force Anniversary Recognition	As Tier 1 + additional milestone award	As Tier 2 + CEO personal recognition at 4-year mark
Preferred Consideration	Internal mobility preference	First consideration for stretch roles	Reserved pipeline for leadership roles
Mentoring Access	Access to internal mentor programme	Access to external mentor network	Paired with Board/Advisory-level mentor
Personal Networking Fund	INR 10,000 / year	INR 18,000 / year	INR 30,000 / year

SECTION 6**Benefit Details***Every initiative explained — what it is, how it works, and why it matters*

6.1 Learning & Development Benefits

Certification Budget

Every Tour De Force member receives an annual certification budget that can be applied toward any industry-recognised professional certification relevant to their role, career pathway, or a strategic Virtuos capability area. There is no pre-approval bureaucracy for certifications within the annual budget cap — members select, register, and submit for reimbursement with their certificate of completion.

- Tier 1: USD 500 per year (resets on Tour De Force anniversary date).
- Tier 2: USD 750 per year.
- Tier 3: USD 1,000 per year.
- Certifications partially completed within a tour year may be completed using the following year's budget, subject to HRBP acknowledgment.
- Certifications include but are not limited to: Oracle certifications, Asana certifications, Salesforce credentials, Six Sigma, PMP, Google Cloud, AWS, Lean, COBIT, ITIL, CX professional certifications, and management/leadership accreditations.

SkillNow — Unlimited Access

SkillNow is Virtuos's proprietary learning platform, currently in development for launch. When launched, all Tour De Force members receive unconditional, unlimited access to every course, module, and learning pathway on the platform — at no cost. Tier 3 members are additionally enrolled in the SkillNow Beta Programme, receiving early access to new features and the opportunity to contribute to content co-creation as recognised subject-matter experts. Access is lifelong for members who complete their tour in good standing.

Higher Education Subsidy

For members seeking to pursue significant formal education — postgraduate degrees, executive education programmes, MBAs, or equivalent — Tour De Force provides a subsidy that reduces the financial barrier to meaningful qualification.

- Tier 1: Case-by-case consideration. Subsidy available for programmes with clear strategic relevance to Virtuos's business. Application must demonstrate business case for the education and member's commitment to applying it at Virtuos.
- Tier 2: Up to 40% of approved programme fees, subject to programme approval and service bond (member agrees to remain with Virtuos for a minimum period post-qualification — typically equivalent to 1.5x the programme duration).
- Tier 3: Up to 60% of approved programme fees. Service bond terms as Tier 2.
- Approved institutions include IIMs, IITs, ISB, XLRI, SPJIMR and equivalents in India; HBS, Wharton, LBS, Insead and equivalents internationally for executive education.

- Online/distance programmes from Coursera, edX, upGrad, or equivalent platforms are eligible for up to 100% reimbursement within the certification budget; higher-cost programmes require formal subsidy application.

6.2 Financial & Ownership Benefits

ESOP — Employee Stock Ownership Plan

When Virtuos Digital Limited issues ESOPs, all Tour De Force members in good standing at the time of issuance are automatically included in the allocation. Tour De Force status does not merely make members eligible — it determines the quantum of their allocation relative to non-programme employees.

- Tier 1 (2-Year Tour): Standard ESOP allocation applicable to the member's grade and performance band.
- Tier 2 (3-Year Tour): Enhanced allocation — 25% above the standard allocation for the member's grade.
- Tier 3 (4-Year Tour): Premium allocation — 60% above the standard allocation for the member's grade.

ESOP vesting schedules will follow the plan documents at the time of issuance. Members who complete their Tour De Force cycle in good standing and subsequently join the Alumni network will retain vested ESOP shares; unvested shares will be governed by the plan document's provisions for "good leavers."

ESOP Claw-Back Provision

Members who break the compact — by leaving before their committed tour end date without Virtuos's agreement — will be treated as "bad leavers" under the ESOP plan, potentially forfeiting unvested options and, where legally permissible, facing claw-back of options vested within a defined look-back period. This provision is disclosed at enrolment and acknowledged in the compact document.

Personal Networking Fund

Tour De Force members receive an annual personal networking fund — a discretionary budget that can be expensed without prior approval for activities that build their professional network and bring external intelligence back to Virtuos. This includes industry lunches, coffee meetings with external contacts, attendance at local industry events not covered under the Events benefit, relevant professional subscriptions, and similar activities.

