Response to Pre-Bid Queries for RFP					
RFP Ref. No.	CPCM-21/2026-27 Date: 08-Jul-2026 GEM Bid No. - GEM/2026/B/7760100				
RFP Name	RFP for Engagement of Consultant for Review and Revision of Salary Structure and HR Procedures at StockHolding in line with New Labour Codes				
Sr. No.	**Page No.**	**RFP Clause**	**Clause Description**	**Query**	**StockHolding Remarks**
1	16	Scope of Work	The scope of work of the consultant is defined as follows: The consultant will lead the complete advisory and implementation mandate, if and wherever required, to support StockHolding's transition to the newly enacted Labour Codes.	The scope refers to "StockHolding." Please confirm whether the engagement covers: (a) Stock Holding Corporation of India Ltd (SHCIL) as a standalone entity only; or (b) also its wholly-owned subsidiaries — StockHolding Services Ltd (SSL), StockHolding Document Management Services Ltd (SDMS) and StockHolding Securities IFSC Ltd (SSIL). As each is a separate legal entity with a distinct workforce and set of registrations, entity coverage materially affects scope, effort and pricing.	The scope for Stock Holding Corporation of India Limited as a standalone entity only
2	16	Scope of Work	A. Diagnostic & Gap Assessment: Detailed assessment of StockHolding's current HR, payroll, benefits, and compliance framework vis-vis. I) Codes	"Detailed assessment of StockHolding's current HR, payroll, benefits, and compliance framework…" To scope the diagnostic and applicability mapping under the four Codes, kindly provide the total employee headcount (of SHCIL and any included entities) as on date, bifurcated as: (a) On-roll / direct-payroll employees (b) Outsourced / contractual staff engaged through third-party contractors (CLRA) (c) Fixed-Term Employees (d) Apprentices, trainees, interns or gig/platform workers, if any — numbers category-wise.	bifurcated as: (a) On-roll / direct-payroll employees : 1180 (b) Outsourced / contractual staff engaged through third-party contractors (CLRA) : 1000 (c) Fixed-Term Employees : 60 (d) Apprentices, trainees, interns or gig/platform workers, if any — numbers category-wise. Corporation appoints Trainees (60) as on date which will be confirmed as Executive
3	General			Number of states in which SHCIL has presence (by itself or through subsidiaries). Also, confirm if there is a common payroll and people policies structure across all 4 entities.	SHCIL has presence at all states by its own and common payroll has been processed.
4	16	Scope of Work	Scope A.III) Statutory Compliances (Central & State-Wise)	"Statutory Compliances (Central & State – Wise) – Employees, Outsourced/Contractual staff as well as Fixed Term employee." StockHolding operates PAN-India (including DMS across 21 locations and e-stamping across multiple States). Please provide: (a) The specific States / UTs where employees or establishments currently exist (b) Number of offices / establishments per State and employee strength per location (c) Whether the consultant is to cover only currently-operational States, or all States / UTs on a future-ready basis.	Please refer Annexure A (attached)
5	16	"Documentation of compliance status for Employees, Outsourced/Contractual staff as well as Fixed Term employee."	Scope A.III & D – Registrations & Statutory Report	Please provide the current status and list of establishment-level registrations / licences held (Shops & Establishments, CLRA principal-employer registrations, PF / ESIC codes, Professional Tax enrolment & registration, LWF, etc.), so that the gap assessment can be scoped against existing registrations rather than re-establishing baseline data.	We have been registered and compliant with all applicable labour laws.
6	16	Scope of Work D. Statutory Report	Prepare a comprehensive statutory compliance report covering, central and state labour law requirements, Applicability of provisions under the four Labour Codes. Documentation of compliance status for Employees, Outsourced/Contractual staff as well as Fixed Term employee.	Expectation from Part D – Statutory Report from the Scope of Work is unclear. This needs elaboration from business on what needs to be covered from an advisory perspective – especially since Part A (III) and Part B seem to cover similar aspects	Scope of work covers end to end compliances pertaining to Central and State Labour Laws.

