

**REQUEST FOR EXPRESSION OF INTEREST**  
**FOR SHORTLISTING OF CONSULTANCY SERVICES FOR HR TRANSFORMATION**

**Ref: SBI/RP&PM(HR)/EOI/2025-26/01 DATED 30/07/2025**

**Pre-Bid Queries and Responses**

**Date: 18.08.2025**

Sl No.	EOI Page No.	EOI Clause No.	Existing Clause	Query/Suggestions	Remarks
1	28	Appendix B S.No. 5	Bidder should have proven experience and demonstrated capability in providing consultancy services in the field of comprehensive HR Transformation / HR related large-scale projects as indicated in the scope of work, during last five years (as on 30.06.2025) as below: I. For Financial Institutions / Public Sector Bank's/ Private Sector Bank's/ BFSI in India/ Globally, and II. With employee strength of at least 25000 and III. With an asset base size of more than Rs 1 lakh crores, and IV. Minimum Project duration of 6 months and V. Minimum experience of 5 years (as per scope of work)	1. We would like to clarify if "ongoing" projects that meet the specified parameters will be considered towards fulfilling the eligibility criteria. 2. Further, we would like to clarify if "Minimum experience of 5 years (as per scope of work)" refers to – a) Projects that commenced at least 5 years ago and are completed, or b) Projects (ongoing or completed) undertaken within the last 5 years from the date mentioned (i.e., 30.06.2025), provided the bidder has a minimum of 5 years' experience in delivering similar services as outlined in the scope of work	We clarify that projects (ongoing or completed) undertaken within the last 5 years from the date mentioned (i.e., 30.06.2025), provided the bidder has a minimum of 5 years' experience in delivering similar services as outlined in the scope of work, shall be considered.
2	31	Appendix C	Scope of Work	Request you to please clarify the expected timelines for different phases of the project	Please refer to Clause 7(ii) on page number 10 of EOI document. The detailed analysis of scope of work and timelines shall be discussed at the RFP stage.
3	31	Appendix C Module 2	Module 2: Talent Management Framework, Capability Building & Future Readiness Define, Design and Implement Deploy personalized and uniform digital learning using AI-tools and integrate with the Bank's existing	Basis our experience, the Bank has existing tools and systems. We would like to clarify that the bidder will work with the Bank to design and onboard vendors to deploy personalized and uniform digital learning using AI-tools.	Please refer to Clause 7(ii) on page number 10 of EOI document. **

			Learning & Development ecosystem based on role and skill cluster		
4	35	Appendix C Module 6	<p>Module 6: Onboarding Define, Design and Implement</p> <p>1. Design and integrate capabilities in existing HRMS system for online submission of personal details, document uploads, e-signing of offer letters, acceptance of policies, chatbots, FAQs etc.</p> <p>2. Design and integrate capabilities in existing HRMS system for auto creation of employee IDs, payroll setup, email setup etc.</p>	<p>Based on our experience, we recommend that we reword the section to clarify:</p> <p>1. Design and work with the bank's HR, IT and vendor teams to integrate capabilities in existing HRMS system for online submission of personal details, document uploads, e-signing of offer letters, acceptance of policies, chatbots, FAQs etc.</p> <p>2. Design and work with the bank's HR, IT and vendor teams to integrate capabilities in existing HRMS system for auto creation of employee IDs, payroll setup, email setup etc.</p>	Please refer to Clause 7(ii) on page number 10 of EOI document. **
5	6	1 (iii)	Unless otherwise specifically permitted in Appendix-B, a bidder may not use the credentials of the original/parent entity of the bidder from which it has been demerged and come into existence, to meet the turnover, profit, experience or other eligibility criteria of EOI.	Is it permissible to use the credentials of sister concern governed by same parent entity as the bidding entity?	We advise no change in EOI terms and conditions.
6	28	Appendix - B	Bidder should have proven experience and demonstrated capability in providing consultancy services in the field of comprehensive HR Transformation / HR related large-scale projects as indicated in the scope of work, during last five years (as on 30.06.2025)	Bidder usually has transformation projects that are multi competency, can we submit those that has an HR Part also?	We clarify that experience in providing consultancy services in HR related projects delivering individual modules within the scope of work will also be considered, subject to fulfilment of all other eligibility criteria.

7	28	Appendix - B (5)	Bidder should have proven experience and demonstrated capability in providing consultancy services in the field of comprehensive HR Transformation / HR related large-scale projects as indicated in the scope of work, during last five years (as on 30.06.2025)	Can we submit 2 credentials: 1. BFSI covering all conditions - B1-B4 2. Credential of another sector only to demonstrate 5 years of experience for B5 point	1. We advise that existing terms and conditions as per the eligibility criteria shall prevail.  2. We clarify that any credentials to demonstrate minimum 5 years of experience (as per scope of work) is acceptable.
8	28	Appendix - B (5)	Bidder should have proven experience and demonstrated capability in providing consultancy services in the field of comprehensive HR Transformation / HR related large-scale projects as indicated in the scope of work, during last five years (as on 30.06.2025)	Will credentials across diverse sectors be considered or do we have to share credentials from our projects with clients in BFSI sector only?	1. For B.5.I to IV. - We advise that existing terms and conditions as per the eligibility criteria shall prevail.  2. For point no. B5.V. - We clarify that any credentials to demonstrate minimum 5 years of experience (as per scope of work) is acceptable.
9	28	Appendix - B (6)	Client references and contact details (email/landline/mobile) of customers for whom the Bidder has executed similar projects in India / Abroad. At least Three (03) client references are required. (Start and End dates of the past project to be mentioned)	Can the references be sector agnostic?	Yes.
10	28	Appendix - B (6)	Client references and contact details (email/landline/mobile) of customers for whom the Bidder has executed similar projects in India/ Abroad. At least Three (03) client references are required. (Start and End dates of the past project to be mentioned)	Will the client SPOC's contact details suffice or are we required to submit Engagement Letters / work orders as well for references?	We clarify that bidder should submit client references as per Appendix-F on their letterhead only at the EOI stage, comprising client contact details of SPOC or any other authorized person.

11	28	Appendix -B( 5 & 6)	<p>5. Bidder should have proven experience and demonstrated capability in providing consultancy services in the field of comprehensive HR Transformation / HR related large-scale projects as indicated in the scope of work, during last five years (as on 30.06.2025) as below:</p> <p>I. For Financial Institutions / Public Sector Bank's/ Private Sector Bank's/ BFSI in India/ Globally, and</p> <p>II. With employee strength of at least 25000 and</p> <p>III. With an asset base size of more than Rs 1 lakh crores, and</p> <p>IV. Minimum Project duration of 6 months and</p> <p>V. Minimum experience of 5 years (as per scope of work)</p> <p>6. Client references and contact details (email/landline/mobile) of customers for whom the Bidder has executed similar projects in India/Abroad. At least Three (03) client references are required. (Start and End dates of the past project to be mentioned)</p>	Regarding the eligibility and technical evaluation criteria (Appendix-B, Page 27), would SBI consider three distinct client references where we have delivered individual modules—such as HRMS implementation, talent management, or workforce planning—at scale, or three comprehensive, end-to-end HR transformation projects? This would allow us to demonstrate deep expertise across all required modules, even if delivered separately in different client contexts."	We clarify that three distinct client references delivering individual modules within the scope of work will also be considered.
12	6	Clause 1(vii)	Interested Bidders are advised to go through the entire EOI before submission of online Bids to avoid any chance of elimination. The criteria and the actual process of evaluation of the	Will the future RFP include specific commercial evaluation models such as L1, QCBS (Quality-Cost Based Selection), or fixed price formats?"	Technical and commercial evaluation models and bid submission guidelines shall be incorporated in the RFP.

			responses to this EOI and subsequent selection of the successful Bidder will be entirely at Bank's discretion.		
13	6	Clause 1(iii)	Bidder shall mean any entity (i.e. juristic person) who meets the eligibility criteria given in Appendix-B of this EOI and willing to provide the consultancy services required by the Bank through RFP process in pursuant to this EOI. The interested Bidders who agree to all the terms and conditions contained in this EOI may submit their Bids with the information desired in this EOI. Consortium bidding is not permitted under this EOI. Unless otherwise specifically permitted in Appendix-B, a bidder may not use the credentials of the original/parent entity of the bidder from which it has been demerged and come into existence, to meet the turnover, profit, experience or other eligibility criteria of EOI.	Could you please clarify SBI's stance on subcontracting for this engagement? Specifically, are bidders permitted to subcontract certain modules or specialized tasks to partner firms, and if so, is there a maximum percentage of the overall scope that may be subcontracted? Additionally, are there any restrictions regarding the types of activities or modules that can be subcontracted, or requirements for prior approval of subcontractors?"	Specific provisions relating to the sub-contracting will be provided in the RFP. The Bank's decision in this regard shall be final and binding on all the bidders."
14	13	Clause 12(iv)	After examining the EOI, some or all of the Bidders may be asked to make presentation of the solution and demonstrate proof of concept (POC). The Bidder shall bear all costs associated with submission of EOI, presentation/ POC desired by the Bank. The Bank shall not be	Will financials be submitted as part of the RFP or post-technical shortlisting? Will there be minimum/maximum thresholds set?	We advise that Technical and Commercial evaluation models and bid submission guidelines shall be incorporated in the RFP.

			responsible or liable for any cost thereof, regardless of the conduct or outcome of the process.		
15	27	Appendix -B	Bidders meeting the following criteria are eligible to submit their Bids along with supporting documents. If the Bid is not accompanied by all the required documents supporting eligibility criteria, the same would be rejected	Could you please clarify whether the documents listed under Appendix-B, specifically those related to eligibility criteria and supporting evidence, are required to be submitted as part of our initial response to the EOI, or will they be requested at a later stage in the selection process (such as during the RFP or post-shortlisting)? This will help us ensure our submission is fully compliant with SBI's requirements	We advise that Documents listed under Appendix-B and point 9 on page number 11 of EOI document are required to be submitted along with the Bid submission.
16	6	1 - iii	Unless otherwise specifically permitted in Appendix-B, a bidder may not use the credentials of the original/parent entity of the bidder from which it has been demerged and come into existence, to meet the turnover, profit, experience or other eligibility criteria of EOI.	We suggest to allow companies to utilise / leverage their global credentials (associated with parent or subsidiaries of parents or affiliates of the bidder entity). We believe global credentials, learnings, capabilities and resources, which at times are associated with separate entity other than the India entity (part of the same parent entity) allows for critical and highly proficient experience / expertise to bring to to service companies in India	We advise that existing terms and conditions as per the eligibility criteria shall prevail.
17	28	Appendix B - point 5	Bidder should have proven experience and demonstrated capability in providing consultancy services in the field of comprehensive HR Transformation / HR related large-scale projects as indicated in the	We request clarification on whether the detailed criteria's in this point are to be interpreted as "AND" or "OR" condition. Example: Are we looking at FS experience with asset base of >1 lakh Cr having >25k employees or are we looking at these criteria's individually?	We advise that existing terms and conditions as per the eligibility criteria shall prevail.