The only requirements for using the networking fund: (1) the activity must be external to Virtuos's campus or offices; (2) the member must share at least one insight or piece of intelligence gained with their team within 30 days. This is the HBR article's "networking fund" concept implemented directly.

- Tier 1: INR 10,000 per year.
- Tier 2: INR 18,000 per year.
- Tier 3: INR 30,000 per year.

6.3 Events, Access & Visibility

Sponsored Event Access

Virtuos sponsors a curated portfolio of industry events each year — conferences, summits, awards ceremonies, thought leadership forums, and partner events across CX, EX, and digital transformation. Tour De Force members receive priority allocation to attend these events, with Virtuos covering registration, travel (within policy), and accommodation.

- Tier 1: 1 sponsored event per tour year. Selected from the annual Tour De Force Events Calendar published by HR.
- Tier 2: 2 sponsored events per tour year. Member may choose from a wider selection including regional events.
- Tier 3: 3 sponsored events per tour year, including eligibility for one international event where applicable and where the member's role has relevant global dimension.

Events are not merely attendance perks — members are expected to present at least one team debrief after each event, sharing key insights, contacts made, and opportunities identified.

Company Milestone Events — Invitation to Select Events

Tour De Force members receive invitations to select Virtuos milestone events that are not open to the general employee population. These include: Annual Leadership Summit; Board-level strategy briefings; Client CX Council meetings; Virtuos Anniversary and Recognition Gala; Select partner events (Oracle CloudWorld, Asana Together, Salesforce Dreamforce allocations where available); Industry award ceremonies where Virtuos is nominated or participating.

These invitations reflect the member's standing within the organisation and their role as an ambassador of Virtuos's culture and capabilities. Attendance carries an implicit expectation of engaged, professional participation — not passive observation.

6.4 Leadership Development & Mentoring

Leadership Development Programme

Virtuos operates a structured Leadership Development Programme (LDP) for high-potential employees. Tour De Force membership provides preferential access:

- Tier 1: Eligible for standard LDP cohort nomination (subject to cohort size and programme schedule).
- Tier 2: Priority nomination for the advanced LDP cohort; inclusion in cross-functional strategy projects as a stretch assignment.
- Tier 3: Guaranteed placement in the LDP cohort; paired with an executive mentor (VP or above) for the duration of the Tour; considered for Advisory Board observer status for relevant strategic discussions.

Mentoring Access

Every Tour De Force member is connected with a mentoring relationship appropriate to their tier:

- Tier 1: Access to Virtuos's internal mentor programme — matched with a senior manager or director within the organisation.
- Tier 2: Access to Virtuos's external mentor network — matched with a practitioner in their field from Virtuos's extended partner and alumni ecosystem.
- Tier 3: Matched with a Board member, Advisory Board member, or executive-level mentor from Virtuos's strategic network.

6.5 Work Arrangement & Flexibility

Tour De Force members receive enhanced flexibility in their work arrangements, reflecting the trust Virtuos places in their judgment and accountability:

- Tier 1: Standard Virtuos flexible work policy with priority approval for flexible scheduling requests.
- Tier 2: Enhanced remote work eligibility (up to 40% remote per agreed schedule); flexible core hours within approved framework.
- Tier 3: Personalised work arrangement — the member and their manager design an arrangement tailored to the member's role, performance, and preferences. This may include significant remote flexibility, project-based scheduling, or other non-standard arrangements, subject to role requirements.

6.6 Recognition & Preferred Consideration

Annual Tour De Force Recognition

Every Tour De Force anniversary is formally acknowledged:

- Tier 1: Personal acknowledgment from direct manager and HRBP; Tour De Force anniversary badge updated on company directory; featured in internal newsletter.
- Tier 2: As Tier 1, plus a milestone recognition award (symbolic and financial — amount determined annually by the HR committee).
- Tier 3: As Tier 2, plus a personal note from the CEO at each anniversary; featured in external Virtuos communications (with member's consent); invited to present at the Annual Leadership Summit.