7	16	Scope of Work	Scope A.III & B – Outsourced / Contractual Staff A. Diagnostic & Gap Assessment: Detailed assessment of StockHolding's current HR, payroll, benefits, and compliance framework vis-vis. III) Statutory Compliances (Central & State – Wise) B. Advisory on Gap Analysis	"Advice on the applicability of the provisions of the Codes pertaining to employees, fixed-term employees, and outsourced/contractual staff…" In respect of outsourced / contractual staff, please confirm: (a) Number of third-party contractors deployed and approximate contract-labour headcount (b) Whether the consultant's scope is limited to advising StockHolding as principal employer, or also extends to reviewing the contractors' own labour-law compliance (c) Whether review of existing contractor agreements / SLAs for New Labour Code alignment is in scope. We further note that representation before authorities and any industrial-relations / trade-union / collective-bargaining negotiation is understood to be outside the advisory scope — kindly confirm.	(a) Number of third-party contractors deployed and approximate contract-labour headcount : 1000 (Refer Annexure A) (b) Whether the consultant's scope is limited to advising StockHolding as principal employer, or also extends to reviewing the contractors' own labour-law compliance : Yes. Need to guide us on the compliance pertaining to contractor which may impact to the Principal Employer (c) Whether review of existing contractor agreements / SLAs for New Labour Code alignment is in scope : Yes
8	16	Scope of Work	Scope A.III & B – Outsourced / Contractual Staff A. Diagnostic & Gap Assessment: Detailed assessment of StockHolding's current HR, payroll, benefits, and compliance framework vis-vis. II) Review under New Wage Code C. Employment Letters	"Employment Contract including Fixed Term Employees – Review for New Wage code only, if any changes required." Please confirm whether StockHolding currently engages Fixed-Term Employees (FTEs). If yes: (a) Their approximate count and functions (b) Whether standard FTE contract templates already exist (c) Whether the scope includes designing fresh FTE contract templates or only reviewing / revising existing ones.	(a) Their approximate count and functions :60 as of moment but it will be increased till around 300. (b) Whether standard FTE contract templates already exist : Yes. (c) Whether the scope includes designing fresh FTE contract templates or only reviewing / revising existing ones. :Yes it needs to be reviewed as per New Wage Code.
9	16	Scope of Work	Request for Proposal (RFP) for Engagement of Consultant for Review and Revision of Salary Structure and HR Procedures at StockHolding in line with the New Labour Codes. Scope A.II – Review under New Wage Code	Title: "Review and Revision of Salary Structure…" vs Scope A.II: "Review for New Wage code only, if any changes required." The RFP title refers to "Review and Revision of Salary Structure," while Scope A.II limits the review to the New Wage Code "only, if any changes required." Please confirm whether the mandate is: (a) Limited to reviewing the existing salary structure for New Wage Code compliance and recommending changes where required; or (b) A full compensation-structure redesign / market re-benchmarking exercise.	The scope also includes the reviewing the compensation structure as per New Wage Code and advise if any modification is required.
10	16	Scope of Work	A. Diagnostic & Gap Assessment: Detailed assessment of StockHolding's current HR, payroll, benefits, and compliance framework vis-vis. II) Review under New Wage Code	"Review under New Wage Code – Policy level; Employment Contract including Fixed Term Employees." To scope the salary-structure review, please provide (indicative data acceptable): (a) Number of unique salary / CTC structures across grades, entities and locations (b) List of current pay components (Basic, HRA, Special Allowance, LTA, other allowances, etc.) (c) Current basis of PF computation (on restricted Basic of Rs.15,000 p.m. or on actual wages) (d) Whether any impact assessment of the Code on Wages '50% of CTC as wages' rule has already been undertaken.	(a) Number of unique salary / CTC structures across grades, entities and locations : Will be provided later to the successful bidder. (b) List of current pay components (Basic, HRA, Special Allowance, LTA, other allowances, etc.) : Will be provided later to the successful bidder. (c) Current basis of PF computation (on restricted Basic of Rs.15,000 p.m. or on actual wages) : As per applicable PF Rules..
11	16	Scope of Work	The consultant will lead the complete advisory and implementation mandate, if and wherever required, to support StockHolding's transition to the newly enacted Labour Codes	Please clarify the boundary of "implementation." Is it limited to recommendations, revised policy / contract drafts and a compliance roadmap, or does it extend to actual execution — e.g. payroll / HRMS system configuration, filing of registrations / returns with authorities, and employee communication? This materially affects effort and pricing.	It includes actual execution.