			scope of work, during last five years (as on 30.06.2025)	The AND criteria limits the number of companies here. We request to redefine the eligibility criteria or reduce the threshold to allow to display relevant experience / credentials.	
18	28	Appendix B - point 5, sub point i	For Financial Institutions / Public Sector Bank's/ Private Sector Bank's/ BFSI in India/ Globally, and	We suggest expanding the eligibility scope to include experience across other industries as well. We believe all large companies bring in a nuanced set of challenges and require bespoke solutioning but the challenges faced / need for evolution is common in financial service institutions vs. non-financial service institutions (e.g. Steel, Oil, FMCG, IT services companies etc.). The experience of working across different industries and not just limiting to financial services is a differentiation in the outlook for creating innovative solutions for SBI. It helps us look beyond benchmarking finance focused peers and rather truly learn from the best. Thus, we request to change this clause to NOT only being limited to financial institutions but to expand to other industries	We advise that existing terms and conditions as per the eligibility criteria shall prevail.
19	28	Appendix B - point 5, sub point ii	With employee strength of at least 25000	While we value the intent to look at experiences with very large-scale organisations but it also restricts looking at experience of companies which are relatively small in size (10000-15000 employees) but are growing fast and are well positioned to deliver transformative results. We suggest to revise this threshold	We advise that existing terms and conditions as per the eligibility criteria shall prevail.



				to 5,000 employees or more, to ensure bidder experiences are diverse and are a right blend of experience of large scale and moderately scaled fast-growing organisations	
20	28	Appendix B - point 5 , sub point iii	With an asset base size of more than Rs 1 lakh crores	<p>We suggest to exclude this criteria give the criteria related to size of the organisation is already captured through employee strength criteria (Appendix B, point 5, sub point ii) and also the asset base metric is limiting in nature. For non-lending businesses in financial services like Payment companies, Broking companies, Wealth Management etc. the metric of asset base is the NOT the right metric to look at and we request to exclude this criteria</p> <p>We also suggest to reduce the threshold on the parameter to Rs 25000 crores vs. 1 Lak crores - in line with the explanation in Sr. No. 4 of our queries, indicating to include relatively mid-size companies to be included in the credentials</p>	We advise that existing terms and conditions as per the eligibility criteria shall prevail.
21	28	Appendix B - point 5 , sub point iv	Minimum Project duration of 6 months	We are leaders in doing strategy/ transformation projects across the globe. Some of these are scoped for complete E2E strategy while others focus on specific top-of-mind topics (e.g. diagnostic studies, strategic blueprints, org design, attrition). Some of these projects are also run in phases including intermediate gaps and thus not always extend beyond 6	We advise that existing terms and conditions as per the eligibility criteria shall prevail.

				months. We believe the 6-months criteria overlooks the aspects of phased projects and dedicated topic-specific projects. We suggest to kindly change this to 2 months (in line with typical length of a short-medium term strategy engagement)	
22	43	Appendix F	Size of Project - Value of Work Order (In Lakh) (only single work order)	We suggest to exclude Value of work order here given a) client confidentiality around details of engagement and b) high variation in value of work driven by varying project lengths in private sector work, varying team structure and multi-phased projects. In our experience, large-scale engagements with a client are often delivered through multiple phases or project modules—some shorter in duration but high in strategic impact, others longer-term with different value structures. As such, the value of a single work order may not be a reliable proxy for the depth or scale of expertise.	We advise that existing terms and conditions as per the eligibility criteria shall prevail. We clarify that value of work order may also be provided in indicative ranges.
23	31	Appendix-C		Does the Bank expect a full-fledged technical presentation for proposed solutions to be submitted along with the Bid at EOI stage.	We clarify that a full-fledged presentation on proposed approach/ solutions as per the scope of work and deliverables is not required to be submitted along with EOI bid. However, please refer point no. 11 in "Schedule of Events" in the EOI.

24	Pg 28	Appendix-B, 5	<p>Bidder should have proven experience and demonstrated capability in providing consultancy services in the field of comprehensive HR Transformation / HR related large-scale projects as indicated in the scope of work, during last five years (as on 30.06.2025) as below:</p> <p>I. For Financial Institutions / Public Sector Bank's/ Private Sector Bank's/ BFSI in India/ Globally, and</p> <p>II. With employee strength of at least 25000 and</p> <p>III. With an asset base size of more than Rs 1 lakh crores, and</p> <p>IV. Minimum Project duration of 6 months and</p> <p>V. Minimum experience of 5 years (as per scope of work)</p>	Clarification required on point 5: Clarify in detail the minimum experience of 5 years requirement as per scope of work mentioned [Point 5]	We clarify that any credentials to demonstrate minimum 5 years of experience (as per scope of work) is acceptable.
25	Pg 28	Appendix-B, 5	<p>Bidder should have proven experience and demonstrated capability in providing consultancy services in the field of comprehensive HR Transformation / HR related large-scale projects as indicated in the scope of work, during last five years (as on 30.06.2025) as below:</p> <p>I. For Financial Institutions / Public Sector Bank's/ Private Sector Bank's/ BFSI in India/ Globally, and</p> <p>II. With employee strength of at least 25000 and</p>	How many case studies are required?	We clarify that projects (ongoing or completed) undertaken within the last 5 years from the date mentioned (i.e., 30.06.2025), provided the bidder has a minimum of 5 years' experience in delivering similar services as outlined in the scope of work, shall be considered.

			<p>III. With an asset base size of more than Rs 1 lakh crores, and</p> <p>IV. Minimum Project duration of 6 months and</p> <p>V. Minimum experience of 5 years (as per scope of work)</p>		
26	Pg 28	Appendix-B, 5	<p>Bidder should have proven experience and demonstrated capability in providing consultancy services in the field of comprehensive HR Transformation / HR related large-scale projects as indicated in the scope of work, during last five years (as on 30.06.2025) as below:</p> <p>I. For Financial Institutions / Public Sector Bank's/ Private Sector Bank's/ BFSI in India/ Globally, and</p> <p>II. With employee strength of at least 25000 and</p> <p>III. With an asset base size of more than Rs 1 lakh crores, and</p> <p>IV. Minimum Project duration of 6 months and</p> <p>V. Minimum experience of 5 years (as per scope of work)</p>	<p>Considering the scope includes multiple distinct modules (e.g., manpower planning, performance management, productivity analytics), request to allow bidders with deep experience in any one or more modules to qualify, rather than requiring end-to-end HR transformation projects [Point 1]</p>	<p>We clarify that experience in providing consultancy services in HR related projects delivering individual modules within the scope of work will also be considered, subject to fulfilment of all other eligibility criteria.</p>
27	Pg 28	Appendix-B, 5	<p>Bidder should have proven experience and demonstrated capability in providing consultancy services in the field of comprehensive HR Transformation / HR related large-scale projects as indicated in the scope of work, during last five years (as on 30.06.2025) as below:</p>	<p>Request to expand the client eligibility to include large scale organizations in India/ global (Non BFSI sector) [Point 1]</p>	<p>We advise that existing terms and conditions as per the eligibility criteria shall prevail.</p>

			<p>I. For Financial Institutions / Public Sector Bank's/ Private Sector Bank's/ BFSI in India/ Globally, and</p> <p>II. With employee strength of at least 25000 and</p> <p>III. With an asset base size of more than Rs 1 lakh crores, and</p> <p>IV. Minimum Project duration of 6 months and</p> <p>V. Minimum experience of 5 years (as per scope of work)</p>		
28	Pg 28	Appendix-B, 6	Client references and contact details (email/landline/mobile) of customers for whom the Bidder has executed similar projects in India/Abroad. At least Three (03) client references are required. (Start and End dates of the past project to be mentioned)	Can redacted client work orders or self-declarations be provided instead of client contact details especially for confidential or sensitive assignments or where the client SPOC has left the organization?	We clarify that bidder should submit client references as per Appendix-F on their letterhead only at the EOI stage, comprising client contact details of SPOC or any other authorized person.
29	Pg 40	Appendix-C	PROJECT TIMELINES: The indicative timeline for completion of the project is 18 months	Could you please clarify if all 11 modules are expected to be delivered simultaneously, or if a phased or priority-based implementation plan will be provided in the RFP?	Please refer to Clause 7(ii) on page number 10 of EOI document. The detailed analysis of scope of work and timelines shall be discussed at the RFP stage.
30	28 of 46	5.I and 5.II	<p>Bidder should have proven experience and demonstrated capability in providing consultancy services in the field of comprehensive HR Transformation / HR related large-scale projects as indicated in the scope of work, during last five years (as on 30.06.2025) as below:</p> <p>I. For Financial Institutions / Public Sector Bank's/ Private Sector Bank's/</p>	Request to consider experience in any Government Sector Companies (Central/State PSUs) along with BFSI institutions or BFSI entities with an employee strength of at least 10,000.	We advise that existing terms and conditions as per the eligibility criteria shall prevail.

			BFSI in India/ Globally, and II. With employee strength of at least 25000 and		
31	28	Appendix B	Documents to be submitted 5. Copy of the order and/or Certificate of completion of the work.	We are bound by confidentiality under the Engagement Letter/Agreement signed with the clients due to which we may not be able to share the engagement letter, Copy of the order or Certificate of completion of the work. Request for a self-declaration signed by authorized signatory to be accepted as supporting document in such cases. We request to amend the criteria as "Copy of the order and/or Certificate of completion of the work and/or client email confirmation and/or self-declaration by authorized signatory "	We advise that existing terms and conditions as per the eligibility criteria shall prevail.
32	43	Appendix F	Format for submission of client queries	While we are happy to provide client references as required, the project value for several of our engagements is deemed confidential. We kindly request that indicative ranges be accepted for such cases.	Indicative ranges may also be accepted.
33	45	Appendix H	Past/present litigations, disputes, if any pertaining to the bidder (Refer S. No. 7 of Appendix-B)	It is expected to share litigation details in Appendix H. However, please note that we are bound by confidentiality under the Engagement Letter/Agreement signed with the clients, and we won't be able to share these details. We suggest to accept self-declaration by authorized signatory to be accepted stating that the pending litigations will have no adverse effect on the business of the company or its ability	No change in EOI terms and conditions. Bidder is required to provide details as per Appendix H. However, in case there is no such past/ present litigations, disputes, as sought in S. No. 7 of Appendix B of the EOI, the Bidder may provide self-certificate on Company's letter head that <i>"We hereby certify that as on the date of submission of Bid for this EOI, we do not have any past /</i>

				to perform its obligations under the agreement.	<i>present litigation which adversely affects our participation or ability to perform our obligations under this EOI.”</i>
34	31	Module 2: Talent Management Framework, Capability Building & Future Readiness Define, Design and Implement i. Talent Management and Future Ready Employees	Identify skill gaps and capabilities through skill diagnostic.	Could you please clarify the total no. of employees that need to be assessed under the skill diagnostic?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
35	32	Module 2: Talent Management Framework, Capability Building & Future Readiness Define, Design and Implement i. Talent Management and Future Ready Employees	Build a centralized and dynamic master skill inventory listing workforce competencies and role-wise skills & competencies requirements.	Could you please clarify how many unique job roles exist in the bank?	Please refer to Clause 7(ii) on page number 10 of EOI document. **

36	32	Module 2: Talent Management Framework, Capability Building & Future Readiness Define, Design and Implement i. Talent Management and Future Ready Employees	Link priority skills to upskilling and reskilling pathways.	Could you please clarify how many employees are expected to undergo upskilling/reskilling as part of future-readiness?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
37	32	Module 2: Talent Management Framework, Capability Building & Future Readiness Define, Design and Implement i. Talent Management and Future Ready Employees	Design structured and tiered career progression pathways.	Are structured career progression pathways expected to be designed for all unique job roles - please confirm.	Please refer to Clause 7(ii) on page number 10 of EOI document. **
38	33	Module 3: Manpower Assessment & Planning Define, Design and Implement i. Strategic	Staff requirement should be assessed based on scientific formulas and algorithms with various parameters including, unit size, category, location, business potential, volume of transactions etc.	Could you please clarify how many branches/zones/functions are to be covered under manpower assessment?	Please refer to Clause 7(ii) on page number 10 of EOI document. **



