

Book Of Trust



 Kimbāl

What Is The Book Of Trust?

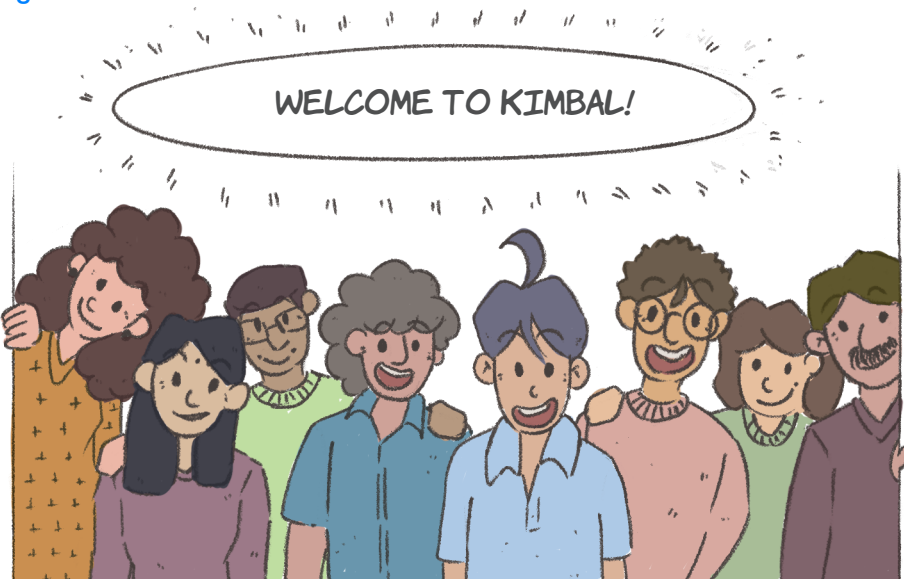
The Book of Trust is your **guide to understanding Kimbal**—our culture, our ways of working, and the values that define us. It provides answers to your questions and serves as a roadmap for how we collaborate, innovate, and succeed together. At its core, this book is a reflection of the trust that binds us and the principles that inspire us to grow as one team.

These guidelines apply across all Kimbal offices. There is no head office, no branch offices - **all offices are equal**.

We created it together so that no matter who you are or where you sit, we're all on the same page.

It's updated regularly through feedback meetings, but **suggestions are always welcome**.

If something doesn't feel right, don't hesitate to speak up—this book grows with us.

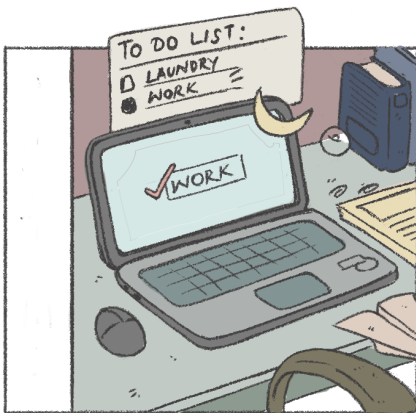
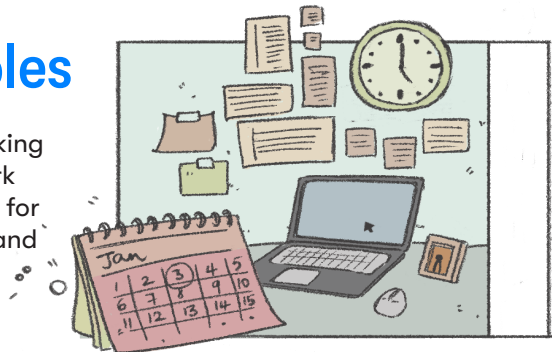


How Kimbal Works And Your Role In It

We design our people practices around roles, not locations — whether agile or structured, everyone experiences consistent and fair treatment.

Structured Roles

These roles follow fixed working hours and a designated work location. They are designed for consistency, coordination, and operational efficiency.



Agile Roles

These roles offer flexibility in working hours and location, with a focus on outcomes over time spent.

How will you know which type of role you are in?

Your role classification — whether structured or agile — will be mentioned in your offer letter. If you're already a part of Kimbal, it will be communicated through official communication.

If Kimbal Were A Person

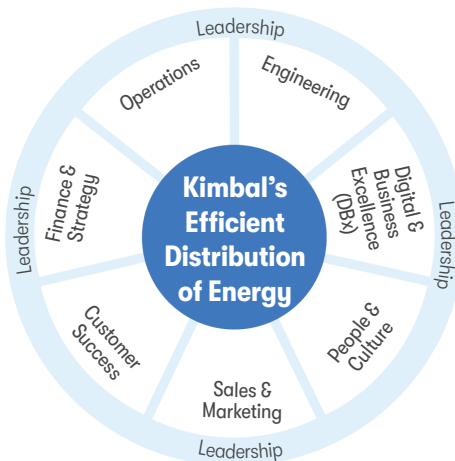
Humble at heart, bold in action—that's Kimbal.

Driven by relentless passion and energy within.

No single person can be Kimbal—it takes a team of remarkable individuals working together as one.

Our Structure: A Circle Of Energy

Our organization is circular—efficient distribution of energy in the heart. Every function exists to support this goal, creating impact together.



The Role of Leaders Here At Kimbal

At Kimbal, our leaders enable others to perform at their best and grow continuously.