12	17	Scope of Work	Note: The selected Consultant shall provide a certification confirming that the advisory and implementation delivered are 100% compliant with applicable labour laws, including the New Wage Code	Please confirm: (a) That this certification is a professional advisory opinion based on information furnished by StockHolding, and may be appropriately qualified as to reliance on client-provided data and the state of law / rules notified as on the certification date; and (b) That the certification pertains to the consultant's own deliverables, and not to StockHolding's independent operational execution of those recommendations.	Post implementations, consultant should provide a certification confirming that StockHolding has 100% compliant pertaining to labour laws including the New Wage Code.
13	16	Scope of Work	Scope C – Employment Letters	For employment letters / contracts, please confirm: (a) Whether the scope covers drafting fresh templates or revising existing ones (b) Approximate number of distinct templates currently in use (c) Whether the scope includes any filing / certification or interaction with labour authorities (e.g. Standing Orders under the IR Code), or is limited to drafting / revision only.	Scope covers review of applicable labour laws and implementation.
14	17	Phase I – Diagnostic & Gap Assessment	"Phase I – Diagnostic & Gap Assessment … Within 15 days from the issuance of the Purchase Order (PO)."	For a PAN-India BFSI entity, timely delivery of Phase I within 15 days is contingent on prompt provision of data (headcount, salary structures, registrations, policies). Please confirm that the 15-day and 45-day TATs will run from the date of receipt of complete inputs from StockHolding, and that delays attributable to StockHolding will not count towards the TAT.	Yes, delays on account of data furnishing by StockHolding will not be attributable to the consultant.
15	17	Penalty Terms	Penalty: 1% of project cost per week of delay beyond the 3 months contract duration, subject to a maximum of 10% of Contract value.	Please confirm that the penalty shall not apply to delays arising from: (a) StockHolding's delay in furnishing data / approvals / access; (b) Changes in law or fresh notifications issued during the engagement; or (c) Force Majeure events as defined in the RFP.	Yes, delays on account of data furnishing/changes in law/ force majeure will not be attributable to the consultant.
16	17			Please confirm that penalties will apply only to delays solely attributable to the consultant and will exclude delays due to non-availability of data, delayed feedback/approvals, change in scope, regulatory changes, force majeure or third-party dependencies.	Delays only on account of data furnishing/changes in law/ force majeure will not be attributable to the consultant.
17	17	Scope of Work	One-year advisory support is to be provided post submission of final report	Please clarify: (a) The nature and expected volume of this support (query-based retainer, on-call advisory, number of interactions) (b) Whether it is included in the lumpsum quoted or is separately payable (c) Whether it covers only clarifications on delivered work, or also advisory on subsequent statutory changes / notifications during that one-year period.	1. As and when required. 2. In lumpsum quote 3. It includes advisory on subsequent statutory changes/notifiations during the one year period.
18				Please define the scope of the one-year advisory support, including expected number of calls/meetings, response timelines, number of document reviews, implementation support, training sessions and whether on-site visits are envisaged.	As and when required.
19	22	ANNEXURE - 1 - Details of Bidder’s Profile	Sl. No. 7 Addresses of Firm/Company (one of the offices should be in Mumbai / Navi Mumbai/ Thane)	Please confirm whether an office in Mumbai / Navi Mumbai / Thane is a mandatory eligibility condition, or a preference. Kindly confirm whether a bidder headquartered elsewhere in India — with the capability to depute resources and establish a project presence in Mumbai for the duration of the engagement — is eligible to participate.	"Addresses of Firm/Company (one of the offices should be in Mumbai / Navi Mumbai/ Thane)."