		Workforce Planning			
39	33	Module 4: Employer Branding, Employee Engagement And EVP Define, Design and Implement i. Employer Branding, Employee Experience and EVP	Design and implement internal engagement models/ toolkits, with tailored engagement needs across segments, embedding EVP into the employee experience across all ELC stages	Could you please clarify how many employee segments (e.g., young talent, rural branch staff) need tailored engagement models?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
40	34	Module 5: Recruitment Define, Design and Implement i. Revamp & Digitization of Recruitment Workflow	Develop or recommend realistic job preview model to provide a balanced view of jobs.	Could you please clarify how many roles and levels require psychometric assessments or job previews?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
41	35	Module 6: Onboarding Define, Design and Implement i. Seamless	Redesign and implement a standardized onboarding journey using digital pre-joining modules and induction sessions to reduce time and inconsistencies.	Could you please clarify how many different onboarding journeys (e.g., lateral, entry-level, contract) need to be mapped?	Please refer to Clause 7(ii) on page number 10 of EOI document. **

		Onboarding Experience			
42	39	Module 10: Leadership Development & Succession Planning Define, Design and Implement i. Build Future-Ready Leadership Pipeline	Design differentiated and structured leadership grooming journeys and training programs tailored to the cohorts/roles.	Could you please clarify how many leadership levels (e.g., DGM, GM, CGM) are in scope for development journeys?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
43	39	Module 10: Leadership Development & Succession Planning Define, Design and Implement i. Build Future-Ready Leadership Pipeline	Design differentiated and structured leadership grooming journeys and training programs tailored to the cohorts/roles.	Could you please clarify how many custom training journeys are to be developed for leadership cohorts?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
44	39	Module 10: Leadership Development & Succession Planning Define, Design and Implement ii. Succession Planning	Introduce online assessment to factor-in the leadership styles.	Could you please clarify how many employees will go through online leadership assessments?	Please refer to Clause 7(ii) on page number 10 of EOI document. **

45	28	Appendix B-Bidder Eligibility criteria, point 5	Copy of the order and/or Certificate of completion of the work.	Can we please add an option of CA certification as a valid proof of completion?	We advise that existing terms and conditions as per the eligibility criteria shall prevail.
46	8	3, iv	The Bank, its employees and advisors make no representation or warranty and shall have no liability to any person, including any Bidder under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expense which may arise from or be incurred or suffered on account of anything contained in this EOI or otherwise, including the accuracy, adequacy, correctness, completeness or reliability of the EOI and any assessment, assumption, statement or information contained therein or deemed to form or arising in any way for participation in this EOI.	In accordance with standard industry practice, our aggregate liability under this RFP and in connection with any work order/agreement and in connection with the services shall be for direct damages only and shall, in all circumstances and events, be limited to one time the fees paid to us under the engagement. We shall not be liable for any indirect or consequential losses.	We advise that existing terms and conditions as per the eligibility criteria shall prevail.
47	31	Appendix C		Whether the Bank has any preferred Agencies/Vendors for Background verification in recruitment or the Consultant would be expected to recommend solutions/ vendors for the same as part of scope of work.	We advise that the Bank does not have any preferred agencies or vendors for Background verification in recruitment. **
48	12	9(ii)(a)	Literature on proposed solutions /services should be segregated and kept in one section.	Please clarify the expected level of depth and format expected for this section; Should it present a high-level conceptual overview of proposed solutions, or include detailed methodological and tool-specific descriptions with implementation steps?	We advise that the proposed solutions and implementation steps are required to be submitted at the RFP stage.

49	31	Module 1: HR Strategy, Operating Model and Technology	HR Operating Model ▪Review the existing HR structure and operations in the Bank.	Should this deliverable be limited to a diagnostic of the current operating model, or are we also expected to design and propose a future-state operating model?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
50	31	Module 1: HR Strategy, Operating Model and Technology	Recommend technology and AI-powered enablers to support the future-state technology architecture, ensuring integration with the existing systems for continuity and scale.	Could you please specify which ATS/ Performance management/ offboarding platforms are currently in use?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
51	31	Module 1: HR Strategy, Operating Model and Technology	Recommend technology and AI-powered enablers to support the future-state technology architecture, ensuring integration with the existing systems for continuity and scale.	Could you please specify whether a decision has already been made on the future HRMS or any overarching HR strategy or vision that this architecture should align to?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
52	31	Module 1: HR Strategy, Operating Model and Technology	Design future-state HR technology architecture; recommend AI-powered enablers.	Please clarify whether the scope includes end-to-end design and implementation of a new HR tech stack or only enhancements and integrations with the existing HRMS platform.	Please refer to Clause 7(ii) on page number 10 of EOI document. **
53	31	Module 1: HR Strategy, Operating Model and Technology	Develop real-time dashboards for data-driven insights.	Are there any specific HR/ELC elements you have in mind that these dashboards should focus on? Is there a central data lake for various HRMS, ATS and LMS data points?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
54	31	Module 1: HR Strategy, Operating Model and Technology	Design Future-State HR Technology Architecture with implementation plan.	Are we expected to provide end-to-end implementation support for the recommended technology enablers or only strategic recommendations and implementation roadmap	Please refer to Clause 7(ii) on page number 10 of EOI document. **

55	31	Module 2: Talent Management Framework, Capability Building & Future Readiness	Identify skill gaps and capabilities through skill diagnostic.	<p>Our understanding is that the consultant's responsibility is to design assessments to baseline both technical and behavioural skills across SBI at all levels; please validate this understanding. We also understand that the consultant is only expected to design the skills assessments, while implementation or conducting the assessments is out of scope.</p> <p>In case third-party assessments are recommended, SBI will handle the contracting; Please confirm if this is correct.</p> <p>Finally, please confirm that the assessment design applies exclusively to permanent employees of the bank and associated roles.</p>	Please refer to Clause 7(ii) on page number 10 of EOI document. **
56	31	Module 1: HR Strategy, Operating Model and Technology	Develop real-time dashboards for data-driven insights to support decision-making in strategy as well as operations.	Does the scope include implementing dashboards within the bank's HR systems, or is the consultant's role limited to designing possible dashboards and defining metrics to be tracked by the bank?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
57	31	Module 1: HR Strategy, Operating Model and Technology	<p>HR Operating Model</p> <p>■Design Change Management, training and implementation plan to drive adoption.</p>	<p>Is the scope of change management, training, and adoption expected to cover all modules of the HR and AI-powered tools and enablers?</p> <p>Does the training scope include only planning and facilitation, or does it also require content creation and delivery?</p> <p>What is the scope of work in terms of the</p>	Please refer to Clause 7(ii) on page number 10 of EOI document. **

				number of impacted employees and branches across India?	
58	32	Module 2: Talent Management Framework, Capability Building & Future Readiness	Deploy personalized and uniform digital learning using AI-tools and integrate with the Bank's existing Learning & Development ecosystem based on role and skill cluster.	Are we expected to recommend specific AI learning platforms/ vendors, or only outline functional requirements for SBI to procure?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
59	32	Module 2: Talent Management Framework, Capability Building & Future Readiness	Build a centralized and dynamic master skill inventory listing workforce competencies and role-wise skills & competencies requirements.	Could you please provide insights on the number of unique roles that will be included in the scope of this exercise?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
60	32	Module 2: Talent Management Framework, Capability Building & Future Readiness	Build dashboards to monitor capability building and career progression, trends and feedback.	Could you please help us understand which user personas are these dashboards intended for?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
61	32	Module 2: Talent Management Framework, Capability Building & Future Readiness	Conduct 360-degree capability assessments and design framework for segmentation of workforce by criticality, scale, role-readiness, digital readiness.	Our understanding is that the consultant is required to design the 360-degree assessment based on the skills framework. Roll out of the assessment is not in the scope. Please validate.	Please refer to Clause 7(ii) on page number 10 of EOI document. **

62	32	Module 2: Talent Management Framework, Capability Building & Future Readiness	Define a bank-wide skill program for capability development.	Please confirm if the skills program need to cover both technical and behavioural competencies. This is a board ask from the Bank. Could you provide details such as no. of employees, specific levels in scope, type of learning (digital / classroom) etc. Our assumption is that the skills program only need designed in terms of the curriculum and content design or curation is out of scope. Please confirm. We understand that SBI already has a very strong ecosystem of ATIs and SBILDs that drives capability building for both technical and behavioural skills. What is the expectation from the consultation? For ex. will SBI shortlist certain capabilities at the time of the project execution?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
63	32	Module 2: Talent Management Framework, Capability Building & Future Readiness	Link priority skills to upskilling and reskilling pathways.	Our understanding is that the consultant is expected to design learning pathways for priority skills. Kindly validate.	Please refer to Clause 7(ii) on page number 10 of EOI document. **
64	32	Module 2: Talent Management Framework, Capability Building & Future Readiness	Deploy personalized and uniform digital learning using AI-tools and integrate with the Bank's existing Learning & Development ecosystem based on role and skill cluster.	We understand that the consultant is not required to design digital content and is only expected to assist SBI with deploying the content; please confirm if this is correct. We are also aware that SBI has already implemented an AI-based LMS for learning deployment. Given this context, could you clarify the specific role and	Please refer to Clause 7(ii) on page number 10 of EOI document. **

				responsibilities expected of the consultant?	
65	32	Module 3: Manpower Assessment & Planning	<p>Design, recommend and implement end-to-end analytics powered solutions for short- and long-term manpower assessment and planning, ascertaining vacancies for recruitment, promotions and transfers of the employees as per bank guidelines and future requirements.</p> <p>Staff requirement should be assessed based on scientific formulas and algorithms with various parameters including, unit size, category, location, business potential, volume of transactions etc.</p>	What is the time period (in months/years) that a consultant should take into consideration for short- and long-term duration while conducting manpower planning?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
66	32	Module 2: Talent management & future readiness employees	Identify skill gaps and capabilities through skill diagnostic.	Will the diagnostic include behavioural, technical, or functional skills (or all three)?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
67	32	Module 2: Talent management & future readiness employees	Design a future-ready talent architecture aligned with the Bank's performance and growth goals and transition to a skill-based organization.	Is the organization planning a complete shift to a skill-based model, or will it adopt a hybrid approach that combines both positions and skills?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
68	32	Module 2: Talent management & future readiness employees	Build a centralized and dynamic master skill inventory listing workforce competencies and role-wise skills & competencies requirements.	<p>- How many total roles are to be included in the master skill inventory?</p> <p>- Will the skill inventory be built from scratch, or will it be refined from any existing inventory?</p>	Please refer to Clause 7(ii) on page number 10 of EOI document. **