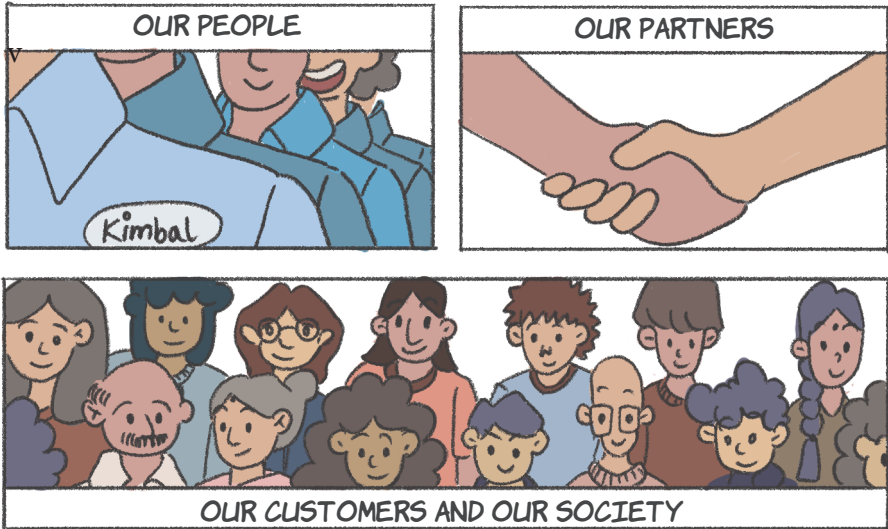
They lead with **humility, boldness, authenticity, and accountability** — offering guidance, support, and stepping in when needed to create an environment where people can truly thrive.

Below is the list of competencies that reflect the essence of our leaders.

Authenticity **Trust**
Innovation Excellence
Agility **High-Talent** **Simplicity**
Density Team
Entrepreneurship
Customer Focus Collaboration
Quality-Centric

Our Values: A Reflection Of Us

We built our values by asking those who matter.



What got us here? What will take us forward?

Their answers shaped our values. These are not just words; they are the voice of everyone who believes in Kimbal!

Oh hey, but here's the twist!

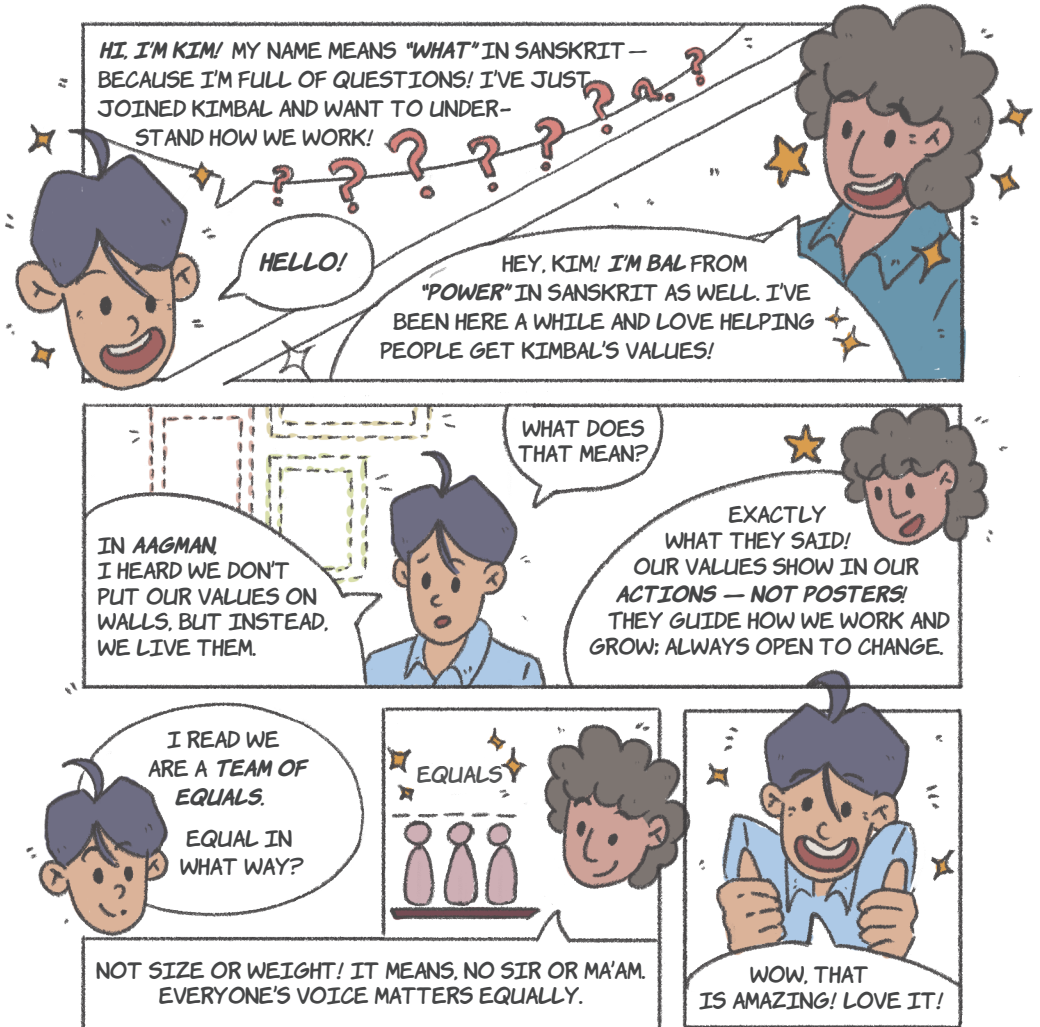
Playing it safe isn't our style. We're bold, fearless, and agile — that's why we shake things up and keep rewriting our values.