20	11 & 12	Annexure-2 (Sr.4) vs Annexure-3 (Sr.2) – Completed vs In-Progress	Annexure-2 (Sr.4) vs Annexure-3 (Sr.2) – Completed vs In-Progress	Eligibility (Annexure-2, Sr.4) requires two "successfully completed" assignments, whereas the Technical criterion (Annexure-3, Sr.2) permits "in-progress" projects supported by self-declaration. Please confirm whether ongoing / in-progress Labour Code assignments (with self-declaration) qualify towards the minimum two-assignment eligibility requirement.	2 minimum projects are to be mandatorily completed as stated in the eligibility criterion (Annexure-2, Sr.4).In the technical evaluation criterion(Annexure-3, Sr.2), in addition to the two completed projects the bidders can also provide a list of ongoing projects (with self declaration and award order) which shall be considered for technical scoring.
21	11	Eligibility Criteria (stage 1)	Bidder Experience - The Bidder must have successfully completed at least two large scale Labour Code Advisory and/or Implementation assignments within the last five years preceding the bid submission date. For the purpose of this tender, a “large-scale assignment” shall mean a project that covered a workforce of not less than 1000 employees and was executed for a single client such as a Government Department, Public Limited Company, or Private Limited Company in India or BFSI Sector.	Please confirm: (a) Whether "workforce" includes outsourced / contract labour deployed for that client; and (b) Whether payroll-processing / HR-technology / compliance-management assignments covering 1000+ employees, carrying a Labour-Code advisory or implementation component, qualify as a "large-scale assignment."	Refer to RFP and our response on earlier points. (b) Yes, assignments pertaining to payroll-processing / HR-technology / compliance-management assignments covering 1000+ employees, carrying a Labour-Code advisory or implementation component, qualify as a "large-scale assignment."
22	13	Technical Criteria (stage 2)	Technical Team Size: The Bidder must have technical team size of not less than twenty-five (25) professionals on the company’s payroll as on the bid submission date. This team shall comprise senior labour law experts with proven advisory and implementation experience, qualified professionals holding degrees such as LLB, CS, CA, or MBA (HR), and at least one designated Lead Consultant responsible for overall project delivery.	Please confirm whether the following may be counted towards the 25-professional requirement: (a) Professionals across group / affiliate entities of the bidder; and (b) Empanelled / retained subject-matter experts (e.g. advocates, CS, CA), or whether only on-roll employees of the bidding entity qualify.	The professional has to be madatorily on the company's payroll. Across the group/affiliate staff shall not be considered.
23	11 & 13	Eligibility Criteria & Technical Criteria	Sr. No. 5 The Firm should have a minimum average annual financial turnover of Rs. 10 lakhs or more from practice, in the last three audited financial years viz. 2022- 23, 2023-24 and 2024-25 Average Annual Turnover The bidder should have Average annual turnover more than INR 10 Lakhs in the last three (3) financial years (FY 2022-23, FY 2023- 24 and FY 2024-25) from Indian Operations. (Not inclusive of the turnover of associate companies)	Please confirm whether "turnover from practice" refers to: (a) The bidder's total audited turnover; or (b) Only turnover attributable to labour-law / compliance practice, and the acceptable evidence (CA certificate / audited financials) where segmental turnover is not separately audited.	Turnover refers to the bidders total audited turnover from consultancy services.
24	3	RFP Document Details Interest free Earnest Money Deposit (EMD)	Bidders registered under Micro & Small Enterprises (MSE) for specific trade are exempted from EMD	Please confirm whether a valid Udyam / MSME registration (or NSIC registration) suffices for EMD exemption, and the specific trade classification expected to be evidenced for the exemption.	MSME registration under appropriate category shall be considered for EMD exemption.
25	28 & 14	Annexure-4 vs Award of Work (b) – GST Treatment	Annexure-4: "Price to be quoted for the entire project including GST." vs Award of Work (b): "Taxes shall be over and above the total cost proposed…"	There is an apparent inconsistency in GST treatment. Please reconcile and confirm whether the Lumpsum Fee is to be quoted (a) inclusive of GST as a single figure, or (b) exclusive of GST with GST shown separately. Kindly also confirm whether the one-year post-report advisory support must be built into the lumpsum.	Bidders are to quote as per the financial bid format provided in annexure -4 of the RfP. No additional payment shall be made for 1 year advisory support, it must be oncorporated in the quoted lumpsum charges
26	20	Sub-Contracting	The selected bidder/ vendor shall not subcontract or permit anyone other than its personnel to perform any of the work, service or other performance required under this project.	Please confirm whether engaging the bidder's own empanelled / retained professionals (e.g. advocates for legal interpretation, or CS / CA on the bidder's panel) — as distinct from assigning work to another firm — is permissible, since specialist inputs may be required for certain deliverables.	Sub-contracting is not permitted under the provisions of this RfP