				<ul style="list-style-type: none"> <li>- On average, how many skills or competencies are expected to be mapped per role?</li> <li>- Is the development of an industry-aligned taxonomy included within the scope?</li> </ul>	
69	32	Module 2: Talent management & future readiness employees	Link priority skills to upskilling and reskilling pathways.	Will the design of the career progression pathway incorporate elements such as required duration, prerequisites, and certifications? For how many roles will career progression pathways be developed?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
70	33	Module 4: Employer Branding, Employee Engagement and EVP	Assess the strengths and gaps of the Bank's EVP through feedback from external and internal stakeholders.	Could you please clarify who is considered an external stakeholder for this exercise (for example, alumni, customers, regulators, or industry partners)?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
71	33	Module 4: Employer Branding, Employee Engagement and EVP	Conduct research to understand the motivators and aspirations of next-generation talent.	Could you define the cohort(s) encompassed by 'next-generation talent' (e.g., Gen Y, Gen Z, early-career bankers)?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
72	33	Module 4: Employer Branding, Employee Engagement and EVP	<ul style="list-style-type: none"> <li>▪ Articulate a strong, differentiated and inclusive Employee Value Proposition that is aligned with public sector values and reflects organizational purpose, pride, values, growth and modern and progressive workplace attributes.</li> <li>▪ Design EVP positioning strategy with structured messaging framework to</li> </ul>	Does SBI have any existing EVP research or employee survey results that the consultant should leverage, or must a fresh diagnostic be conducted?	Please refer to Clause 7(ii) on page number 10 of EOI document. **

			strengthen external branding and talent attraction.		
73	34	Module 5: Recruitment	Integrate AI tools and intelligent solutions for resume screening, shortlisting, interviews, chatbots, communication etc. for faster shortlisting and quality of hire, MIS and predictive analysis.	Please clarify whether we are expected to do end-to-end implementation and integration of the recommended AI and intelligent recruitment solutions (e.g., vendor selection, tool configuration, integration, change management), or the scope is limited to strategic recommendations and solution design?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
74	34	Module 4: Employer Branding, Employee Engagement and EVP	Design internal branding and alumni branding framework to reinforce the Bank's employer position	Is the development of digital alumni portals or platforms within scope, or are we expected to provide only strategic recommendations?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
75	34	Module 5: Recruitment	Recommend tools/enablers and AI use cases across hiring stages for implementation ensuring compliance and integration with existing HRMS in the Bank.	Should we include detailed RFP drafts and vendor evaluation criteria for these tools, or is high-level recommendation sufficient?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
76	34	Module 5: Recruitment	Design real-time dashboards with data-driven insights to track key metrics such as quality of hire, time-to-hire, hiring source effectiveness, drop-out ratio etc.	<ul style="list-style-type: none"> <li>- Our understanding is that the dashboard needs to be designed, but not developed and deployed. Please confirm.</li> <li>- Which user personas will these dashboards serve?</li> <li>- What are the source systems for recruitment data?</li> <li>- Is there an existing standard definition for KPIs such as quality of hire, or does this need to be developed?</li> </ul>	Please refer to Clause 7(ii) on page number 10 of EOI document. **

77	34	Module Recruitment	5: Design or recommend digital psychometric evaluation models for different levels of hiring.	<p>For how many distinct hiring levels or job bands should psychometric evaluations be designed (for example, entry, mid, and leadership)?</p> <p>How many unique roles or job families are included in the hiring process?</p> <p>Is there an existing preferred model or tool currently in use?</p> <p>Should the psychometric evaluation be based on proprietary models or would you prefer recommendations from existing market solutions?</p> <p>Will the models assess cognitive ability, behavioural traits, personality, situational judgment, or all of these areas?</p>	Please refer to Clause 7(ii) on page number 10 of EOI document. **
78	35	Module Onboarding	6: Design Digital onboarding journey (30-60-90 Day Plans) using gamification.	Please confirm if we are expected to develop and deploy the digital onboarding platform with gamification features (content creation, game mechanics, platform build), or to deliver only a detailed design blueprint and vendor-evaluation criteria.	Please refer to Clause 7(ii) on page number 10 of EOI document. **
79	35	Module Onboarding	6: <ul style="list-style-type: none"> <li>Identify external vendors/tools and monitor implementation.</li> <li>Develop tools for tracking onboarding completion.</li> </ul>	Is the scope limited to recommending external vendors and providing an implementation oversight framework, or must we also configure/develop the onboarding-tracking tools and actively manage their deployment?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
80	35	Module Onboarding	6: Design and develop business-outcome based learning modules including compliance, branch tours, role simulations, case studies, soft skills, digital skills etc.	Does 'develop' here require end-to-end creation of learning content (including storyboarding, content authoring), or only defining learning objectives, module	Please refer to Clause 7(ii) on page number 10 of EOI document. **

				outlines, and assessment criteria for SBI/third-party content teams to build?	
81	36	Module:7 Performance Management	Design a Holistic and Agile Performance Assessment and Management Framework with benchmarking industry best practices.	Will the design of tools be included as part of the assignment?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
82	36	Module:7 Performance Management	Design and recommend analytics-driven Productivity Enhancement Opportunities & Key Areas Measurement solution.	Is analytics expected to be rule-based, machine learning-driven, or diagnostic/statistical?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
83	36	Module:7 Performance Management	Design and recommend analytics-driven Productivity Enhancement Opportunities & Key Areas Measurement solution.	Is the bank currently using any tool for this purpose?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
84	36	Module:7 Performance Management	Incorporate functional, behavioral, technical and compliance metrics to ensure holistic evaluation.	Are separate competency frameworks available for functional, behavioural, and technical dimensions?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
85	36	Module:7 Performance Management	Design and develop a 9-box talent grid in assessment incorporating performance and potential dimensions to identify high potential talent.	How many employees will be mapped to the 9-box grid? How is "potential" currently assessed — through assessments, ratings, manager input, etc.?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
86	36	Module:7 Performance Management	Redefine measurable and non-measurable roles aligned with business outcomes.	How many roles are currently classified as measurable vs non-measurable?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
87	36	Module:7 Performance Management	Rationalize KRAs to improve clarity, measurability and alignment and remove redundancies.	For how many unique roles/grades do KRAs need to be rationalized?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
88	36	Module:7 Performance Management	Define transition approach from traditional KRAs to agile OKRs, wherever required.	How many departments/functions will transition to OKRs? Will OKRs be top-down aligned or team-level autonomous?	Please refer to Clause 7(ii) on page number 10 of EOI document. **

89	36	Module:7 Performance Management	Define transition approach from traditional KRAs to agile OKRs, wherever required.	Will we be required to rationalize KRAs for all roles and recommend agile OKRs only for a select few roles based on business needs?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
90	36	Module:7 Performance Management	Design skill & capability-aligned posting framework and recommend solutions for automated Skill and Role Match based Postings and link with manpower planning, which may consider, inter-alia, job history, transfer history/ preferences, performance score, career path, minimum exposure requirements, geography.	Are all the criteria mentioned here already available, or does the scope also involve designing some elements? Please clarify.	Please refer to Clause 7(ii) on page number 10 of EOI document. **
91	36	Module:7 Performance Management	Recommend framework for performance & potential-linked career progression with transparency and merit-based criteria.	Will the framework apply to all grades or only to managerial and supervisory roles? Should the framework be linked to PMS scores and 9-box grid assessments?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
92	36	Module:7 Performance Management	Design and develop a framework for personalized career motivation/ development of high potential performers as well as course-correction/ mentoring requirements based on combination of all metrics.	How many employees will be considered "high potential" for targeted development? Should the course-correction/mentoring design include manager nudges, coaching, or alerts? Is personalized development to be automated or manually curated?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
93	36	Module:7 Performance Management	Train HR teams to interpret performance scorecards and use system recommendations for making posting decisions.	Please elaborate on the performance scorecards referenced here. Are these the same as the performance scorecards mentioned in the succession planning section? Which user personas will these scorecards serve, and will they be designed only for the individual level or	Please refer to Clause 7(ii) on page number 10 of EOI document. **

				also aggregated to the department and organization levels? Additionally, does a data lake currently exist to store and access this data?	
94	37	Module 8: Employee Wellbeing	Design and develop wellbeing dashboards integrated into the Bank's HRMS to track and monitor the initiatives' adoption, feedback and impact.	What kind of data is currently captured regarding employee well-being? Which existing source systems are expected to be leveraged for this data? Is the data primarily sourced from Microsoft 365 tools (such as Viva Insights), or are there other systems involved?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
95	37	Module 8: Employee Wellbeing	Define & design the EAP and a scalable proactive support model to address mental health and wellbeing with identification-empowerment-curative approach. Recommend tools/ platforms with tailor-made solutions to enable end-to-end delivery and management of EAPs.	Is the consultant expected to propose external 3rd party vendor(s) for this activity based on which SBI can eventually take a decision?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
96	37	Module 8: Employee Wellbeing	Identify diverse wellness needs based on employee life cycle stages.	How many ELC stages should be considered (e.g., onboarding, mid-career, pre-retirement)? Should the assessment include focus groups or surveys — and for how many employees?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
97	37	Module 8: Employee Wellbeing	Design structured work-life balance, preventive care, fitness, education and mental health campaigns, professional counseling support across ELC stages.	How many employees will be covered under the EAP program? Should campaigns be tailored to regions, departments, or life stages? Will these include digital toolkits, events, workshops, or app integrations?	Please refer to Clause 7(ii) on page number 10 of EOI document. **

98	37	Module 8: Employee Wellbeing	Design and develop wellbeing dashboards integrated into the Bank's HRMS to track and monitor the initiatives' adoption, feedback and impact.	Could you please clarify how many user personas are expected for the dashboards, specifically for HR, leadership, and employees?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
99	37	Module 8: Employee Wellbeing	Develop enablement toolkit for mentors to support structured engagement and guidance.	What type of resources are expected (for example, conversation guides, escalation matrix, or reporting templates)? How many mentors will need to be trained?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
100	38	Module 9: Off Boarding and Post Retirement	Market leading practices of global companies in post-retirement positioning and alumni engagement.	Please clarify the definition of 'global companies' for this benchmark—should it include only large financial institutions (public/private), or extend to global corporations across industries with best-in-class alumni programs.	Please refer to Clause 7(ii) on page number 10 of EOI document. **
101	38	Module 9: Off Boarding and Post Retirement	Build an alumni-powered community network for knowledge sharing and communication	Are we expected to draft technical specifications for a community platform, configure/deploy an off-the-shelf solution, or simply define the governance, engagement model, and content strategy for the alumni network?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
102	38	Module 9: Off Boarding and Post Retirement	Develop alumni network and engagement platforms.	Are we expected to deliver a technical specification document for an alumni platform, or expected to implement/configure the solution?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
103	38	Module 9: Off Boarding and Post Retirement	Design partnership model with firms providing services for reskilling and second-career support for retirees.	<ul style="list-style-type: none"> <li>- How many retirees are expected to be supported annually?</li> <li>- What types of services should be included (for example, digital skills training)?</li> <li>- Should partnerships be formed at the national, regional, or local level?</li> <li>- Are there any pre-identified vendors, or</li> </ul>	Please refer to Clause 7(ii) on page number 10 of EOI document. **

				should vendor selection be included in the scope?	
104	38	Module 9: Off Boarding and Post Retirement	Design content and strategy for alumni engagement among retirees, between alumni and current employees and between Bank and retirees.	<ul style="list-style-type: none"> <li>- How many alumni/retirees does the Bank currently have on record?</li> <li>- What type of content is expected — newsletters, events, mentoring opportunities, forums?</li> <li>- Should the engagement be digital (e.g., portal, app), physical (events), or both?</li> <li>- Is there a need to create engagement segments (e.g., by year of retirement, function, region)?</li> </ul>	Please refer to Clause 7(ii) on page number 10 of EOI document. **
105	38	Module 9: Off Boarding and Post Retirement	Design framework for capturing knowledge and archiving institutional expertise digitally.	How many roles or functions are to be included in the knowledge archive? Is knowledge capture expected from retirees, tenured employees, or both? What format is preferred for capturing this knowledge—for example, interviews, standard operating procedures, case repositories, or video archives?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
106	38	Module 9: Off Boarding and Post Retirement	<p>Design structured image-building framework for high-performing senior officials nearing retirement.</p> <p>Design dedicated training and mentorship programs for post-retirement career aspirations of senior executives such as board readiness training, leadership coaching etc.</p> <p>Design partnership model with executive search firms for strategic placement in top jobs, including</p>	Are we expected to help shortlist any vendors as well? Or define criteria for vendor shortlisting?	Please refer to Clause 7(ii) on page number 10 of EOI document. **



			assistance on skill alignment, resume/interviews.		
107	39	Module 11: Unified Communication Platform	Design an effective communication strategy to engage with the employees internally.	Does the scope include actual implementation of communication platforms (e.g., intranet deployment), or only strategic blueprint and process guidelines?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
108	39	Module 10: Leadership Development & Succession Planning	Build a leadership competency framework and skill profile to ensure readiness for critical leadership roles.	How many unique critical roles has SBI currently identified? Have success profiles already been created for these roles?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
109	39	Module 10: Leadership Development & Succession Planning	Design differentiated and structured leadership grooming journeys and training programs tailored to the cohorts/roles.	Our understanding is that the consultant's role is to design the overall development program and the associated curriculum, while content creation and program execution or facilitation are not within the scope—please validate this understanding. Given that SBIL is already extensively involved in designing leadership programs, could you please clarify the specific expectations from the consultant?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
110	39	Module 10: Leadership Development & Succession Planning	Institutionalize leadership development and governance.	Our current understanding is that we are expected to define a governance framework that outlines who within SBI will be accountable for the execution of the development programs. Please validate.	Please refer to Clause 7(ii) on page number 10 of EOI document. **
111	39	Module 10: Leadership Development &	Identify high-potential employees based on objective criteria and	We understand that the consultant is only expected to create the framework for identification of High Potential employees.	Please refer to Clause 7(ii) on page number 10 of EOI document. **

