



People

Passion. Performance. Pride.

We operate a critical service for the country and our teams display phenomenal dedication and commitment to deliver on-demand service which works 24 x 7, each day of the year.

Our business is unique in many ways – in the risk that underlies daily activities and in the complete integrity and regularity that it demands. Everyday must have zero downtime.



Money is an essential service and our people believe that every day, every hour. “Come rain or shine, flood or storm, border or bandh, festival or holiday, its business as usual.” Be it COVID, demonetisation, Uttarkhand landslide or Chennai floods, we have been there in during times of need. What most enjoy as festivals or holidays, are always the busiest days for us. For keeping the country’s financial circulation systems running is no ordinary business. Our business allows no downtime. As we spread our portfolio of services for customers, the future ahead demands the highest levels of service consistency from us.

Our organization follows professional meritocracy and is run with discipline, rigor and empathy. We regard our teams as family and support our employees through difficult times, ensuring that their needs are well taken care of. This was particularly evident during the successive waves of the COVID-19 pandemic, with task forces and quick-response teams (QRT) set up across the country to monitor employee health. A 24x7 monitoring centre was also set up for the same. A central procurement team managed critical resources such as emergency kits, prescription medicines and oximeters, with more than 40 oxygen concentrators made available across various locations and 200+ oximeters sent to home-quarantined employees.



Running a sustainable business which generates employment for over 20,000 people is a big responsibility and we take it seriously. This entails a long-term focus, pragmatic investment approach and also making sure that we do the small things right.

Our people policies focus on:

- Building a strong current and future leadership pipeline at all levels within the organisation
- Investing in employee experience to create a People First culture, that embraces diversity, equity and inclusion
- Building strong organisational capabilities by upskilling employees through relevant Learning and Development initiatives
- Driving digital transformation in HR for faster people management
- Ensuring a local focus by adopting people strategies that are customized to the needs of the region along with other overarching talent priorities like talent readiness and leadership

building. With a geographical spread covering more than 90%+ districts in India, the local focus is necessary to find the right talent.

- Drive effective labour relationship management to ensure smooth workflow on the ground

OUR CULTURE AND VALUE ECOSYSTEM

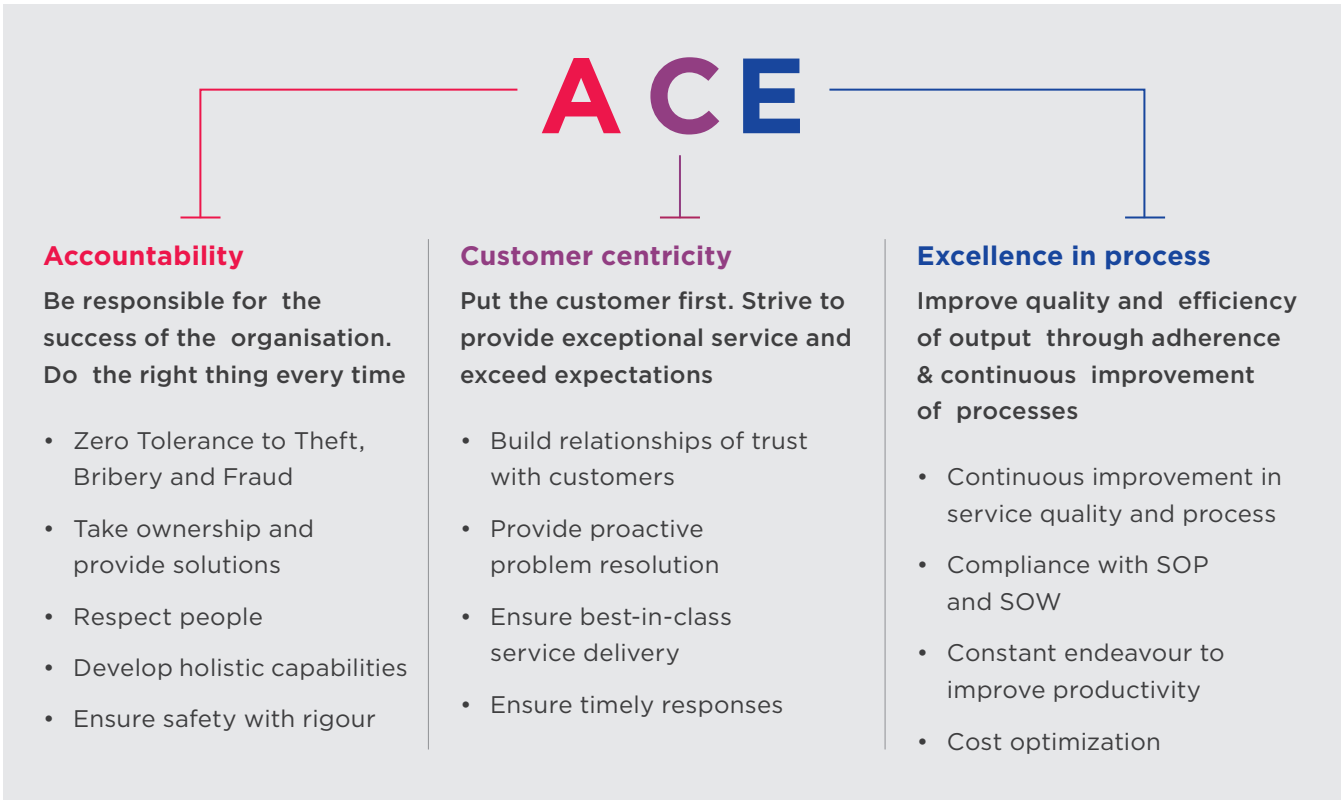
Every day at work we try to excel at what we do. At CMS, we strongly believe that every day gives us a chance to become better versions of ourselves, so that we can serve our customers and stakeholders better and do better for the organization.