27	17	Out of pocket expense	No out of pocket expenses will be paid for the assignment	As the diagnostic covers PAN-India operations and no OPE is payable, please confirm whether the engagement can be delivered substantially off-site / remotely with secure virtual data exchange and periodic review meetings, or whether physical presence at StockHolding offices (Mumbai / Navi Mumbai) is mandated for any phase.	Hybrid mode i.e. offsite and onsite modes shall be used depending on the requirement.
28	20 & 39	ANNEXURE – 8	Format of Non-Disclosure Agreement	Non-Disclosure Agreement (Annexure-8); Scope requires access to HR, payroll & compensation data. As the engagement requires access to sensitive HR, payroll and compensation data, please confirm: (a) The secure mode of data sharing StockHolding will provide; and (b) Whether the NDA (Annexure-8) will be executed at award / commencement, so that data access for Phase I is enabled within the 15-day TAT.	(a)The mode of data sharing shall be intimated to the successful bidder after the award of contract. (b) Non-Disclosure Agreement (Annexure-8) will be executed after the award of contract to the euccessful bidder.
29	General			Scope shall not include any element towards any state law (including Shops and Establishment Act). The scope will be strictly restricted to labour codes as requested in RFP.	Please refer to the scope as elicited in the RfP
30	16	Scope of Work	The consultant will lead the complete advisory and implementation mandate, if and wherever required, to support StockHolding's transition to the newly enacted Labour Codes	Entire scope is advisory in nature with no expectations from an implementation and change management perspective. This can be clarified on call to better align on expectations (worker classification, wages, contractors, HR / compensation policies coverage etc.). Especially since this is all advisory, what does the term 'implementation' connote to?	The scope includes not only advisory but also implementation of Labour Code changes.
31	General			Timeline of report should ideally be from receipt of complete data required for effective delivery. This should be allowed for updating in the bid document.	The delay shall be accounted on total timeline of the project which is 90 days (including the 30 days mutual extension) and not phasewise. Delays on account of data furnishing by StockHolding will not be attributable to the consultant.
32	11,20 & 24	Integrity Pact	Eligibility Criteria - Sr. No. 8. The Bidder is to submit the following documents (signed and stamped): (a) Bidders Profile (Annexure -1) (b) Integrity Pact as per Annexure – 5. (c) Compliance Statement (Annexure -6) (d) Undertaking cum Indemnity (Annexure-9) Duly signed and stamped annexures are to be uploaded.	The eligibility table on RFP pages 11 and 24 includes Annexure 5 among the signed and stamped annexures to be uploaded. However, RFP page 20 and the title of Annexure 5 state that the Integrity Pact is to be submitted or executed by the successful bidder. Confirm whether Annexure 5 is required with the bid or only after selection	Integrity pact is to be executed on plain paper and submitted by all the bidders as mentioned in elibility criteria Point No. 8 of the RFP Document
33	20	Page 20 states the successful bidder will submit the Integrity Pact, while Eligibility Criteria Sr. No. 8 requires it with the bid; Annexure 5 states it is to be submitted only by the successful bidder.		Please confirm whether Annexure 5 - Integrity Pact is required with the technical bid or only after award by the successful bidder.	
34				The technical table permits a self-declaration for ongoing assignments. However, the note on RFP page 14 requires appropriate credentials other than self-certification for each item. Confirm the evidence acceptable for ongoing assignments	The bidders are to upload the appropriate documents as have been mentioned against each eligibility criteria in the RfP. Self declaration along with the copy of Purchase/award order is to be submitted for ongoing assignments.
35				The section on 'Bidder Experience' requires details of clients, project completion certificates, copy of EL / PO etc. OR self-attested certificate. Let us know of the standard firm practice for such bidding protocols and we can provide the necessary inputs.	The bidder is to provide relevant supporting documents clearly detailed in the RfP as a proof of Bidder experience. These have to be uploaded as part of the technical bid.