		Succession Planning	performance scorecards integrated into the PMS cycle.	Execution of this activity is out of scope. Please validate.	
112	39	Module 10: Leadership Development & Succession Planning	Introduce online assessment to factor-in the leadership styles.	Our understanding is that the consultant is required to design the assessments. Roll out of assessments is out of scope of this engagement. Please validate.	Please refer to Clause 7(ii) on page number 10 of EOI document. **
113	39	Module 10: Leadership Development & Succession Planning	Identify key leadership skills and success profiles.	How many leadership levels or cohorts should be covered (e.g., CXO, GM, DGM)? Should success profiles vary by function (e.g., operations vs credit vs risk)?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
114	39	Module 10: Leadership Development & Succession Planning	Assess current-state skill gaps in the Bank through skill diagnostics.	How many leaders should be assessed across levels (approximate number)? What assessment methods are preferred — self-assessment, 180/360, external tools? Should the diagnostics include behavioural, technical, and strategic leadership dimensions?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
115	39	Module 10: Leadership Development & Succession Planning	Design differentiated and structured leadership grooming journeys and training programs tailored to the cohorts/roles.  Design structured mentorship framework to build, inter-alia, strategic thinking, people management, cross generational learning and decision-making skills for future readiness.	How many leadership journeys are to be created (e.g., for 3 levels or 5 roles)? Should mentorship be formal (tracked and timed) or informal? What mentoring formats are expected — 1:1, group, reverse, peer?	Please refer to Clause 7(ii) on page number 10 of EOI document. **

116	39	Module 10: Leadership Development & Succession Planning	Institutionalize leadership development and governance.	What kind of policy documents or frameworks need to be developed?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
117	39	Module 10: Leadership Development & Succession Planning	Design and develop succession planning dashboards defined by objective criteria, role requirements and employee matching.	How many roles should have defined succession plans? Should the dashboard integrate with HRMS/PMS or be standalone?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
118	39	Module 10: Leadership Development & Succession Planning	Identify high-potential employees based on objective criteria and performance scorecards integrated into the PMS cycle.	Will identification include psychometric tools or manager nominations?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
119	39	Module 10: Leadership Development & Succession Planning	Design and develop tailored growth plans for high potential employees.	How many growth plans are expected (individualized or role-based)? Should growth plans include training, exposure, rotation, stretch roles?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
120	39	Module 10: Leadership Development & Succession Planning	Introduce online assessment to factor-in the leadership styles.	For how many leaders, should online assessments be conducted? What types of assessments are required — personality, decision-making, style-fit?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
121	39	Module 10: Leadership Development & Succession Planning	Introduce online assessment to factor-in the leadership styles.	Given limitation of how online assessments work, for senior leadership, would the bank be open to an approach that includes in-person assessments as well?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
122	39	Module 10: Leadership Development &	Design dashboards to track progress, measure and review succession readiness periodically.	Do these dashboards need to be only designed, or is development and	Please refer to Clause 7(ii) on page number 10 of EOI document. **

		Succession Planning		integration also expected as part of the scope?	
123	39	Module 11: Unified Communication Platform	Identification/Study/Research I. Review internal communication processes and channels in the Bank. ii. Assess current-state gaps in internal communication. iii. Benchmark best practices and solutions from leading companies.	What kind of support will SBI provide to Bidder in accessing existing communication channels and identifying gaps? Which specific SBI team will Bidder be collaborating with for this work?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
124	39	Module 11: Unified Communication Platform	Define, Design and Implement I. Effective Communication Strategy ▪Design an effective communication strategy to engage with the employees internally. ▪Rationalization of downstream communication, uniform communication of Bank priorities across all levels, two-way communication & feedback. ▪Recommend approaches, methodologies/ workflows and solutions.	Is the expectation for this assignment limited to assessing the current state and creating the communication strategy and plan, or does it also include enabling and upskilling the existing SBI team—including knowledge enhancement, handholding, and creating supporting collaterals?	Please refer to Clause 7(ii) on page number 10 of EOI document. **
125	27	Appendix B		Request to consider work experience in other Public Sector Organizations in addition to BFSI sector as mentioned in the eligibility criteria.	We advise that existing terms and conditions as per the eligibility criteria shall prevail.
126	31	Appendix C		With reference to dashboard requirement mentioned in the scope of work, kindly clarify whether the consultant is required to both design and deploy the dashboards and the different levels of usage of dashboards as part of scope of work.	Please refer to Clause 7(ii) on page number 10 of EOI document. **

127	31	Appendix C		Kindly confirm whether SBILDs/ ATIs / Strategic Training Unit at SBI will also be covered under the scope of work for the HR Transformation.	Please refer to Clause 7(ii) on page number 10 of EOI document. ** We clarify that employee lifecycle covers all employees of the organization.
128	8	3(iv)	The Bank, its employees and advisors make no representation or warranty and shall have no liability to any person, including any Bidder under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expense which may arise from or be incurred or suffered on account of anything contained in this EOI or otherwise, including the accuracy, adequacy, correctness, completeness or reliability of the EOI and any assessment, assumption, statement or information contained therein or deemed to form or arising in any way for participation in this EOI	The Bank, its employees and advisors make no representation or warranty except as expressly stated in this EOI and shall have no liability to any person, including any Bidder under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expense which may arise from or be incurred or suffered on account of anything contained in this EOI or otherwise, including the accuracy, adequacy, correctness, completeness or reliability of the EOI and any assessment, assumption, statement or information contained therein or deemed to form or arising in any way for participation in this EOI. Notwithstanding the foregoing, the Bank shall be responsible for any losses or damages arising from willful misconduct or gross negligence.	No Change in the terms and conditions of the EOI.
129	8	3(v)	The Bank also accepts no liability of any nature whether resulting from negligence or otherwise, howsoever caused arising from reliance of any Bidder upon the statements contained in this EOI.	The Bank also accepts no liability of any nature whether resulting from negligence or otherwise, howsoever caused arising from reliance of any Bidder upon the statements contained in this EOI. However, the Bank shall remain liable due	No Change in the terms and conditions of the EOI.

				to the losses arising due to willful misconduct, fraud or gross negligence.	
130	8	3. vi	The Bidder is expected to examine all instructions, forms, terms and specifications in this EOI. Failure to furnish all information required under this EOI or to submit a Bid not substantially responsive to this EOI in all respect will be at the Bidder's risk and may result in rejection of the Bid.	The Bidder is expected to examine all instructions, forms, terms and specifications in this EOI. Failure to furnish all information required under this EOI or to submit a Bid not substantially responsive to this EOI in all respect will be at the Bidder's risk and may result in rejection of the Bid. The Bank shall allow Bidders reasonable clarification or corrections in case of minor error or deviation.	No Change in the terms and conditions of the EOI.
131	8	3. vii	The issue of this EOI does not imply that the Bank is bound to select a Bidder or subsequently to award the contract to the shortlisted Bidder, as the case may be, for the project and the Bank reserves the right to reject all or any of the Bids or Bidders without assigning any reason	The issue of this EOI does not imply that the Bank is bound to select a Bidder or subsequently to award the contract to the shortlisted Bidder, as the case may be, for the project and the Bank reserves the right to reject all or any of the Bids or Bidders in a transparent manner after providing reasonable justifications.	No Change in the terms and conditions of the EOI.
132	11	9.ii.b	The Bid document shall be complete in accordance with various clauses of the EOI document or any addenda/ corrigenda or clarifications issued in connection thereto, duly signed by the authorized representative of the Bidder. Board resolution authorizing representative to Bid and make commitments on behalf of the Bidder is to be attached.	The Bid document shall be complete in accordance with various clauses of the EOI document or any addenda/ corrigenda or clarifications issued in connection thereto, duly signed by the authorized representative of the Bidder. Board resolution authorizing representative to Bid.	No Change in the terms and conditions of the EOI.
133	12	9.ii.i.	The Bank reserves the right to reject Bids not conforming to above.	The Bank reserves the right to reject Bids after providing reasonable justification.	No Change in the terms and conditions of the EOI.

134	14&16	13 and 14	CODE OF INTEGRITY AND DEBARMENT/BANNING	Request to delete the clauses relating to debarment, holiday listing and banning specifically in case of non-performance, failure of abide by terms and conditions, failure to sign agreement, failure to provide performance guarantee etc	No Change in the terms and conditions of the EOI.
135	19 and 21		<p>i. Lodgement of an EOI is evidence of a Bidder's consent to comply with the terms and condition of Request for EOI process and subsequent bidding process. If a Bidder fails to comply with any of the terms, its EOI may be summarily rejected.</p> <p>ii. Wilful misrepresentation of any fact within the Bid will lead to the disqualification of the Bidder without prejudice to other actions that the Bank may take. All the submissions, including any accompanying documents, will become property of the Bank. The Bidders shall be deemed to license, and grant all rights to the Bank, to reproduce the whole or any portion of their Bid document for the purpose of evaluation and to disclose the contents of submission for regulatory and legal requirements.</p> <p>iii. Bidders must advise the Bank immediately in writing of any material change to the information contained in the EOI application, including any substantial change in their ownership or their financial or technical</p>	<p>i. Lodgement of an EOI is evidence of a Bidder's consent to comply with the terms and condition of Request for EOI process and subsequent bidding process. If a Bidder fails to comply with any of the terms, the Bidder shall be notified in writing of such non-compliance and shall provide the Bidder opportunity to cure such non-compliance within reasonable time.</p> <p>ii. Wilful misrepresentation of any fact within the Bid will lead to the disqualification of the Bidder without prejudice to other actions that the Bank may take. All the submissions, including any accompanying documents, will become property of the Bank only for the purpose of evaluation or this RFI/ EOI. However the ownership of proprietary or confidential information, trademarks or copyrighted materials shall remain with the Bidder. The Bidders shall be deemed to license, and grant all rights to the Bank, to reproduce the whole or any portion of their Bid document for the purpose of evaluation and to disclose the contents of submission for regulatory</p>	No Change in the terms and conditions of the EOI.