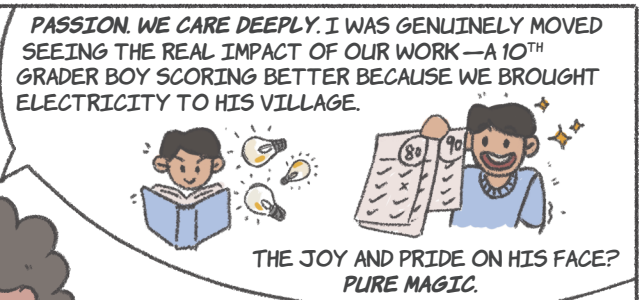
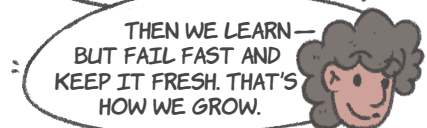
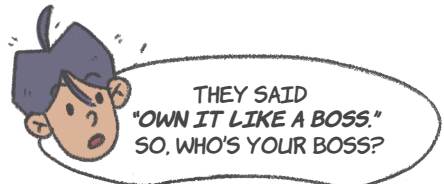
Not just your regular corporate wallpaper, we bring them to life in our daily behaviours and shared stories.

Trust Over Rules – No rigid policies, only guidelines. And every guideline is open to challenge—always.

The Curious Story Of Kim and Bal

Come join me in this interesting/eclectic pathway: Kim & Bal.





WE ARE A TEAM OF THE **BEST TALENT ONLY**. WE DON'T COMPROMISE ON ANYTHING LESS THAN BEST. SO WELCOME TO THIS **HIGH-TALENT-DENSITY TEAM!**

Our Values

Best talent
only

Team of equals

Passionate team
of go-getters



Together, we
create magic

Own it like a boss

Always working
on our next best

Contents

01

Work Timings & Leave Guidelines

Page 13



02

What To Expect In Your First Few Days

Page 18



03

How To Build High Talent Density Team

Page 19



04

Know Someone Awesome? Let's Bring Them To Kimbal

Page 21



05

Travel Smart, Spend Smarter: The Kimbal Way

Page 22



06

Performance & Compensation Philosophy

Page 25



07

From Truth To Trust: The Feedback Code

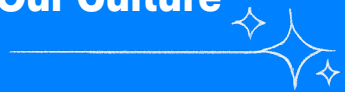
Page 27



08

The Pulse Of Our Culture At Kimbal

Page 30



1

Work Timings And Leave Guidelines

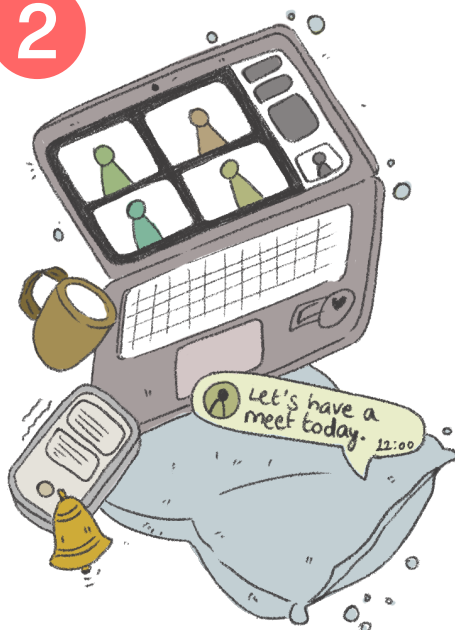
Work timings at Kimbal are **designed around impact**, not one-size-fits-all approach.

1



For some roles, structure is key. Fixed schedules will be clearly defined to keep operations seamless. These roles thrive on consistency, so work hours will be tracked through timesheets/ shift timings/rosters (whichever is applicable in your role) and leaves will be coordinated with leaders.

2



For roles not tied to specific hours, freedom takes the lead. There are no rigid rules on work timing or location however you are accountable for your deliverables. While we encourage working from office for better collaboration, there's no attendance tracking—no one's counting hours.

Recharge And Show Up – The Kimbal Way

Taking time off isn't just allowed—it's **essential**. A break helps you reset, recharge, and return with fresh energy. We trust you to plan your leave responsibly and ensure smooth handovers. If you're on leave, enjoy it—**no checking in, no emails**.



What's Required?

- No strict rules, no micromanagement—we trust you to take leave when needed.
- No boring attendance logs—just a quick ‘Hi, I’m in!’ and ‘Bye, I’m out!’ for your safety and auditors.
- Planning to take time off? Awesome — just give your manager, team, or anyone else who might be impacted a timely heads-up. A quick ping on Teams, email or any other official channel.

Planning ahead = smooth handovers + good vibes all around

This applies only to agile roles. For structured roles, a formal leave application process is required.

What's Mandatory?


- If we see you overworking, we might just send you on mandatory leave. No emails, no office access, no calls.
- Senior leadership, including the CEO, must take time off. It proves that Kimbal runs on trust, not dependence. They’ll leave an emergency contact, but calling them means something wasn’t delegated right.



Parental Leave

MATERNITY LEAVE - AS PER THE MATERNITY BENEFIT ACT (1961):

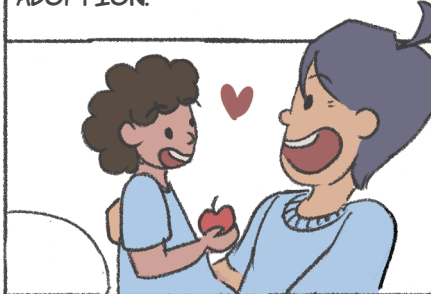
FULLY PAID LEAVE BEFORE AND AFTER CHILDBIRTH.
HOLIDAYS AND WEEKENDS DURING LEAVE ARE COUNTED.