36	General			Given that we are not providing 'Legal Services' from Labour Codes standpoint, it would be worthwhile to understand the manner in which 'compliance certification' – refer scope of work and 'undertaking cum indemnity' will be provided to the client in case of a successful bid. Further, if there are past templates of 'compliance certificate' issued on other projects, request you to kindly share the same for our understanding	The Compliance Certificate should be issued on the official letterhead of the Consultant. The certificate must clearly state that all applicable labour laws have been duly complied with in respect of Stock Holding Corporation of India Limited. There is no specific format prescribed for the certificate.
37	10	Post opening of Commercial Bids, bidders in the rank of H1 will be announced.	Evaluation Methodology - Point 6	The RFP subsequently prescribes QCBS evaluation with 70% technical and 30% commercial weightage. Please confirm that the successful bidder will be the bidder securing the highest composite QCBS score and not necessarily the lowest-priced/H1 bidder.	Bidder securing the highest score as per the QCBS methodology shall be declared as successful subject to fulfilment of all terms and conditions
38	11	Eligibility Criteria - Sr. No. 4 (Bidder Experience)	Bidder Experience - The Bidder must have successfully completed at least two large scale Labour Code Advisory and/or Implementation assignments within the last five years preceding the bid submission date. For the purpose of this tender, a "large-scale assignment" shall mean a project that covered a workforce of not less than 1000 employees and was executed for a single client such as a Government Department, Public Limited Company, or Private Limited Company in India or BFSI Sector.	Please clarify whether assignments involving review/restructuring of compensation, HR policies, statutory compliance, employment documentation and labour-law advisory in preparation for or alignment with the New Labour Codes will be considered as Labour Code Advisory/Implementation assignments.	Yes
39	16	Scope of Work	General	Please provide the approximate number of employees, fixed-term employees and outsourced/contractual personnel covered under the assignment, along with the number of payrolls, entities/subsidiaries and locations/states to be reviewed.	Please refer our earlier response.
40	17	Tentative Phase-wise Plan	Phase I within 15 days of PO and Phase II within 45 days from completion of Phase I.	Please confirm whether timelines will commence only after formal kick-off and receipt of complete data/documents. Kindly also specify StockHolding's review/approval timelines and whether delays in data submission or approvals will result in a corresponding extension without penalty.	Delays on account of data furnishing by StockHolding will not be attributable to the consultant.
41	18	Payment Terms	Point 2-e 100% Payment shall be made after submission and acceptance of final report	Considering the phased deliverables and one-year post-report advisory support, kindly consider milestone-based payment. Alternatively, please clarify the acceptance timeline and deemed-acceptance mechanism for the final report.	No change. Please refer to RfP for details
42	18	Performance Bank Guarantee (PBG)	Successful Bidder shall, at own expense, deposit with StockHolding, within fifteen (15) days on issuance of PO, a Bank Guarantee (BG) for the value of 5% of the Contract Value including GST from scheduled commercial banks as per Annexure - 8. This Bank Guarantee shall be valid up to 60 days beyond the completion of the contract period and claim period shall	Kindly aconfirm the exact validity and claim-expiry dates, particularly in view of the one-year advisory support.	BG shall be valid for a period of 2 months beyond the contract duration(max 90 days). So effectively BG shall be valid for 5 months from the date of Award Order.
43				Given the short (3-month) contract, please confirm the exact BG validity period (in months) to be stated in the Annexure-7 format, and whether an FDR in lieu of a Bank Guarantee is acceptable towards the PBG.	BG shall be valid for a period of 2 months beyond the contract duration(max 90 days). So effectively BG shall be valid for 5 months from the date of Award Order. No,FDR shall not be accepted in lieu of BG
44	18	Performance Bank Guarantee (PBG)	A penalty of ₹ 5,000 per day will be imposed on the successful bidder for any delay in issuing the PBG within the specified timestrline.	Please clarify whether a reasonable cure period may be allowed where the bank has initiated issuance within 15 days but completion is delayed due to banking formalities.	No. The PBG is to be mandatorily submitted to StockHolding in the 15 days period
45	17	Scope and Deliverables - Implementation	The consultant will lead the complete advisory and implementation mandate, if and wherever required, to support StockHolding's transition to the newly enacted Labour Codes	The consultant will lead the complete advisory and implementation mandate, if and wherever required. Please define implementation activities expected beyond submission of recommendations and revised documents, including payroll configuration support, HRIS changes, employee communication, training, contractor transition, testing and go-live support.	The consultant is expected to implement all the activities as per the requiement of New Labour Code.

46	17	Phase II – Advisory & Design	Advisory report covers payroll structuring, HR policies, employment contracts and HR documentation.	Please confirm whether salary restructuring is limited to statutory alignment under the definition of wages or also includes redesign of pay mix, allowances, benefits, gratuity/PF impact modelling, cost simulations and employee-level financial impact analysis.	Please refer the Scope Document for details.

ANNEXURE-A

Location wise Manpower Report

AP & Telangana : Guntur	4
AP & Telangana : Hyderabad-Ameerpet	7
AP & Telangana : Hyderabad-Dilsukh Nagar	3
AP & Telangana : Hyderabad-Himayat Nagar	2
AP & Telangana : Hyderabad-Kukatpally	3
AP & Telangana : Kakinada	3
AP & Telangana : Kurnool	1
AP & Telangana : NIZAMABAD	1
AP & Telangana : Nellore	2
AP & Telangana : Rajamundry	3
AP & Telangana : Secunderabad	3
AP & Telangana : Tirupati	2
AP & Telangana : Vijayawada	7
AP & Telangana : Vizag	3
AP & Telangana : Warangal	2
Bihar Jharkhand & Chattisgarh : Bhagalpur	3
Bihar Jharkhand & Chattisgarh : Bhilai	4
Bihar Jharkhand & Chattisgarh : Bilaspur	4
Bihar Jharkhand & Chattisgarh : Bokaro	3
Bihar Jharkhand & Chattisgarh : Dhanbad	3
Bihar Jharkhand & Chattisgarh : Hazaribagh	1
Bihar Jharkhand & Chattisgarh : Jamshedpur	3
Bihar Jharkhand & Chattisgarh : MUZAFFARPUR	3
Bihar Jharkhand & Chattisgarh : Patna	10
Bihar Jharkhand & Chattisgarh : Raipur	13
Bihar Jharkhand & Chattisgarh : Ranchi	6
North (Delhi NCR & Haryana) : Ambala	2
North (Delhi NCR & Haryana) : Delhi-Bhikaji Cama	4
North (Delhi NCR & Haryana) : Delhi-Janakpuri	3
North (Delhi NCR & Haryana) : Delhi-Janpath	3
North (Delhi NCR & Haryana) : Delhi-Milap	4
North (Delhi NCR & Haryana) : Delhi-Nehru Place	26
North (Delhi NCR & Haryana) : Delhi-Pithampura	3
North (Delhi NCR & Haryana) : East Delhi	4
North (Delhi NCR & Haryana) : GREATER NOIDA	3