		<p>capacity. Copies of relevant documents must be submitted with their advice. For shortlisted Bidders, this requirement applies until a contract is awarded as a result of subsequent bidding process.</p> <p>iv. Shortlisted Bidders must not advertise or publish the same in any form without the prior written consent of SBI.</p> <p>v. Brief overview of the proposed procurement/scope of work given in this document may be further elaborated, viz., more details may be included in the Request for Proposal (RFP) document to be issued as a result of evaluation process of EOIs.</p> <p>vi. The Bank reserves the right to formulate any terms &amp; conditions while framing the RFP, even if these are in variance with the terms provided in this EOI. Further, the Bidders shall have no claim in this regard.</p> <p>vii. The Bank shall have the right to cancel the EOI process itself at any time, without thereby incurring any liabilities to the affected Bidders. Reasons for cancellation, as determined by the Bank in its sole discretion include but are not limited to, the following:</p>	<p>and legal requirements. Such license shall be limited, non- exclusive, non-transferable, and only for the purpose of this RFI/EOI and compliance with applicable laws. Any disclosure to third parties shall be subject to prior written consent, except where legally mandated.</p> <p>iii. Bidders must advise the Bank immediately in writing of any material change to the information contained in the EOI application, including any substantial change in their ownership or their financial or technical capacity. Subject to confidentiality obligations and only if such documentation is legally required copies of relevant documents must be submitted with their advice. For shortlisted Bidders, this requirement applies until a contract is awarded as a result of subsequent bidding process.</p> <p>iv. Shortlisted Bidders must not advertise or publish the same in any form without the prior written consent of SBI.</p> <p>v. Brief overview of the proposed procurement/scope of work given in this document may be further elaborated, viz., more details may be included in the Request for Proposal (RFP) document to be issued as a result of evaluation process of EOIs.</p>	
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			<p>a. Services contemplated are no longer required.</p> <p>b. Scope of work not adequately or clearly defined due to unforeseen circumstances and/or factors and/or new developments.</p> <p>c. The project is not in the best interest of the Bank.</p> <p>d. Any other reason.</p>		
136	24	Appendix A	<p>Bid Form</p> <p>We have examined the above EOI, the receipt of which is hereby duly acknowledged and subsequent pre-bid clarifications/ modifications / revisions, if any, furnished by the Bank. We submit our bid and shall abide by the terms and conditions spelt out in the EOI.</p> <p>i. While submitting this Bid, we certify that:</p> <ul style="list-style-type: none"> <li>▪ The undersigned is authorized to sign on behalf of the Bidder and the necessary support document delegating this authority is enclosed to this letter.</li> <li>▪ We declare that we are not in contravention of conflict of interest obligation mentioned in this EOI.</li> <li>▪ We have not induced or attempted to induce any other Bidder to submit or not to submit a Bid for restricting competition.</li> </ul> <p>ii. We undertake that, in competing for</p>	<p>Bid Form</p> <p>We have examined the above EOI, the receipt of which is hereby duly acknowledged and subsequent pre-bid clarifications/ modifications / revisions, if any, furnished by the Bank. Subject to the deviations submitted along with the bid proposal, we shall abide by the terms and conditions spelt out in the EOI.</p> <p>i. While submitting this Bid, we certify that:</p> <ul style="list-style-type: none"> <li>▪ The undersigned is authorized to sign on behalf of the Bidder and the necessary support document delegating this authority is enclosed to this letter.</li> <li>▪ We declare that we are not in contravention of conflict of interest obligation mentioned in this EOI.</li> <li>▪ We have not induced or attempted to induce any other Bidder to submit or not to submit a Bid for restricting competition.</li> </ul> <p>ii. We undertake that, in competing for the above EOI, we will strictly observe the laws against fraud and corruption in force</p>	No Change in the terms and conditions of the EOI.

		<p>the above EOI, we will strictly observe the laws against fraud and corruption in force in India namely “Prevention of Corruption Act 1988”.</p> <p>iii. We undertake that we will not offer, directly or through intermediaries, any bribe, gift, consideration, reward, favour, any material or immaterial benefit or other advantage, commission, fees, brokerage or inducement to any official of the Bank, connected directly or indirectly with this EOI process, or to any person, organization or third party related to this EOI in exchange for any advantage in the EOI, evaluation and shortlisting.</p> <p>v. We undertake that we will not resort to canvassing with any official of the Bank, connected directly or indirectly with the EOI process to derive any undue advantage. We also understand that any violation in this regard, will result in disqualification of bidder from further bidding process.</p> <p>v. It is further certified that the contents of our Bid are factually correct. We have not sought any deviation to the terms and conditions of this EOI. We also accept that in the event of any information / data / particulars proving to be incorrect, the Bank will have right to disqualify us</p>	<p>in India namely “Prevention of Corruption Act 1988”.</p> <p>iii. We undertake that we will not offer, directly or through intermediaries, any bribe, gift, consideration, reward, favour, any material or immaterial benefit or other advantage, commission, fees, brokerage or inducement to any official of the Bank, connected directly or indirectly with this EOI process, or to any person, organization or third party related to this EOI in exchange for any advantage in the EOI, evaluation and shortlisting.</p> <p>v. We undertake that we will not resort to canvassing with any official of the Bank, connected directly or indirectly with the EOI process to derive any undue advantage. We also understand that any violation in this regard, will result in disqualification of bidder from further bidding process. v. It is further certified that the contents of our Bid are factually correct. We also accept that in the event of any information / data / particulars proving to be incorrect, the Bank will have right to disqualify us from the EOI . vii. We understand that you are not bound to accept any Bid you may receive and you may reject this Bid by providing reason or giving any explanation whatsoever. viii. We hereby certify that our name does not appear in any “Caution” list of RBI / IBA or any other regulatory body for outsourcing</p>	
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			<p>from the EOI or any subsequent bidding process without prejudice to any other rights available to the Bank.</p> <p>vi. We certify that while submitting our Bid document, we have not made any changes in the contents of the EOI, read with its amendments/ clarifications provided by the Bank.</p> <p>vii. We understand that you are not bound to accept any Bid you may receive and you may reject all or any Bid without assigning any reason or giving any explanation whatsoever.</p> <p>viii. We hereby certify that our name does not appear in any “Caution” list of RBI / IBA or any other regulatory body for outsourcing activity.</p> <p>ix. We hereby certify that on the date of submission of Bid for this EOI, we are not under any debarment/blacklist period for breach of contract/ fraud/ corrupt practices by any Scheduled Commercial Bank/ Public Sector Undertaking/ State or Central Government or their agencies/ departments. We also certify that we have not been disqualified / debarred / terminated on account of poor or unsatisfactory performance and/or blacklisted by any Scheduled Commercial Bank / Public Sector Undertaking / State or Central Government or their Agencies /</p>	<p>activity. ix. We hereby certify that on the date of submission of Bid for this EOI, we are not under any debarment/blacklist period for breach of contract/ fraud/ corrupt practices by any Scheduled Commercial Bank/ Public Sector Undertaking/ State or Central Government or their agencies/ departments. We also certify that we have not been disqualified / debarred / terminated on account of poor or unsatisfactory performance and/or blacklisted by any Scheduled Commercial Bank / Public Sector Undertaking / State or Central Government or their Agencies / Departments at any time, during the last 3 years.</p> <p>x. We hereby certify that on the date of submission of Bid, we do not have any Service Level Agreement pending to be signed with the Bank for more than 6 months from the date of issue of purchase order.</p> <p>xi. We hereby certify that we have read the clauses contained in O.M. No. 6/18/2019- PPD, dated 23.07.2020 order (Public Procurement No. 1), order (Public Procurement No. 2) dated 23.07.2020 and order (Public Procurement No. 3) dated 24.07.2020 regarding restrictions on procurement from a bidder of a country which shares a land border with India. We further certify that we are not from such a country or if from a country, has been registered with competent authority. We</p>	
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			<p>Departments at any time, during the last 3 years. x. We hereby certify that on the date of submission of Bid, we do not have any Service Level Agreement pending to be signed with the Bank for more than 6 months from the date of issue of purchase order. xi. We hereby certify that we have read the clauses contained in O.M. No. 6/18/2019- PPD, dated 23.07.2020 order (Public Procurement No. 1), order (Public Procurement No. 2) dated 23.07.2020 and order (Public Procurement No. 3) dated 24.07.2020 regarding restrictions on procurement from a bidder of a country which shares a land border with India. We further certify that we are not from such a country or if from a country, has been registered with competent authority. We certify that we fulfil all the requirements in this regard and are eligible to participate in this EOI. xii. We, further, hereby undertake and agree to abide by all the terms and conditions stipulated by the Bank in the EOI document.</p>	<p>certify that we fulfil all the requirements in this regard and are eligible to participate in this EOI. xii. Subject to the deviations submitted along with the bid proposal, we, further, hereby undertake and agree to abide by all the terms and conditions stipulated by the Bank in the EOI document</p>	
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137	27	Appendix B	<p>7. Past/ present litigations, disputes, if any (Adverse litigations could result in disqualification, at the sole discretion of the Bank)</p> <p>Brief details of litigations, disputes, related to services being procured under this EOI or infringement of any third party Intellectual Property Rights by prospective Bidder or disputes among Bidder's Board of Directors, liquidation, bankruptcy, insolvency cases or cases for debarment/ blacklisting for breach of contract/ fraud/ corrupt practices by any Scheduled Commercial Bank/ Public Sector Undertaking/ State or Central Government or their Agencies/ Departments or any such similar cases, if any, are to be provided on Company's letter head. (As per Appendix H)</p>	<p>7. Bidder can provide the Litigation certificate which will confirm that to the best of bidder's knowledge there are no litigation with any Govt. Dept. or Bank which may adversely affect bidder's performance of obligations under the engagement resulting from this RFP.</p> <p>Brief details of litigations, disputes, related to services being procured under this EOI or infringement of any third party Intellectual Property Rights by prospective Bidder or disputes among Bidder's Board of Directors, liquidation, bankruptcy, insolvency cases or cases for debarment/ blacklisting for breach of contract/ fraud/ corrupt practices by any Scheduled Commercial Bank/ Public Sector Undertaking/ State or Central Government or their Agencies/ Departments or any such similar cases, if any, are to be provided on Company's letter head. (As per Appendix H)</p>	<p>We advise to continue with the existing terms and conditions of EOI document.</p> <p>Bidder is required to provide details as per Appendix-H.</p> <p>However in case there is no such past/present litigations, disputes as sought in S.No 7 of Appendix B of the EOI, the bidder may provide self certificate on Company's letter head that <i>"We hereby certify that as on the date of submission of Bid for this EOI, we do not have any past/present litigation which adversely affects our participation or ability to perform our obligations under this EOI"</i>.</p>
138	NIL	Additional Clauses		<p><b>Execution Infrastructure</b></p> <p>The BANK will provide necessary and adequate infrastructure to enable Bidder to fulfill its commitment for the assignment. This will be applicable for each Bidder Consultant associated with the project and will be arranged for and provided at no cost to Bidder. The infrastructure will include:</p> <p>i. Office space;</p>	<p>No Change in the terms and conditions of the EOI.</p>

				<p>ii. Hardware and software;</p> <p>iii. Computer consumable including stationery, printer ribbons/toner, magnetic storage media such as floppy disks, tapes, cartridges, DATs;</p> <p>iv. Office stationery and consumable;</p> <p>v. Secretarial assistance, if necessary at site;</p> <p>vi. Telephone, e-mail and fax facilities at site;</p> <p>vii. Photocopying assistance;</p> <p>viii. Meeting Room facilities including room equipped with a writing board, seating arrangements, computers/terminals, overhead projector and consumables. (pl. mention if any additional infrastructure is to be provided).</p> <p>The above-mentioned infrastructure will be required for work to be carried out at the site of BANK during regular working hours. BANK shall make arrangements to provide for the same beyond these hours such as after regular working hours and on holidays (excluding only compulsory national holidays), whenever required.</p>	
139	NIL	Additional Clauses		<p><b>Co-ordination</b></p> <p>BANK will provide timely clarifications and feedback sought by Bidder's Consultants during the period of this assignment. BANK will allocate a Project Co-ordinator to interact with Bidder, fix appointments</p>	No Change in the terms and conditions of the EOI.

				with various BANK Personnel and provide local assistance to Bidder's Consultants. The Project Co-ordinator will have necessary authorization from BANK to take decisions and give timely approvals as per the need of the project.	
140	NIL	Additional Clauses		<b>Assistance</b> The BANK will ensure, through its Project Co-ordinator, transfer of information, specification of mutually agreed change-requirements (Change Requests), availability of materials such as documents and equipment, meetings with relevant users and other personnel among other requisites for Bidder to understand and document the same for the purpose of time-bound formal approval by the BANK, before the service is undertaken by Bidder. Necessary and sufficient time will have to be spent by Users in BANK with Bidder personnel during this stage of the assignment.	No Change in the terms and conditions of the EOI.
141	NIL	Additional Clauses		<b>Methodology, Tools and Techniques</b> Bidder will use the methodology, tools and techniques as stated in the accompanying Technical Proposal. Any change in these, if desired by the BANK will need to be communicated to Bidder in writing with a reasonable notice period to allow for an assessment of their impact, if any, on schedule, technical requirements, feasibility and cost.	No Change in the terms and conditions of the EOI.