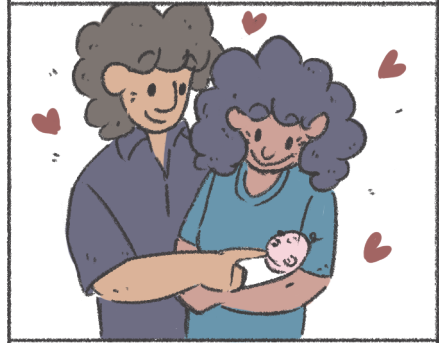
IN CASE OF MISCARRIAGE OR MEDICAL TERMINATION, 6 WEEKS OF PAID LEAVE WITH MEDICAL PROOF.

ADOPTION LEAVE

SAME AS MATERNITY LEAVE FOR FEMALE EMPLOYEES AND SINGLE MALE PARENTS UPON LEGAL ADOPTION.



PATERNITY LEAVE



BECAUSE FATHERHOOD MATTERS EQUALLY.

Welcoming a new family member is a big milestone — We encourage you to take this time off and soak in every moment. These early days are precious, and your presence truly

This leave is as important as any project, that's why we are mandating it for you. Your leader will check in if you don't take it on time.

- 12 days of mandatory leave for childbirth or legal adoption.
- Must be taken within 30 days before or after the expected delivery/ adoption date.

Above And Beyond (Applicable To All Roles)

We have a surprise which will go above and beyond your employment with us. You will be entitled to **accumulate 15 days leave** per year (on pro rata basis as per your joining) which can go upto a maximum of 45 days which will be **encashed with the Full & Final settlement.**

At Kimbal, we believe in a culture of self-care. Take your breaks, recharge, and come back ready to create impact. Enjoy your time off!



2

What To Expect In Your First Few Days

Kimbal is a high-growth, agile company, which means things can sometimes feel **chaotic**, and processes may not always be fully structured. That's **normal**—and part of how we operate.

We believe in keeping things simple

- If you feel a process isn't adding value — pause, ask why it exists, challenge the assumptions, and explore better ways of doing it. If it still doesn't serve a clear purpose, that's your cue to let it go.
- But if a new process needs to be added, it must be well thought out and truly necessary.

Ask a lot of questions! You are hired for your experience and knowledge, and your curiosity will help both you and Kimbal grow.

We aim to provide you with a structured onboarding experience through our **formal induction program - AAGMAN**, taking you through Culture, Product & Processes. However, learning and induction are ultimately the responsibility of the learner. **Take the lead** in your own onboarding—seek out information, ask for help, and proactively immerse yourself in Kimbal.

Your journey here will involve unlearning past cultural experiences and **embracing the Kimbal way**. Take your time, stay open, and enjoy the ride!



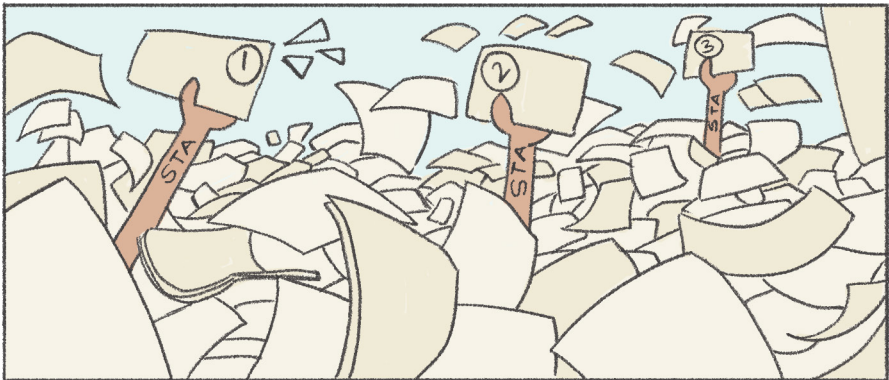
3

How To Build A High Talent Density Team

At Kimbal, we are building the **world's best headhunting team**, and you will experience this firsthand. As a hiring manager, you will receive culturally shortlisted profiles from our **Strategic Talent Acquisition (STA) team**. All budgeted positions should be routed through the STA team, who will, then:

- Shortlist candidates based on culture and role fit
- Conduct initial interview and arrange follow-up interviews with the best candidates for you

Their OKR is to provide no more than **three top-quality profiles per position**, ensuring efficiency and precision in hiring.



If you have a reference—someone you've worked with or know through your network—share their CV with the STA team. They will follow the hiring process and include them in your shortlist if they meet the criteria.

Hiring Close Relatives

Hiring blood relatives, partner, or partner's blood relatives in your team is not allowed. However, if such a situation arises, you must declare it to the P&C team, and they will ensure the individual is placed in a different team as per the fitment.

Romantic Relationships At Kimbal

At Kimbal, we understand that relationships can develop at work, and that's totally okay! However, to keep things professional and avoid any conflicts of interest, here's what you need to know:

1

Every workplace relationship must be declared to the P&C team. Don't worry—your privacy is important to us, and P&C will keep this information strictly confidential.

2

If you're in a superior-subordinate relationship, P&C will discreetly adjust roles to ensure fairness and avoid any potential bias.

3

If your relationship could have a direct or indirect professional impact, you'll need to recuse yourself from any decisions or actions that could influence your partner's work.

4

If either of you works in P&C, Finance, or any team with access to confidential information, the person handling sensitive data must step back from any work matters involving their partner.

5

Declaring your relationship isn't just a formality—it's also there to protect you both. Having it on record helps ensure fairness and shields everyone from potential workplace complications, including POSH (Prevention of Sexual Harassment) cases.

4

Know Someone Awesome? Let's Get Them To Kimbal

As we continue to thrive in a **high-growth environment**, we believe the best way to scale is by bringing in **high-potential, high-performance** individuals—people you trust and have worked with before.

How To Refer?

Simply reach out to any **STA team member**, and they will take the process forward.

What's In It For You?