Outsource Count

Region	Out Source Count
AP & Telangana	29
Bihar Jharkhand & Chattisgarh	37
East, WB, Odisha & NE	140
Gujarat	73
HO-Department	257
Karnataka	39
Maharashtra	29
North (Delhi NCR & Haryana)	64
North Western	57
Rajasthan and Madhya Pradesh	32
Tamil Nadu & Kerala	54
Uttar Pradesh and Uttarakhand	149
Total	960

North (Delhi NCR & Haryana) : Ghaziabad	4
North (Delhi NCR & Haryana) : Gurgaon	4
North (Delhi NCR & Haryana) : Karnal	2
North (Delhi NCR & Haryana) : Noida	6
East : ANGUL	3
East : Agartala	3
East : Bhubaneswar	10
East : Cuttak	7
East : Guwahati	12
East : HALDIA	2
East : INDIA EXCHANGE PLACE REGIONAL OFFICE - EAST	14
East : Jorhat	3
East : KALYANI	2
East : Kolkata - Salt Lake	4
East : RASHBEHARI	3
East : ROURKELA	5
East : SHILLONG	2
East : SILCHAR	2
East : Tinsukia	2
Gujarat : Ahmedabad - Maninagar	3
Gujarat : Ahmedabad-Ashram Road	3
Gujarat : Ahmedabad-IFCI Bhavan	17
Gujarat : Ahmedabad-Motera	4
Gujarat : Ahmedabad-Satellite	3
Gujarat : Anand	3
Gujarat : Baroda	3
Gujarat : Baroda-Karelibaug	4
Gujarat : Baroda-Racecourse Road	3
Gujarat : Bharuch	3
Gujarat : Bhavnagar	3
Gujarat : Gandhidham	3
Gujarat : Gandhinagar	4
Gujarat : Jamnagar	5
Gujarat : Junagadh	3
Gujarat : MORBI	2
Gujarat : Mehsana	4
Gujarat : NEW CITYLIGHT ROAD - SURAT	4
Gujarat : Navsari	3

Gujarat : Porbandar	3
Gujarat : Rajkot	6
Gujarat : Surat	4
Gujarat : Surat-Adajan	2
Gujarat : Visnagar	3
HO-Department : Center Point	66
HO-Department : GIFT CITY - GANDHINAGAR	4
HO-Department : GIFT-IFSC	2
HO-Department : MAHAPE	287
Karnataka : Bagalkot	2
Karnataka : Ballari	2
Karnataka : Belagavi	3
Karnataka : Bengaluru-J.C.Road	12
Karnataka : Bengaluru-Jayanagar	4
Karnataka : Bengaluru-Koramangla	3
Karnataka : Bengaluru-Malleswaram	4
Karnataka : Davangere	2
Karnataka : Dharwad	3
Karnataka : Hasan	2
Karnataka : Hubballi	5
Karnataka : Kalaburagi	1
Karnataka : Karkala	3
Karnataka : Kundapur	1
Karnataka : Mangaluru	5
Karnataka : Mysuru	3
Karnataka : Raichur	1
Karnataka : Shivamogga	3
Karnataka : Udipi	3
Karnataka : YELAHANKA	2
Maharashtra : AHMADNAGAR	1
Maharashtra : Amravati	2
Maharashtra : Aurangabad	2
Maharashtra : CHINCHWAD	2
Maharashtra : Chandrapur	1
Maharashtra : Jalgaon	2
Maharashtra : Kolhapur	1
Maharashtra : NAGPUR 2	3
Maharashtra : NANDED	2

Maharashtra : Nagpur-Dhantoli	7
Maharashtra : Nashik	2
Maharashtra : PIMPLE SAUDAGAR	1
Maharashtra : Pune	6
Maharashtra : Pune Agarkarnagar	3
Maharashtra : Sangli	2
Maharashtra : Yawatmal	2
MUMBAI : ANDHERI	2
MUMBAI : Borivali	3
MUMBAI : Chembur	2
MUMBAI : Dadar T.T-Mumbai	2
MUMBAI : Dombivali	2
MUMBAI : Fort	14
MUMBAI : Ghatkopar	6
MUMBAI : Goa	4
MUMBAI : Goregaon	3
MUMBAI : KHARGHAR	2
MUMBAI : Kalyan	2
MUMBAI : Mahalaxmi	3
MUMBAI : Mulund	3
MUMBAI : Nariman Point	6
MUMBAI : Parel	2
MUMBAI : Thane	4
MUMBAI : Vashi	2
MUMBAI : Vikhroli	2
MUMBAI : Vile Parle	4
NORTH WESTERN : Amritsar	5
NORTH WESTERN : Bhathinda	3
NORTH WESTERN : Chandigarh	11
NORTH WESTERN : Jalandher	4
NORTH WESTERN : Jammu1	5
NORTH WESTERN : Ludhiana	4
NORTH WESTERN : Moga	3
NORTH WESTERN : Mohali	6
NORTH WESTERN : Panchkula	3
NORTH WESTERN : Pathankot	2
NORTH WESTERN : Patiala	3
NORTH WESTERN : Phagwara	3