142	NIL	Additional Clauses		<b>Deliverables</b> The deliverables will be as per the details of the deliverables provided in the accompanying Technical Proposal.	No Change in the terms and conditions of the EOI.
143	NIL	Additional Clauses		<b>Acceptance of Deliverables</b> BANK will carry out acceptance of deliverables (for the deliverables which are subject to acceptance procedure) as per the schedule presented in the accompanying Technical Proposal. The application software (if any) will be delivered/installed for acceptance to BANK as and when the same is ready for delivery. The actual Acceptance Testing of the software will be the responsibility of BANK. BANK will prepare the Acceptance Test data along with the expected test results (consistent with the detailed specifications of the system and any change-request agreed in the documents) and keep it ready at least four (4) weeks in advance before the scheduled commencement of the Acceptance Testing of the software. The acceptance testing will be based on the test cases provided by BANK. Bidder will provide support for any clarifications during the Acceptance Testing of the system. Defects if any, observed by BANK, will be notified to Bidder in writing not later than two (2) weeks of delivery. Bidder will correct the defects that are a deviation from the baseline immediately following	No Change in the terms and conditions of the EOI.



				<p>the acceptance, whichever is later. BANK will confirm acceptance in writing to Bidder. The BANK shall not withhold or delay the issuance of acceptance certificate of any of the deliverables, if the deliverables substantially meet the specifications or on account of any minor defects which have no material effect on the functionality of the deliverables. Notwithstanding the foregoing sentence, a deliverable shall be treated as accepted by BANK if the BANK (a) fails to provide the list of non conformities within two (2) weeks of delivery, (b) fails to notify the acceptance of the deliverables in terms of this clause within the period of two (2) weeks from delivery, or (c) starts using the deliverable in a live production environment (other than as part of agreed review and acceptance testing procedure, such as UAT).</p> <p>Reworking of defects shall be at the cost of Bidder provided the defects are for reasons solely and entirely attributable to the Bidder, in all other cases it shall be to the account of the BANK. Items reported as defects that are not deviations from the immediate previous accepted baseline will be reported again through fresh Change Request documents under the Change Management Procedure described herein. Items reported through</p>	
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				the Change Management Procedure will be dealt with separately.	
144	NIL	Additional Clauses		<p><b>Change Management Procedure</b>  A change identified at any stage of the assignment which requires the deliverable to deviate from the then current baseline or the approved deliverable of the previous baseline to be modified, will be conveyed by the BANK to Bidder or vice-versa in the form of a Change Request document. The request for change will then be assessed by Bidder to evaluate its impact on feasibility, time schedules, technical requirements in consequence of the proposed change and cost. Bidder will present this assessment to the BANK for its approval within a reasonable time period. Bidder will incorporate the change after receiving the BANK's written approval. In case of delay in approval by the BANK, the baseline itself may undergo a change; this will mean a reassessment of the charges.</p> <p>Changes in the requirements like office space, hardware/software, and tools etc. during the execution of the assignment will be conveyed by Bidder to the BANK. These will be evaluated jointly by the BANK and Bidder and will be provided by the BANK at no cost to Bidder.</p>	No Change in the terms and conditions of the EOI.

145	NIL	Additional Clauses		<p><b>Payment of Invoices/Bills</b></p> <p>All invoices and bills for the Application Software will be raised by Bidder as per the Payment Terms and will become due for payment within thirty (30) days of presentation. All payments are to be made by demand draft/cheque favouring TATA CONSULTANCY SERVICES LIMITED. All payments due for more than thirty (30) days will attract an interest at the rate of 2 percent per month on the invoice amount calculated from the date the payment became due until the recovery is made in full with interest. Without prejudice to the other rights available, Bidder also reserves the right to withhold the provision of services till such time all the payments due to it under this Agreement have been made by BANK and any such withholding by the Bidder shall not be treated as breach by it of the provisions of this Agreement.</p> <p>All fees payable to Bidder are exclusive of any sales, use, value added tax, service , GST or taxes of a similar nature measured by the services, deliverables or charges thereon, imposed by any applicable taxing jurisdiction and where such taxes are applicable, BANK shall be responsible to pay or reimburse Bidder the amount of such taxes. Where applicable, Bidder shall invoice such taxes as a separate line</p>	No Change in the terms and conditions of the EOI.
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				item in applicable invoices and shall pay such amount of tax to the appropriate taxing authority upon receipt of such amount from the BANK. Any increase or decrease in the existing taxes or newly introduced taxes shall be to the account of the BANK. Each party is responsible for its own income taxes, corporate taxes and franchise taxes.	
146	NIL	Additional Clauses		<b>Reimbursement of Tax/Levy</b> Bidder shall be reimbursed for payment of any statutory duty/tax/levy including interest and/or new taxes or an increase in the rates of existing taxes or any other sum, if any payable in respect of any sales tax and/or any other state or central levy. This will apply retrospectively, if so applicable upon Bidder	No Change in the terms and conditions of the EOI.

147	NIL	Additional Clauses		<p><b>Intellectual property rights:</b>  All intellectual property rights in the software, all tools, processes, software, utilities and methodology including any Bidder's proprietary products or components thereof any development carried out by Bidder thereto in the course of providing services hereunder, including customisation, enhancement, interface development etc. shall remain the exclusive property of Bidder and Bank shall not acquire any right title or interest of any nature therein except to the extent provided herein. Bidder shall however grant in favour of Bank the right and non exclusive, non transferable, perpetual and irrevocable license to use the software for the purposes agreed hereunder. The foregoing license does not authorizes Bank to (a) separate Bidder pre-existing IP from the deliverable/software in which they are incorporated for creating a stand alone product for marketing to others; (b) independently sell, lease, exchange, mortgage, pledge, license, sub license, assign or in any other way convey, transfer or alienate the Bidder pre-existing IP in favour of any person (either for commercial consideration or not (including by way of transmission), and/or (c) except as specifically and to the extent permitted by the Bidder in the relevant Statement of Work, reverse compile or in</p>	No Change in the terms and conditions of the EOI.
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				<p>any other way arrive at or attempt to arrive at the source code of the Bidder pre-existing IP.</p> <p>All the Intellectual Property Rights (IPR) in the third party software used in providing services including those forming part of or incorporated into the deliverables shall remain with the respective third party owners/ Bidder's licensor and Bank shall have user rights in accordance with end user license agreement (EULA) as applicable to use of such software Each Party shall be entitled to use in the normal course of its business and in providing same or similar services or development of similar deliverables for its other Banks, the general knowledge and experience gained and retained in the unaided human memory of its personnel in the performance of this Agreement. For the purposes of clarity the Bidder shall be free to provide any services or design any deliverable(s) that perform functions same or similar to the Deliverables being provided hereunder for the Bank, for any other Bank or customer of the Bidder. Nothing contained in this section shall relieve either party of its confidentiality obligations with respect to the proprietary and confidential information or material of the other party.</p>	
148	NIL	Additional Clauses		<p><b>Warranty</b></p> <p>Bidder shall warrant that the delivered</p>	No Change in the terms and conditions of the EOI.

				<p>software meets the requirements as specified in the detailed Specifications. This warranty shall remain valid for three (3) months after the acceptance of the software by the BANK or three (3) months after the delivery of the software, whichever is earlier.</p> <p>BANK shall promptly notify Bidder in writing of any 'defect' in the software arising due to the reasons solely and entirely attributable to Bidder under this warranty. Upon receipt of such notification, Bidder shall remove the 'defect' in the application software.</p> <p>The scope of the warranty shall be limited only to correction of any bugs that were left undetected during acceptance testing by the BANK. Warranty shall not cover any enhancements or changes in the application software, carried out after acceptance testing. This warranty is only valid for defects against approved Specifications. The above mentioned warranty shall also not apply if there is any (i) combination, operation, or use of some or all of the deliverables or any modification thereof furnished hereunder with information, software, specifications, instructions, data, or materials not approved by Bidder and operation of the deliverables on</p>	
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				<p>incompatible hardware not recommended by Bidder; (ii) any change, not made by Bidder, to some or all of the deliverables; or (iii) if the deliverables have been tampered with, altered or modified by the BANK without the written permission of Bidder; or (iv) defects in components or materials provided to Bidder by BANK in connection with the preparation of the deliverable.</p> <p>In case of breach of this warranty, BANK's exclusive remedy will be to obtain (1) the re-performance of the service or the correction or replacement of any service deliverable that provides substantially similar functionality or (2) if both parties mutually determines that such remedies are not practicable, a refund of the fees allocable to that part of the deliverable will be due to the BANK if already paid by the BANK.</p> <p>EXCEPT AS SET FORTH IN THIS AGREEMENT, BIDDER MAKES NO WARRANTIES TO BANK, EXPRESS OR IMPLIED, WITH RESPECT TO ANY SERVICES OR DELIVERABLES PROVIDED HEREUNDER, INCLUDING, WITHOUT LIMITATION, ANY IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. ALL SUCH OTHER WARRANTIES ARE HEREBY DISCLAIMED BY THE BIDDER.</p>	
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149	NIL	Additional Clauses		<b>Additional Support and Services</b> In case the BANK requires any additional support in execution of its tasks in respect of the assignment, it shall be provided to them by Bidder on availability-basis at its then current market rate.	No Change in the terms and conditions of the EOI.
150	NIL	Additional Clauses		<b>Travel and Related Expenses</b> Should the assignment require any travel by any Bidder expert outside their respective base location(s), the BANK will provide to-and-fro airfare, board-and-lodging expenses (or, arrangements for the same), as well as local transportation for all such travels.	No Change in the terms and conditions of the EOI.
151	NIL	Additional Clauses		<b>Cost Escalation</b> Bidder will monitor the cost components related to this assignment. At each milestone and at the time of periodic reviews, in case of variances against its budget for reasons not attributable to Bidder like delays in inputs/approvals by the BANK, non-availability of facilities at the BANK, increase in the scope of the agreed Change-Requirements or increase in the BANK's Implementation support requirements etc., Bidder will bring this to the attention of the BANK. All such cost increases will be discussed and mutually agreed upon. Bidder will then raise invoices, payment period and other conditions for such invoices, which will be similar to those for payments laid out in this proposal	No Change in the terms and conditions of the EOI.