Internal Mobility & Role Preference

Tour De Force membership provides preferred status in internal mobility decisions:

- Tier 1: Preference over external candidates for internal role applications at the same or adjacent grade.
- Tier 2: First consideration for stretch and leadership pipeline roles; included in succession planning discussions for roles one level above current grade.
- Tier 3: Reserved pipeline consideration for leadership roles; presented to the Board-level talent committee as part of Virtuos's strategic talent pool.

SECTION 8**ESOP & VSPAN — Ownership in the Mission***Making members genuine stakeholders in Virtuos's growth***8.1 The Philosophy of Shared Ownership**

An Employee Stock Ownership Plan is not merely a financial instrument — it is a statement of shared destiny. When Tour De Force members hold equity in Virtuos, the alignment between personal success and organisational success becomes structural, not aspirational. Their work builds real value in an asset they own a piece of.

Virtuos commits that when an ESOP plan is formally established and shares are issued, Tour De Force members in good standing will be among the first and most generously included. This is a promise of prioritised participation, not merely eligibility.

8.2 How ESOP Works at Virtuos

The specific mechanics of the Virtuos ESOP — including exercise price, vesting schedule, plan documentation, and tax treatment — will be set out in the ESOP Plan Document at the time of issuance. What Tour De Force members can rely on now:

- Guaranteed inclusion in the initial ESOP issuance for all Tour De Force members in good standing.
- Allocation quantum differentiated by Tour De Force tier (Standard / +25% / +60% as described in Section 7).
- Good leaver treatment for members who complete their tour in good standing and subsequently exit — vested options are retained.
- Virtuos will provide financial literacy resources to help members understand the value and implications of their ESOP allocation.
- Where tax-efficient structures are possible under applicable Indian law, Virtuos will endeavour to use them.

COMPACT CLAUSE

ESOP participation through Tour De Force is a benefit, not a contractual right. The issuance, quantum, and terms of any ESOP are at the discretion of the Virtuos Board. Tour De Force membership confers priority and preferential allocation, not a guaranteed quantum. Members acknowledge this at enrolment.

8.3 VSPAN — Your Pathway to Ownership Through Integrity

VSPAN (Virtuos Stock Plan Advantage Network) is the integrity-driven ownership layer within VBLUE. While ESOP is the legal instrument through which equity is granted, VSPAN is the framework that determines who earns it, at what level, and through what measure of character and conduct.

Every Tour De Force member is automatically enrolled in the VSPAN eligibility track from the date of their compact signing. The VSPAN track accumulates a Trust Score — described in Section 0.4 — that determines the member's allocation multiplier when ESOP is issued.

Trust Score Band	VSPAN Status	ESOP Impact
Exceptional (91-100)	VSPAN Premier Member	Maximum tier allocation; priority vesting; CEO personal recognition
High (76-90)	VSPAN Member	Full tier allocation as per compact
Good (61-75)	VSPAN Provisional Member	Standard tier allocation; development plan issued
Developing (below 60)	VSPAN Watch Status	Allocation held; 6-month Trust Score review required

SECTION 9

Learning, Certification & Higher Education

Investing in every member's capability and career trajectory

9.1 The Learning Investment Philosophy

As the HBR article notes, former Bain CEO Tom Tierney used to tell recruits and consultants: "We are going to make you more marketable." This is precisely Virtuos's commitment through Tour De Force's learning investments. We invest in our members' capabilities not to create dependency but to create genuine value — for them, and through them, for Virtuos and its clients.

A more capable member delivers better outcomes for clients, generates more innovation for the organisation, and represents Virtuos more powerfully in the market. Learning investment is therefore not a cost — it is the highest-return capital allocation available.

9.2 Certification Categories and Approved Providers

All certifications funded through the Tour De Force programme must be directly relevant to the business of Virtuos Digital Limited — its service offerings, its technology partnerships, its client industry verticals, or its organisational capabilities. The full and current list of approved certification programmes and providers is maintained and published at vblue.com/tourdeforce, and updated quarterly by the Learning & Development function.

The categories below represent the primary domains of approved certification. Members should always verify current approval status at vblue.com/tourdeforce before committing to a specific programme.