If your referred candidate **joins Kimbal and performs well for 3 months**, we'll thank you with a meaningful experience focusing on your Physical, Mental Wellbeing or Professional Development as a gesture of appreciation.

The **experience** will vary based on the role, level, and criticality of the position. This will be clarified **after your referral is offered a position**—so be sure to check with the STA team post-offer!

Exceptions

- To ensure fairness and avoid conflicts of interest, the following groups will not be eligible for rewards; P&C Team Members, Leaders at K2 level or above and Line managers or Skip Manager of the referred position.
- Anyone involved in the interview process or who may have any influence over it.

However, we are sure that they will continue to bring in **Kimbal-fit candidates!**



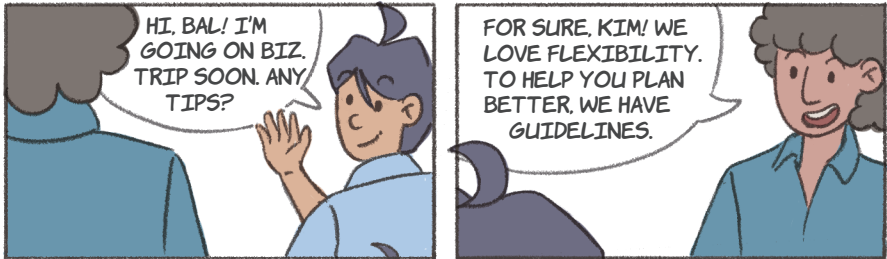
5

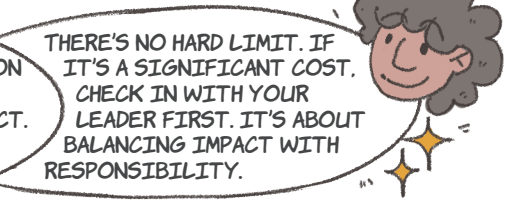
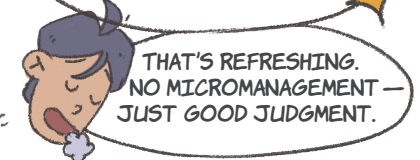
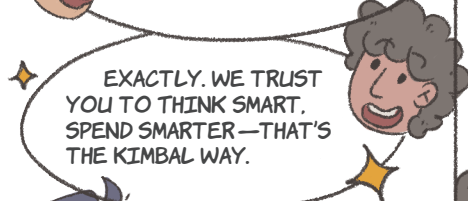
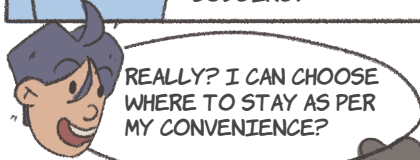
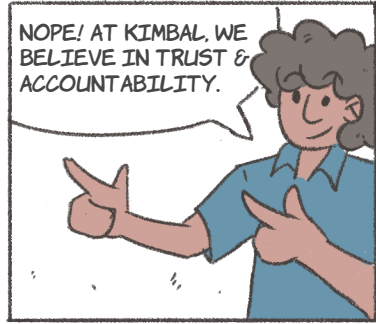
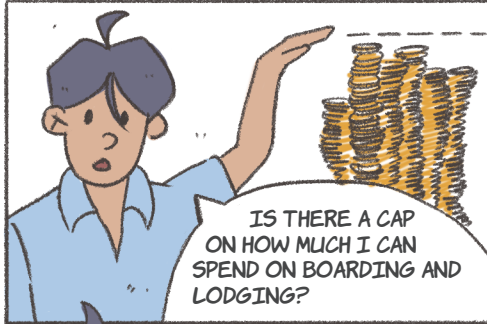
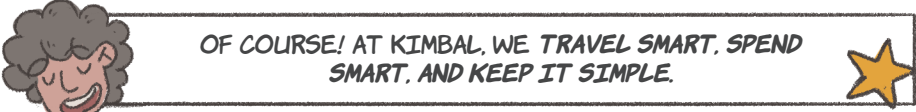
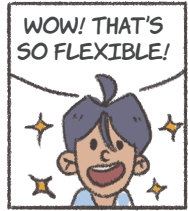
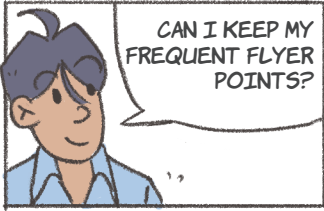
Travel Smart, Spend Smarter: The Kimbal Way

At the heart of our Travel & Expense Policy lies the core principle: **“Own it like a boss.”**

We wholeheartedly encourage you to approach business travel or any business expense with the same level of responsibility and care that you demonstrate in your personal life.

Our objective is simple—we want you to perceive our **company as an extension of yourself**: taking ownership of your decisions and always considering the best interests of our organization. We trust in your ability to make informed choices that balance efficiency, cost-effectiveness, and the well-being of both, you and the company.