The organizational culture that we promote and applaud revolves around High Performance, High Compliance and High Engagement. We have partnered with an external organization to conduct a detailed analysis of our differentiators and action areas so that we can build a more cohesive culture.

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We have formalized the pillars of our value system into a framework called ACE that very clearly lays out the many different values and qualities that we want to inculcate in our people

ACE reinforces three behavioural routes:



Our values stimulate the behaviours we display and influence the actions that we take. ACE attempts to build the values that correlate with organizational goals and culture, so that the emerging actions lead to flawless execution and delivery, that are consistent with improvements in productivity and process excellence without compromising on employee well-being and safety.

ACE is meant to be a way of life for every CMS-ite and our performance evaluation systems and reward programmes evaluate how these values are manifested through the work done. Regular propagation of these values is also done by our leaders, through open houses and townhalls, to ensure that all employees are well aligned.



CMS is amongst
Top 10%
of listed firms on NSE with three or more women board members.

TALENT ACQUISITION

We provide a critical essential service, as the money we move helps people to meet their daily needs – to buy food and medicines and take care of their families. It is important that our employees share our spirit of service, delivery excellence and responsibility. CMS hires an excellent mix of professionals from diverse backgrounds.

We have provided job opportunities to more than 1,500 youth under the National Apprenticeship Promotion Scheme (NAPS). This scheme falls under Central government's Skill India mission and its objective is to create new opportunities for development of talent and skill to make the youth

40%
hires in senior leadership for new roles

35%
regional leadership ex Army Men

market-ready across sectors. More than 40% of hires in senior leadership was for new roles.

DIVERSITY AND INCLUSION

At CMS we believe in the whole spectrum of diversity, across gender, disability, sexual orientation, ethnicity, social, generational and cultural differences and we promote this culture amongst our employees. We acknowledge that diversity needs respect to flower to its full potential, so that people are comfortable being themselves. Our personnel come from diverse backgrounds, like

finance, IT, technology, logistics, telecommunication and BFSI. The nature of our business requires the hiring of ex-policemen, ex-armed forces personnel as they bring very crucial training and attitudes into the organization. Thirty five percent of our Regional and Branch managers are ex-servicemen who bring in the required discipline into their daily operational roles.