Category	Examples of Approved Certifications	Applicable Tiers
CX & Oracle Platform	Oracle CX Cloud (Sales, Service, Marketing, CPQ), Oracle Fusion, OCI	All Tiers
Project & Process Management	PMP, Prince2, Six Sigma (Green/Black Belt), ITIL, COBIT, Scrum Master	All Tiers
Employee Experience (EX)	Asana Ambassador, Smartsheet Certified, Workato, SAP SuccessFactors	All Tiers
Contract & CLM	DocuSign, Agiloft, Creatio, Conga certifications	All Tiers
AI & Digital Transformation	Google Cloud Professional, AWS Solutions Architect, Azure AI Engineer	All Tiers
Leadership & Management	Certified Manager (CM), Certified Business Analysis Professional (CBAP)	Tier 2 & 3
Executive Education Modules	Harvard ManageMentor, Wharton Executive, MITx MicroMasters	Tier 2 & 3
Industry Analyst Access	Gartner, Forrester, IDC subscription certifications or analyst programmes	Tier 3

9.3 Higher Education Application Process

Members seeking higher education subsidy must submit a formal application to the Tour De Force Committee (CHRO + HRBP + Line Manager) at least 90 days before the programme start date. The application must include:

1. Programme details: institution, programme name, duration, fees, format (full-time, part-time, online).
2. Business case: how will this programme enhance the member's contribution to Virtuos within 12 months of completion?
3. Career intent: what is the member's stated trajectory within Virtuos post-qualification?
4. Service bond acknowledgment: explicit confirmation of willingness to accept the service bond terms.
5. Conflict assessment: does the programme schedule conflict with current role responsibilities? How will this be managed?

The Committee will respond within 21 days with an approval, conditional approval (with modifications), or decline (with written rationale). Declined applications may be resubmitted with amendments after 90 days.

SECTION 10**Events, Networking & Alumni Privileges***Building the networks that build careers***10.1 The Network Is the Asset**

Reid Hoffman's concept of "IWe" — the idea that an individual's power rises exponentially with the strength of their network — is central to Tour De Force. Virtuos does not merely benefit from its members' individual capabilities; it benefits from the cumulative intelligence, relationships, and external reach that those members represent. A Tour De Force member with a vibrant, diverse professional network is worth more to Virtuos — and to themselves — than an equally skilled member who works in isolation.

The events and networking investments in Tour De Force are therefore not perquisites. They are deliberate network-building investments with an expected return: richer market intelligence, stronger client relationships, more innovative thinking, and a more powerful alumni ecosystem.

10.2 Annual Events Calendar

The Tour De Force Events Calendar is published by HR at the beginning of each financial year. It includes:

- Virtuos-sponsored industry conferences and summits (CX, EX, AI, digital transformation).
- Oracle partner events (Oracle CloudWorld, Oracle Open World, regional Oracle partner summits).
- Asana Together, Salesforce Dreamforce, DocuSign Momentum, and equivalent partner events.
- CX association events — CXA.org regional events, CXPA summits, and similar industry bodies.
- Leadership and management forums — YPO, CII, NASSCOM events where relevant.
- International events (Tier 3 eligible): Industry global summits, Harvard/Wharton executive forums.

Members select their events in consultation with their manager. Priority is given to events with the clearest alignment to the member's role and development goals. Selection must be confirmed at least 45 days before the event to allow for registration and logistics.

10.3 Building and Using the Networking Fund

The Personal Networking Fund (described in Section 6.2) is governed by two simple rules: go outside the building, and bring intelligence back. Members are encouraged to be creative in how they use it:

- Industry lunches with clients, prospects, competitors, or technology partners.
- Coffee meetings with consultants, analysts, researchers, or academics in relevant fields.
- Attendance at local industry meetups, Startup events, Innovation Hubs.
- Professional association memberships (AMA, CXPA, NASSCOM membership fees, etc.).
- Books, subscriptions, or resources that inform a specific external engagement.

Members are encouraged to maintain a simple "intelligence log" — a running note shared with their team — of insights, contacts, and trends gathered through their networking activities. This is not audited or bureaucratic; it is an organic knowledge-sharing practice that compounds over time.

SECTION 11**Most Favoured Status & Lifetime Alliance***The relationship that outlasts the tour***11.1 What Is Most Favoured Status?**

Most Favoured Status (MFS) is the highest designation available within the Tour De Force programme, applicable to members who complete a 4-Year (Tier 3) Tour in good standing. It is a lifetime designation — once earned, it is held permanently, regardless of whether the member continues with Virtuos, returns as an alumnus, or builds their career elsewhere.