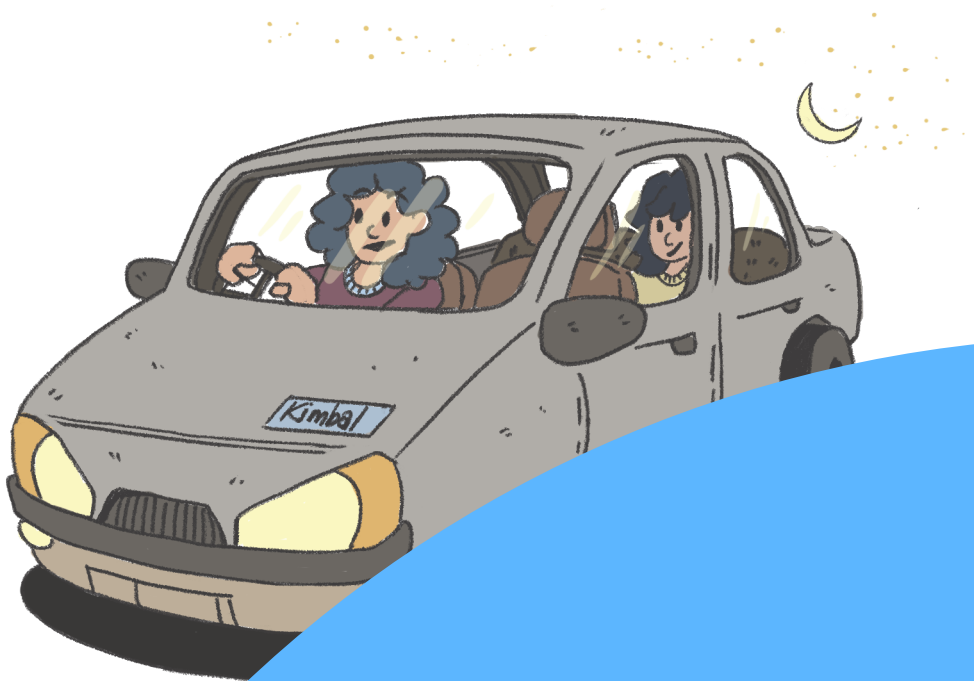
Women's Safety

These guidelines apply to all women employees (including trainees, interns, consultants and employees)

- Women employees are advised to **avoid travel between 9:00 PM and 6:00 AM**. If travel during these hours is unavoidable, Kimbal will provide cabs from/to the airport, workplace, or home to ensure your safety and security.
- If necessary, Kimbal shall arrange an **additional day's hotel stay** to avoid late-night travel during the hours.
- This guideline also extends to situations where women employees **work beyond 7:00 PM at the office**. In such cases, Kimbal will either provide a cab for safe transportation or offer the option to stay at a nearby hotel/guest house.

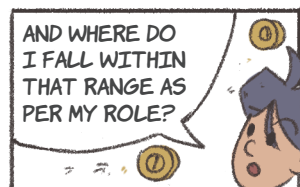
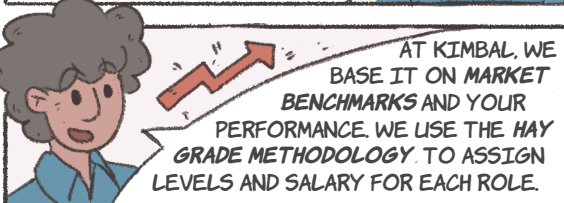
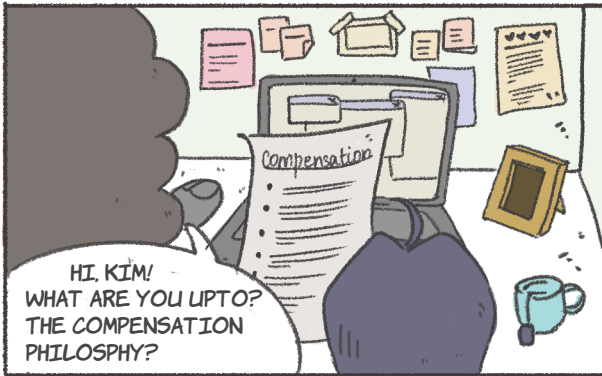
All travel requests will be auto approved in the system; however, your functional head remains responsible for overall budget adherence. Finance, People & Culture, or any other function may raise questions at any time.

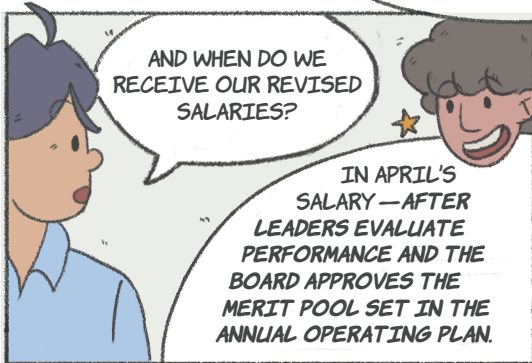
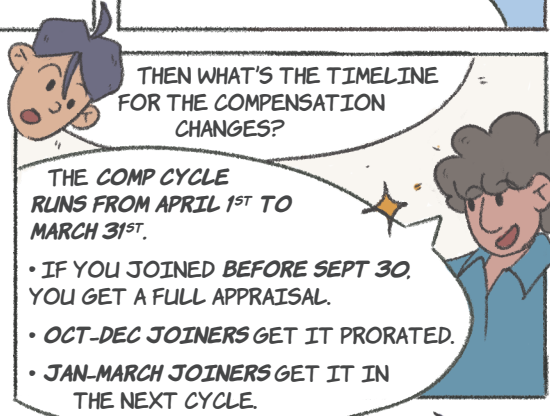
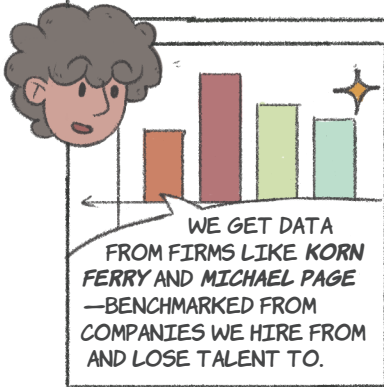
We value those who lead with accountability—and we believe High Talent shines brightest when empowered with trust.