CMS prides itself in being an equal opportunity employer by not discriminating between partially abled, other genders or returning mothers.



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THE KEY FOCUS AREAS FOR THE ORGANISATIONAL DEVELOPMENT INITIATIVES AT CMS ARE:

Capability development	Competency building	Culture setting
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Capability Building

A strong leadership and talent pipeline lies at the core of sustainable and profitable business outcomes. We implement this through competency enhancement that involves encouraging autonomous operations across regions and zones through a decentralized decision-making model and P&L responsibility.

Some of our prominent initiatives across leadership, capability and competency enhancement are the CMS-Great Leadership Program, CMS-Accelerated Leadership Program and CMS-Operational Leadership Program whose key features are shared below:

CMS-Great Leadership Programme (GLP),

CMS-Accelerated Leadership Programme

- With a target group of Senior Directors and Directors
- Administered in association with our partner, Franklin Covey
- Involves a Strategic Leadership journey with an Organizational Development approach
- The program equips leaders to come up with a wholesome vision, develop talent and to provide strategic leadership to the business

CMS-Accelerated Leadership Program (ALP)

- With a target group of Associate Directors
- Administered in association with our partner, Ken Blanchard
- Involves advanced leadership engagement
- Seeks to enhance people management capabilities, greater client centricity and to build awareness around innovation and higher productivity.

CMS-Operational Leadership Program

- The target group is Branch Managers
- Administered in association with our partner, People Business
- The course curriculum focuses on ways to improve operational excellence, build better teams on the ground and develop client-centred operations.

Training and development forms the backbone of our organization as we develop the workforce that we need to deliver the work that we do – faultlessly, every time. As an essential service provider for banks, financial institutions, industries and the public at large, an immense amount of trust and responsibility is reposed in CMS. We develop our employees in such a way that they can deliver on that trust, and are capable of acting with full responsibility.

We train our people across all levels of the organization. Given below are details of some of our other programmes:

- New Hire Orientation (NHO) programme: Every new joiner undergoes training for insight on CMS's processes and ways of functioning for better assimilation.
- CFP (Cash Foundation Program) & MS Foundation Programmes: These are aimed at our field force.
- Self Regulatory Organization Certification training: Required for qualifying for the SRO certification, which is a mandate under Reserve Bank of India (RBI) guidelines for field staff.

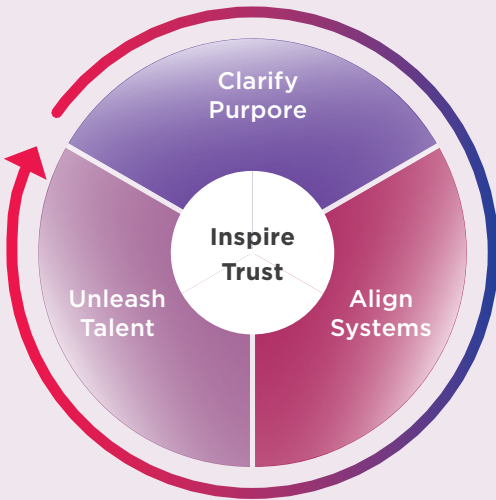


The CMS Learning Academy greatly multiplies the training resources that are available to us in addition to industry veterans. It helps us to comprehensively train our workforce by focusing on enhancing their skills and knowledge in areas relevant to our business.

Both our employees and those provided by our third-party service providers are trained in specific areas or specialized operations, on a need basis. We believe in organic growth as a means of incentivizing retention and motivating employees, and

more than 65% of our branch leaders have grown internally through the ranks.

We are also committed to developing processes and systems that support our workforce and our current scale of operations, while also remaining scalable. For this reason, an integrated HRMS platform has been developed to address our people's needs. The platform provides a seamless employee experience while directly impacting business outcomes.





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HEALTH AND SAFETY

Creating a safe workplace and ensuring our employees' health and wellbeing are of utmost importance. We have a health and safety policy that lays down measures for ensuring the safety of all our workers – our employees, the personnel provided by our third-party service providers and third-party security service providers, as well as the people working in and around our business or under our management. As a market leader, we feel responsible about setting the best employee management standards.