Most Favoured Status is Virtuos's declaration: this person has given their best to this organisation for the most committed and demanding tour available; they are permanently part of Virtuos's inner circle; and the organisation will actively support their success in perpetuity.

11.2 Most Favoured Status Benefits

- Permanent "Most Favoured" designation in the Virtuos Alumni directory.
- Executive-level reference: a personal letter of recommendation from the CEO or CHRO, renewed on request.
- Network introduction privilege: at MFS members' request, Virtuos will make warm introductions to its Board, Advisory network, client base, or investor relationships, within reasonable limits.
- Lifetime SkillNow access (when launched) at no cost.
- Annual Virtuos gala invitation — permanently on the guest list for the Annual Recognition and Leadership event.
- First right of consultation: if Virtuos requires external expertise in an MFS alumnus's area, they are offered the engagement first before going to the market.
- Alumni speaker priority: MFS alumni are the first choices as speakers, panellists, or guests at Virtuos events, CXA.org events, and partner events where Virtuos has influence.
- Investment network access: where Virtuos's investor and founder relationships are relevant, MFS alumni are included in curated introductions for their own ventures.

11.3 The Alumni Network — Tier 1 and Tier 2 Members

All Tour De Force members who complete their tour in good standing — regardless of tier — are welcomed into the Virtuos Alumni Network with an active, meaningful status:

- Standard Alumni Member (Tier 1 graduates): Access to the Alumni directory and events; access to Virtuos job board for former colleagues and referrals; annual alumni meetup invitation; standard reference.
- Senior Alumni Member (Tier 2 graduates): All Standard benefits plus priority access to CXA.org events and Virtuos external events; co-creation opportunities with Virtuos on thought leadership content; enhanced reference with specific achievements cited; access to Virtuos's partner network for introductions.

As the HBR article observes, Bain's Tom Tierney noted that the firm's number one source of high-quality new business is its alumni. Virtuos holds this truth as a design principle of Tour De Force: alumni are not former employees — they are permanent members of the Virtuos family and the most credible ambassadors of everything Virtuos represents.

11.4 The Re-Hire Pathway

Tour De Force alumni who exit in good standing are automatically listed as "Preferred Re-hire" in Virtuos's talent system. Should they wish to return, their application receives expedited review and a pre-existing understanding of their capabilities and cultural fit. In some cases, alumni may be re-hired at a higher grade than when they left, reflecting the growth they have accomplished externally. Virtuos views external experience as additive, not competitive.

SECTION 12

Performance Standards & Compact Continuance

What excellence looks like — and how the compact is maintained

12.1 Continuous Performance Improvement

Tour De Force is not a static recognition. It is a dynamic alliance that requires continuous investment from both sides. Membership is not maintained by merely sustaining past performance — it requires demonstrable, consistent improvement over the course of the tour.

"Continuous performance improvement" means different things at different career stages, but across all members it is characterised by:

- Consistent "meets expectations" or above ratings across all review cycles during the tour — with a trajectory that shows growth, not flatness.
- Active engagement with the learning investments provided — use of certification budget, attendance at events, engagement with mentors.
- Contribution beyond the job description — proactive involvement in organisational initiatives, knowledge sharing, mentoring of juniors, cross-functional collaboration.
- External market engagement — use of the networking fund; building of relationships that bring intelligence and opportunities to Virtuos.
- Character and conduct consistent with the Tour De Force compact — honesty, accountability, and professionalism in all interactions.

12.2 Annual Compact Review

Every Tour De Force member participates in an Annual Compact Review — a dedicated conversation (separate from the standard performance review) between the member, their manager, and the HRBP. This review covers:

- Progress against the member's personal statement of intent (written at enrolment).
- Review of the specific Tour De Force benefits used and their impact.
- Honest assessment of performance trajectory — improving, sustaining, or declining.
- Discussion of the member's intentions for the remainder of their tour.
- Any circumstances — personal or professional — that might affect the member's ability to honour the compact.
- Planning for the next year's learning investments, events, and development goals.