NORTH WESTERN : SRINAGAR	1
NORTH WESTERN : Shimla	4
NORTH WESTERN : Solan	2
Rajasthan and Madhya Pradesh : Ajmer	5
Rajasthan and Madhya Pradesh : Alwar	4
Rajasthan and Madhya Pradesh : Bhopal	4
Rajasthan and Madhya Pradesh : Bikaner	3
Rajasthan and Madhya Pradesh : Gwalior	3
Rajasthan and Madhya Pradesh : Indore	5
Rajasthan and Madhya Pradesh : Jabalpur	3
Rajasthan and Madhya Pradesh : Jaipur-Malviya Nagar	4
Rajasthan and Madhya Pradesh : Jaipur-Sangam Tower	13
Rajasthan and Madhya Pradesh : Jodhpur	4
Rajasthan and Madhya Pradesh : Kota	2
Rajasthan and Madhya Pradesh : Sriganganagar	2
Rajasthan and Madhya Pradesh : Udaipur	3
Rajasthan and Madhya Pradesh : Ujjain	2
SOUTH 1-KARNATAKA : Bengaluru - DRS	1
Tamil Nadu & Kerala : Calicut	2
Tamil Nadu & Kerala : Chennai-Adyar	3
Tamil Nadu & Kerala : Chennai-Anna Nagar	3
Tamil Nadu & Kerala : Chennai-Moore Street	18
Tamil Nadu & Kerala : Chennai-T.Nagar	5
Tamil Nadu & Kerala : Chennai-Tambaram	2
Tamil Nadu & Kerala : Coimbatore	4
Tamil Nadu & Kerala : Erode	1
Tamil Nadu & Kerala : KOLLAM	1
Tamil Nadu & Kerala : Kannur	2
Tamil Nadu & Kerala : Karaikudi	2
Tamil Nadu & Kerala : Karur	3
Tamil Nadu & Kerala : Kochi	6
Tamil Nadu & Kerala : Kottayam	3
Tamil Nadu & Kerala : Madurai	3
Tamil Nadu & Kerala : Mylapore	4
Tamil Nadu & Kerala : Pondicherry	4
Tamil Nadu & Kerala : Salem	3
Tamil Nadu & Kerala : Trichur	4
Tamil Nadu & Kerala : Trichy	3

Tamil Nadu & Kerala : Trivandrum-Palayam	3
Tamil Nadu & Kerala : Tuticorin	3
Tamil Nadu & Kerala : VELACHERY	2
Tamil Nadu & Kerala : WEST MAMBALAM	3
Tamil Nadu & Kerala : porur	2
Uttar Pradesh and Uttarakhand : ALIGARH	3
Uttar Pradesh and Uttarakhand : Agra	5
Uttar Pradesh and Uttarakhand : BAREILLY	3
Uttar Pradesh and Uttarakhand : Dehradun	5
Uttar Pradesh and Uttarakhand : Gorakhpur	6
Uttar Pradesh and Uttarakhand : HALDWANI	4
Uttar Pradesh and Uttarakhand : Haridwar	3
Uttar Pradesh and Uttarakhand : JHANSI	5
Uttar Pradesh and Uttarakhand : Kanpur-Krishna Tower	13
Uttar Pradesh and Uttarakhand : Lucknow-Sri Ram Tower	19
Uttar Pradesh and Uttarakhand : MATHURA	3
Uttar Pradesh and Uttarakhand : MORADABAD	3
Uttar Pradesh and Uttarakhand : Meerut	5
Uttar Pradesh and Uttarakhand : Mugalsarai	3
Uttar Pradesh and Uttarakhand : Prayagraj	8
Uttar Pradesh and Uttarakhand : SAHARANPUR	3
Uttar Pradesh and Uttarakhand : Varanasi	8
Uttar Pradesh and Uttarakhand : Varanasi-Kashiraj	3
Grand Total	**1174**