6

Performance And Compensation Philsophy





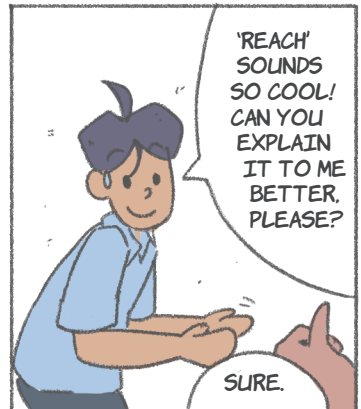
7

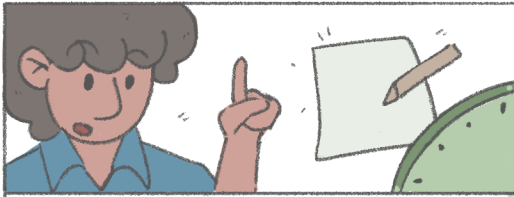
From Truth To Trust: The Feedback Code



REACH STANDS FOR:

- R - REAL-TIME
- E - EXPLAIN THE INTENTION
- A - ACTION
- C - CONSEQUENCES
- H - OFFER HELP





R - REAL TIME

GIVE FEEDBACK CLOSE TO THE MOMENT — NOT MONTHS LATER. CENTRE YOUR EMOTIONS — WRITE IT DOWN. PAUSE, THEN SPEAK.



MAKES SENSE. SO, DON'T WAIT TOO LONG.

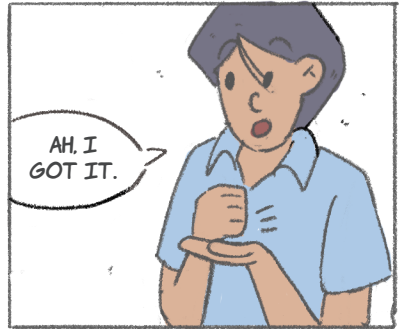


EXACTLY!!!



E - EXPLAIN THE INTENTION

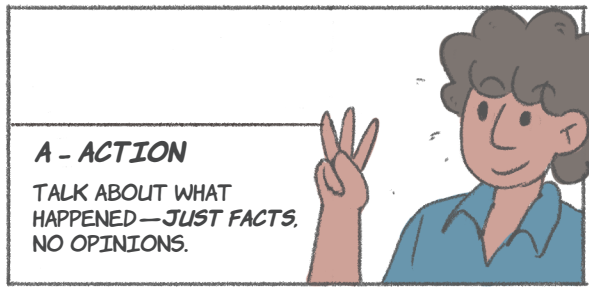
START WITH WHY YOU'RE SHARING IT. BE CONCISE AND CLEAR.



AH, I GOT IT.

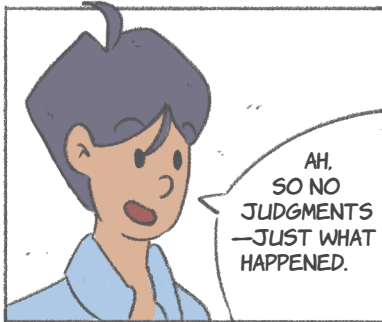


THAT'LL SET THE TONE.



A - ACTION

TALK ABOUT WHAT HAPPENED — JUST FACTS, NO OPINIONS.



AH, SO NO JUDGMENTS — JUST WHAT HAPPENED.



YUP, YOU GOT IT!

C - CONSEQUENCES

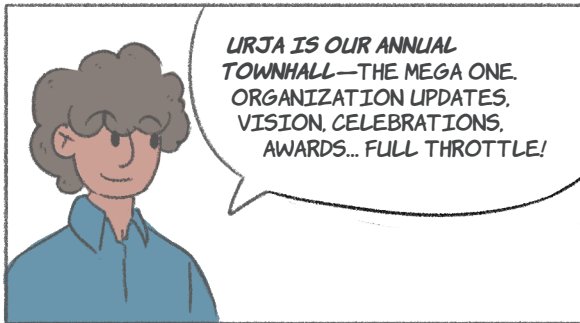
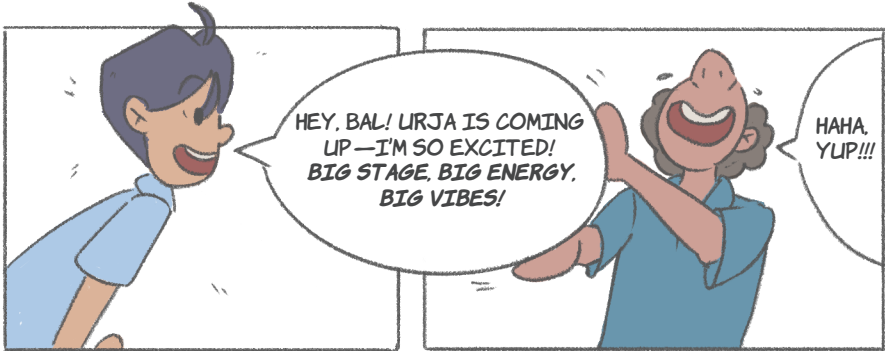
SHARE IMPACT — FOR REALIZATION.