The Annual Compact Review is a trust-building exercise, not a compliance audit. It is the mechanism by which both parties check in on the alliance and recommit to it. Honest conversations here prevent the painful situations that arise from pretended commitment.

12.3 Performance Thresholds for Continuance

Performance Status	Compact Consequence
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Outstanding / Exceeds Expectations in most recent review	Tour continues in full standing; eligible for early tier upgrade review if applicable
Meets Expectations consistently over the tour period	Tour continues in full standing; standard benefit delivery
Meets Expectations in most recent review following prior below-expectations rating	Tour continues under Enhanced Monitoring Agreement (EMA) — 6-month review to confirm recovery trajectory; benefits continue
Below Expectations in any single review cycle during the tour	Tour De Force Compact Review triggered immediately; 90-day Performance Improvement Period (PIP) with full HR support; benefits suspended during PIP; reinstated on successful PIP completion
Below Expectations in two consecutive review cycles	Compact suspended; formal compact withdrawal process initiated (see Section 12)
Active disciplinary proceedings initiated during tour	Benefits immediately suspended; compact status reviewed pending disciplinary outcome

SECTION 13**Compact Withdrawal***When and how the alliance ends before its natural conclusion***13.1 The Compact Withdrawal Principle**

Tour De Force is built on the principle of mutual commitment. When that commitment is broken — by either party — the compact must be formally closed. Compact withdrawal is not a punishment but a recognition that the conditions for the alliance no longer exist. It is handled with respect, transparency, and care for both parties.

13.2 Member-Initiated Withdrawal

A member may choose to exit Tour De Force in the following circumstances:

- Voluntary resignation from Virtuos — the compact ends at the date of the member's last working day.
- Personal circumstances that make continuation of the committed tour genuinely impossible — subject to CHRO review and determination.
- Mutual agreement between the member and Virtuos that the compact no longer serves both parties.

Upon member-initiated withdrawal:

6. All ongoing Tour De Force benefits cease from the withdrawal date.
7. ESOP treatment applies as per the "good leaver" or "bad leaver" determination (Section 7).
8. Members who have received higher education subsidy within the preceding 24 months are subject to service bond repayment provisions as set out in the subsidy agreement.
9. Alumni network status is determined by the circumstances of withdrawal — voluntary resignation handled professionally and with adequate notice qualifies for standard alumni status; abrupt departure or departure that damages Virtuos's interests may result in reduced or withdrawn alumni status at the CHRO's discretion.
10. Exit interview conducted by HRBP — treated as a trust-building and intelligence-gathering opportunity, not a compliance exercise.

13.3 Company-Initiated Withdrawal

Virtuos may initiate compact withdrawal in the following circumstances:

- Sustained performance decline leading to formal compact suspension (see Section 11.3).
- Serious misconduct or violation of company policies.
- Discovery that the member provided false information during the enrolment commitment conversation.
- Voluntary active engagement with a competitor in a way that conflicts with the member's compact obligations.

Company-initiated withdrawal is always preceded by a formal compact review meeting, a written notice of intent to withdraw, and a 14-day period for the member to respond. Except in cases of serious misconduct requiring immediate action, no compact will be withdrawn without this process having been completed.

13.4 Natural Conclusion

When a Tour De Force cycle concludes naturally — at the elected end date, with the member in good standing — it is celebrated and acknowledged. A formal Compact Conclusion Review is held, which:

- Formally recognises the member's contribution and commitment.
- Activates the member's alumni status and privileges.
- Discusses and confirms the member's next steps — whether a renewal tour or a transition.
- Issues the CHRO's or CEO's closing endorsement letter.
- Activates any pending ESOP vesting events tied to the tour conclusion.

SECTION 14**Implementation Roadmap***From charter to reality — how Tour De Force 2026 is launched and scaled***14.1 Phase 1: Foundation (Months 1-3)**

- Finalise the Tour De Force Charter (this document) with CEO, CHRO, and Board endorsement.
- Establish the Tour De Force Committee: CHRO (Chair), VP-HR, HRBP leads, 2 senior manager representatives.
- Configure the HRIS to accommodate Tour De Force status, benefit tracking, and renewal calendar.
- Design the compact document template with legal review.
- Develop the ESOP plan structure with financial and legal counsel — even if issuance is deferred, the plan mechanics must be designed.
- Design the Tour De Force Events Calendar for the first programme year.
- Develop the SkillNow integration plan (for when SkillNow launches).
- Identify the Pilot Cohort: 10-15 high-potential employees across functions and geographies as the first Tour De Force members.