The risk profile of our industry is higher than most and we take great care to have the best work safety measures in place. We believe that accidents and occupational health hazards can be significantly reduced through systematic analysis and therefore regularly hold road safety campaigns, especially targeting our field staff, to constantly reinforce basic protocols while driving/riding. We encourage accident reporting and reporting of hazardous situations or faulty property or vehicles to supervisors as part of accident and untoward event prevention.

WORKPLACE SEXUAL HARASSMENT POLICY

CMS has a Workplace Sexual Harassment policy (POSH), and details of the internal committee (IC) that addresses POSH-related issues, are prominently displayed on all branch notice boards for easy access. Regular awareness programs are conducted for new and existing employees regarding the company's zero intolerance towards any kind of intimidating behaviour, including POSH, and

information is shared on the channels to be used for raising a compliant.

INITIATIVES FOR EMPLOYEE ENGAGEMENT

Keeping our employees happy and engaged is integral to our goals and our organizational growth. We strive to attract the best talent in the industry and to provide a compelling employee value proposition which includes their all-round development. We recognize our high performers; provide a safe, stimulating work environment; provide adequate opportunities for upskilling and learning and give them adequate incentives for better performance and self-development.

We have implemented a robust reward and recognition framework, known as Simply Excellent, across all our functions. Over 3,500 employees and third-party associates were awarded under our Simply Excellent framework in FY 2022. Other reward initiatives include Bravery Awards (Lion Heart and Brave Heart), which are awarded to those employees who exhibit exemplary integrity and valor in the face of threat and danger. The awardees get a cash award as a token of our tribute to their spirit.

In addition, injured awardees receive complete medical treatment assistance irrespective of their coverage under government / private medical schemes. In the unfortunate circumstance of loss of life, the immediate dependents receive a special ex-gratia payout.

Tenure milestones are celebrated to recognize employees' contributions over the years.

CMS recognizes and lauds the academic excellence of our employees' children through Udaan. Under this programme, which is run on a pan-India basis, every child who has secured overall scores of 75% and above in their Standard X or XII examinations, across educational boards in the country, is eligible to submit their mark sheets for award evaluation. Employees and their children are then felicitated with certificates and a cheque – the recognition helps to encourage them to continue excelling. Till date, around 500 children have been recognised and rewarded.

Other benefits that the company provides include the CMS Family Suraksha Plan, Group Mediclaim and Group Personal Accident Insurance for our employees and certain third party service providers.



PRESENCE OF MIND AND PROMPT ACTION PREVENTS ROBBERY



An SBI ATM in Birbhum, West Bengal, had been compromised and Ravindra Warghade, the remote monitoring tech center excutive received alerts from the site.

He immediately actioned the standard protocols followed during such events, which led to the police being alerted and the burglar was soon caught at the ATM lobby.



We pay homage to our colleagues and team members who lost their lives during the year to the pandemic or due to other causes. Our thoughts are with their families and they will remain a part of the CMS family forever.

COURAGE AND BRAVERY SAVE THE DAY



We are in the business of Risk Management. Nothing demonstrates this better than the situation Cash Officer Prabhunath Pandey, gunmen Nand Lal and Yogendra Tiwari and driver Shesh Nath found themselves in. The team helped to save ₹ 30 lakh cash they had collected from an ATM after being attacked by robbers.



Remembering Mahesh Zonal Head, South India

We deeply miss our colleague and dear friend Mahesh who passed away in July 2021 after suffering a massive heart attack. Mahesh was with CMS for over 21 years and ran our largest field operation.

He hired, developed and managed thousands of our team members and groomed many into senior position in CMS. He commanded respect and goodwill across the industry.

He was always considered as someone who perfectly embodied the CMS values. His dedication to company, his team and colleagues and customers made him an exemplary role model. We depended on his leadership countless times, whether it was to manage a customer issue, a strategic project or a crisis.

He would have been really proud to see where CMS is today and we miss him immensely.