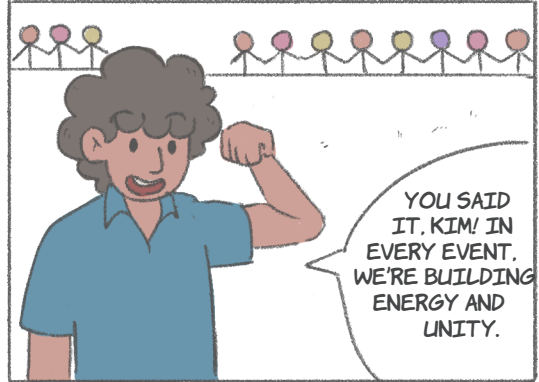
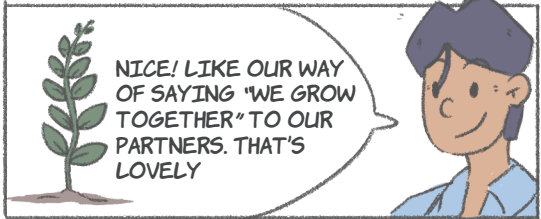
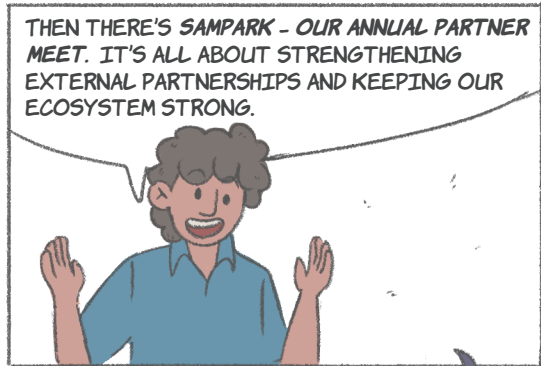
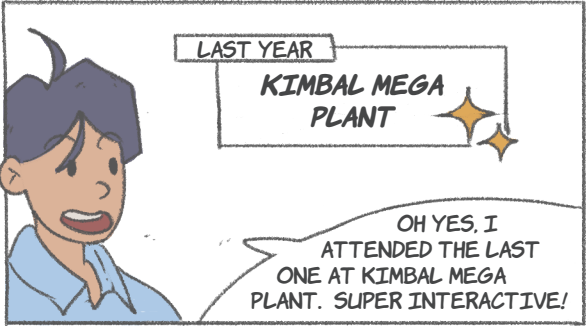


THAT'S THE GOAL—REAL FEEDBACK CONNECTS AND EMPOWERS!

8

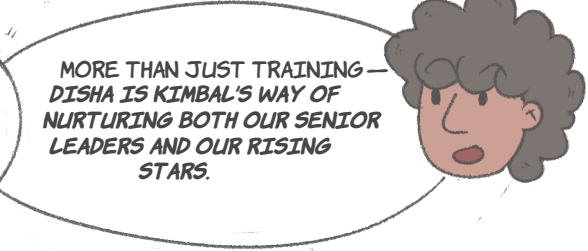
The Pulse Of Our Culture At Kimbal







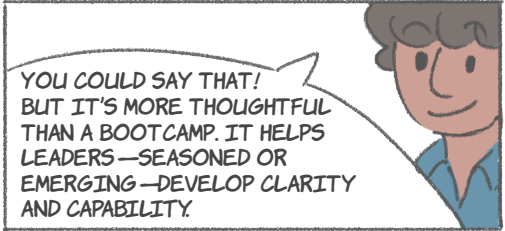
HEY BAL, I'VE BEEN HEARING ABOUT DISHA. WHAT EXACTLY IS IT? SOME KIND OF TRAINING?



MORE THAN JUST TRAINING—DISHA IS KIMBAL'S WAY OF NURTURING BOTH OUR SENIOR LEADERS AND OUR RISING STARS.



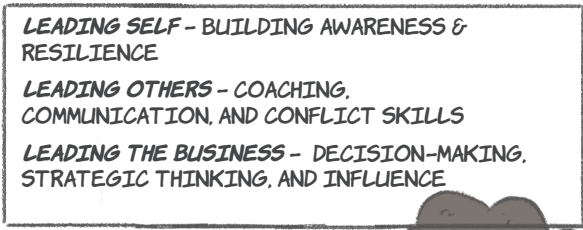
OH! LIKE A LEADERSHIP BOOTCAMP?



YOU COULD SAY THAT! BUT IT'S MORE THOUGHTFUL THAN A BOOTCAMP. IT HELPS LEADERS—SEASONED OR EMERGING—DEVELOP CLARITY AND CAPABILITY.



SOUNDS DEEP. WHAT HAPPENS IN DISHA?



LEADING SELF - BUILDING AWARENESS & RESILIENCE

LEADING OTHERS - COACHING, COMMUNICATION, AND CONFLICT SKILLS

LEADING THE BUSINESS - DECISION-MAKING, STRATEGIC THINKING, AND INFLUENCE



THAT'S POWERFUL. SO, IT'S NOT JUST FOR MANAGERS?



NOPE. HERE, DISHA BELIEVES LEADERSHIP IS A MINDSET, NOT A TITLE. ANYONE READY TO GROW, LEAD, AND INSPIRE CAN STEP IN.



NOW THAT SOUNDS LIKE A PATH I WANT TO WALK!



THAT'S THE SPIRIT! AFTER ALL, DISHA MEANS DIRECTION—AND THIS ONE LEADS TO IMPACT.

One Last Thing - Policy Snapshot

In addition to the cultural and behavioral guidelines outlined here, there are a set of mandatory policies that support our commitment to legal, ethical, and inclusive practices. These are required as part of government and organizational compliance.

You can find the complete list of these policies in a separate compliance document, which includes:

- Exit Policy
- DET/GET Program Guidelines
- Code of Conduct
- Whistle Blower Policy
- Child Labour Policy
- POSH Policy
- Sustainability Policy
- Annexure

For easy reference, the following documents are included in the annexure:

- Performance Evaluation
- List of Structured Roles

These provide further clarity on role expectations and how we assess growth at Kimbal.

And That's A Wrap... For Now

The Book of Trust isn't meant to be read once and shelved. It's a living reflection of who we are and how we work together. While the words in these pages offer clarity and direction, it's the energy you bring to them that truly shapes our culture.

Trust is not just something we build—it's something we live every day. As we grow, evolve, and face new challenges, this book will grow with us.

Thank you for being part of Kimbal's journey.