14.2 Phase 2: Pilot Launch (Months 4-6)

- Conduct nomination and enrolment for the Pilot Cohort.
- Hold the first Tour De Force Compact Signing ceremony — a meaningful event, not a HR administrative formality.
- Activate all Phase 1 benefits for Pilot Cohort members.
- Conduct monthly check-ins with Pilot Cohort for first 6 months.
- Gather feedback and refine processes based on real experience.
- Communicate Tour De Force broadly to the organisation — build aspiration and understanding of the programme.

14.3 Phase 3: Programme Scaling (Months 7-18)

- Open quarterly nomination windows for eligible employees across all qualifying geographies.
- Build the first Tour De Force Alumni events (even before any member has completed a full tour — use senior employees with equivalent tenure as founding alumni).
- Launch the Mentoring Programme — internal and external streams.
- Issue the first ESOP allocations when the plan is ready.
- Commission the first Tour De Force Member Survey — measure satisfaction, benefit utilisation, and compact quality.
- Begin developing Tour De Force case studies for internal communication and external employer branding.

14.4 Ongoing Programme Management

Activity	Frequency	Owner
Nomination window open	Quarterly (March, June, September, December)	HRBP
Annual Compact Review for all active members	Annual (on Tour anniversary date)	Manager + HRBP
Tour De Force Committee meeting	Bi-monthly	CHRO
Events Calendar publication	Annual (January)	HR + Marketing
Benefit budget review and adjustment	Annual (budget cycle)	CHRO + CFO
Programme satisfaction survey	Annual	HR Analytics
Alumni engagement event	Annual	HR + Communications
Charter review and update	Every 2 years or as needed	CHRO + CEO
ESOP plan review	As business conditions evolve	CFO + Legal + CHRO

SECTION 15

Closing Message from Leadership

Why Tour De Force matters — and what it asks of all of us

A Message from the Founder

Tour De Force 2026 is perhaps the most important cultural programme we have ever launched at Virtuos. Not because of the benefits it provides — though those are real and significant — but because of the idea at its heart: that the best professional relationships are built on honesty, mutual investment, and shared ambition. And because it is the human engine of VBLUE — the framework through which Virtuos's values become lived commitments.

We have been in business for over 18 years. In that time, we have been fortunate to work with some extraordinary people — people who brought not just their skills but their whole selves to the challenges we faced together. Some of them are still with us. Some have moved on to build remarkable careers and businesses elsewhere. All of them remain part of the Virtuos story.

Tour De Force 2026 is our commitment to do more for those extraordinary people — to invest in them more deliberately, to be more honest with them about our expectations, to connect them to the ownership of this organisation through VSPAN, and to stay connected with them long after their tour at Virtuos concludes.

At the heart of Tour De Force 2026 is a single aspiration: to create Trustblazers. People who are not merely high performers, but true icons of Virtuos — recognisable by their integrity, their generosity of knowledge, their partnership mindset, and their permanent association with the standards we hold ourselves to. Trustblazers are readily referenceable, wherever they are in the world. They are always willing to partner. And they know, because they have lived it, that together we grow.

If you are a previous Tour De Force member: your commitment was real, and it is honoured. Your 5% increment continues. Your invitation into Tour De Force 2026 will come through your manager, in the months ahead. We hope you say yes.

If you are reading this as someone new to Tour De Force: ask yourself one question. "Am I ready to give everything I have to this alliance for the next two, three, or four years?" If the answer is yes — unreservedly yes — then Tour De Force 2026 is designed for you, and Virtuos is ready to invest in you at a level we reserve for our very best.

The tour begins when you are ready. We will be here.

Venky Vijay Reddi

Founder & CEO, Virtuos Digital Limited

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TOUR DE FORCE 2026

VBLUE — The Fifth Pillar of Virtuos

"Building a future where business serves people and planet."

"Alliance over loyalty. Growth over tenure. Excellence over comfort."

Building Trustblazers — True Icons of Virtuos, Wherever They Are.

Together we grow.

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