152	NIL	Additional Clauses		<p><b>Confidentiality</b></p> <p>Both parties agree that they may, in the course of their business relationship with the other, acquire or be exposed to information that is proprietary or confidential to the other party, its affiliates or its or their respective Banks. Both parties undertake, to hold all such information in strictest confidence and not to disclose such information to third parties nor to use such information for any purpose whatsoever save as may be strictly necessary for the performance of the assignment as mentioned in this proposal. The term "Confidential Information" as used herein means any information or documents disclosed by one party to the other party orally, and which is reduced to writing within a period of 3 days of the disclosure or in writing or including but not limited to any written or printed documents, samples, model, technical data/know-how, drawings, photographs, specifications, standards, manuals, reports, formulae, algorithms, processes, information, lists, trade secrets, computer programs, computer software, computer data bases, computer software documentation, quotations and price lists, research products, inventions, development, processes, engineering techniques, strategies, customers, internal procedures, employees and</p>	No Change in the terms and conditions of the EOI.
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				<p>business opportunity and clearly identified and marked as “Confidential Information”. The data contained herein shall not be disclosed, duplicated, used in whole or in part for any purpose other than to evaluate the proposal provided that, a contract is awarded to this proposal as a result of, or in connection with the submission of this data. Both the parties shall have the right to duplicate, use or disclose the data to the extent provided in the contract. This confidentiality restrictions shall be for the term of the resultant contract and for a period of two years thereafter. This restriction does not limit the right to use information contained in the data if it:</p> <ul style="list-style-type: none"> <li>a. Is obtained from another source without restriction.</li> <li>b. Is in the possession of, or was known to, the receiving party prior to its receipt, without an obligation to maintain confidentiality;</li> <li>c. becomes generally known to the public without violation of this Proposal;</li> <li>d. is independently developed by the receiving party without the use of confidential Information and without the participation of individuals who have had access to confidential information;</li> <li>e. is required to be provided under any law, or process of law duly executed.</li> </ul>	
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153	NIL	Additional Clauses		<b>Non-employment</b> The BANK will neither offer to employ nor employ, directly or otherwise, any Bidder employee, associated for the purpose of, or with the assignment, during the period between the date of this proposal and two years from the completion of the assignment arising herefrom.	No Change in the terms and conditions of the EOI.
154	NIL	Additional Clauses		<b>Liability</b> Bidder shall be excused and not be liable or responsible for any delay or failure to perform the services or failure of the services or a deliverable under this Agreement, to the extent that such delay or failure has arisen as a result of any delay or failure by the BANK or its employees or agents or third party service providers to perform any of its duties and obligations as set out in this Agreement. In the event that Bidder is delayed or prevented from performing its obligations due to such failure or delay on the part of or on behalf of the BANK, then Bidder shall be allowed an additional period of time to perform its obligations and unless otherwise agreed the additional period shall be equal to the amount of time for which Bidder is delayed or prevented from performing its obligations due to such failure or delay on the part of or on behalf of the BANK. Such failures or delays shall be brought to the notice of the BANK and subject to mutual agreement with the	No Change in the terms and conditions of the EOI.

				<p>BANK, then Bidder shall take such actions as may be necessary to correct or remedy the failures or delays. Bidder shall be entitled to invoice the BANK for additional costs incurred in connection with correction or remedy as above at time &amp; material rate card as agreed upon between the parties.</p> <p>Neither party shall be liable to the other for any special, indirect, incidental, consequential (including loss of profit or revenue), exemplary or punitive damages whether in contract, tort or other theories of law, even if such party has been advised of the possibility of such damages. The total cumulative liability of either party arising from or relating to this Agreement shall not exceed the total amount paid to Bidder by the BANK in the preceding twelve months under that applicable work that gives rise to such liability (as of the date the liability arose); provided, however, that this limitation shall not apply to any liability for damages arising from (a) willful misconduct or (b) indemnification against third party claims for infringement.</p>	
155	NIL	Additional Clauses		<p><b>General Indemnity</b></p> <p>The BANK will, during the period of the coverage of this assignment, indemnify and hold Bidder harmless from any loss, injury, claim or damage resulting from any death or injury to any person or property of</p>	No Change in the terms and conditions of the EOI.

				Bidder arising out of the use or possession of the equipment or location of the BANK by Bidder or its personnel, unless caused by the negligence of Bidder personnel and the limitation or liability provided herein shall not apply to such loss, injury, claim or damages.	
156	NIL	Additional Clauses		<b>Indemnity for infringement of intellectual property rights</b> The BANK warrants that all software, information, data, materials and other assistance provided by it under this proposal shall not infringe any intellectual property rights of third parties, and agrees that it shall at all times indemnify and hold Bidder harmless from any loss, claim, damages, costs, expenses, including Attorney's fees, which may be incurred as a result of any action or claim that may be made or initiated against it by any third parties alleging infringement of their rights.	No Change in the terms and conditions of the EOI.
157	NIL	Additional Clauses		<b>Force Majeure</b> Except to the extent otherwise provided herein, no liability shall result to other Party from delay in performance of from non-performance caused by circumstances beyond the control of the Party affected, including but not limited to act of God, fire, flood, explosion, war, action or request of governmental authority, accident, labour trouble but each of the hereto shall be diligent in	No Change in the terms and conditions of the EOI.

				attempting to remove such cause or causes. If such an event lasts for a continuous period of thirty (30) days, then either party may at any time thereafter while such performance continues to be excused, terminate this Assignment without liability, by notice in writing to the other party. However Bidder shall be entitled to receive payments for all services rendered by it under this Assignment	
158	NIL	Additional Clauses		<b>Arbitration</b> In the event of a dispute or difference of any nature whatsoever between Bidder and the BANK during the course of the assignment arising as a result of this proposal, the same will be referred for arbitration. Such Arbitration shall be conducted as per the rules of arbitration of Delhi International Arbitration Center under the Indian Arbitration and Conciliation Act 1996 by a sole arbitrator to be mutually appointed by the parties. The venue of Arbitration shall be Mumbai	No Change in the terms and conditions of the EOI.

159	NIL	Additional Clauses		<p><b>Termination</b> The Agreement resulting from this proposal may be terminated:</p> <p>(a) by either party by giving the other party not less than ninety (90) days written notice of termination;</p> <p>(b) forthwith if either party commits any material breach of any term of this contract and which in the case of a breach capable of being remedied shall not have been remedied within thirty (30) working days of written notice to remedy the same;</p> <p>(c) forthwith by either party if the other party shall convene a meeting of its creditors or if a proposal is made for a declaration as insolvent or a proposal for any other composition scheme or arrangement (or assignment for the benefit of its creditors), or if a trustee receiver, administrative receiver or similar officer is appointed in respect of all or any part of the business assets of the other party or if an order is made or a resolution is passed for the purpose of the winding-up of the other party or for the making of an administration order (otherwise than for the purpose of amalgamation or reconstruction);</p> <p>(d) by either party pursuant to Force Majeure.</p> <p>Termination shall be without prejudice to</p>	No Change in the terms and conditions of the EOI.
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				<p>any other rights or remedies a party may be entitled to hereunder or at law and shall not affect any accrued rights or liabilities of either party nor the coming into force or continuation in force of any provision hereof which is expressly intended to come into force or continue in force on or after such termination.</p> <p>In the event of this assignment being terminated, the BANK shall be liable to make payments of all the amount due under this assignment for which services have been rendered by Bidder's Consultant's. Forthwith on the expiry or earlier termination of this agreement, each party shall, return to the other party all documents and materials, belonging to the other party with regard to this assignment, or shall at the option of the disclosing party destroy all documents or materials in connection with this assignment.</p>	
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160	NIL	Additional Clauses		<p><b>Notices</b></p> <p>All notices, requests, demands and other communications under this proposal or in connection herewith shall be given to or made upon the respective parties as follows –</p> <p>Bidder: Tata Consultancy Services Limited, TCS House, Raveline Street, Fort, Mumbai 400 001.</p> <p>With a copy to: General Counsel Tata Consultancy Services Limited, TCS House, Raveline Street, Fort, Mumbai 400 001.</p> <p>BANK: (pl. fill up the Address).</p> <p>or to such other person or addresses as any of the Parties shall have notified to the others.</p> <p>All notices, requests, demands and other communications given or made in accordance with the provisions of this proposal shall be in writing by letter, fax, email or telegram.</p>	No Change in the terms and conditions of the EOI.
161	NIL	Additional Clauses		<p><b>Waiver</b></p> <p>No forbearance, indulgence or relaxation by any Party at any time to require performance of any provision of this Proposal shall in any way affect, diminish or prejudice the right of such party to require performance of that provision and</p>	No Change in the terms and conditions of the EOI.

				any waiver by any party or any breach of any provisions of this Proposal shall not be construed as a waiver or an amendment of the provisions itself, or a waiver of any right under or arising out of this Proposal.	
162	NIL	Additional Clauses		<b>Assignment</b> Neither Party shall be entitled to assign or transfer all or any of its rights, benefits and obligations under this proposal without the prior written consent of the other Party	No Change in the terms and conditions of the EOI.
163	NIL	Additional Clauses		<b>Nonexclusively</b> Bidder shall be free to do similar business either for itself or for any other party or offer similar services to any third parties but without in any way affecting the services agreed to be offered by Bidder under this Proposal.	No Change in the terms and conditions of the EOI.
164	NIL	Additional Clauses		<b>Independent Relationship</b> This Proposal is not intended to create a relationship such as a partnership, joint venture, agency, or employment relationship. Neither party may act in a manner, which expresses or implies a relationship other than that of independent party nor bind the other party.	No Change in the terms and conditions of the EOI.
165	NIL	Additional Clauses		<b>Modification</b> This proposal may be modified only by an amendment executed in writing by a duly authorised representative for each party.	No Change in the terms and conditions of the EOI.

166	NIL	Additional Clauses		<b>Publicity</b> Neither party shall publicize any information pertaining to this assignment or the other party without seeking the prior written consent of the other party.	No Change in the terms and conditions of the EOI.
167	NIL	Additional Clauses		<b>Entire Understanding</b> This Proposal together with the Schedules, Annexure and Exhibits hereto and executed by the parties hereto constitutes the entire understanding between the parties hereto with respect to the subject matter hereto and supercedes and cancels all previous negotiations thereof. To the extent permitted by Applicable Law, a party is not liable to another party in contract or tort or in any other way for a representation or warranty that is not set out in this Agreement	No Change in the terms and conditions of the EOI.
168	NIL	Additional Clauses		<b>Tata Code of Conduct:</b> The business activities of the Bidder are self-regulated by the “Tata Code of Conduct”. The BANK undertakes that it will endeavor to promptly report any violation or potential violation of the Code by any person to the Local Ethics Counselor or the Principal Ethics Counsellor or the CEO of Bidder. Bidder, in turn, undertakes that it will maintain confidentiality of all communications received	No Change in the terms and conditions of the EOI.
169	NIL	Additional Clauses		<b>Survival</b> The clauses of this proposal which by their nature are intended to survive shall so	No Change in the terms and conditions of the EOI.

				survive the termination/expiry of this proposal.	
170	NIL	Additional Clauses		<p><b>IPR indemnity from Bank:</b></p> <p>Bank warrants to Bidder that the software, materials, and other assistance ('Bank materials') supplied by Bank to Bidder for the purpose of execution of the terms of the agreement are either Bank owned properties or are properties obtained by Bank under proper intellectual property licenses. Bank further warrants that the said software, material and other information, to be provided by Bank shall not infringe the intellectual property rights, proprietary rights or any other property rights of any party. If Bank materials supplied by Bank are found to infringe the intellectual property rights of any party, then Bank shall hold harmless and indemnified Bidder , against all claims and actions associated with such infringement, including without limitation the attorney fees spent by Bidder in defending such actions and claims, and any compensation that may be paid by Bidder to settle such claim either in satisfaction of a court decree or otherwise. This clause shall survive the termination of this agreement. The Bank will indemnify, defend and hold Bidder harmless from any loss, injury, claim or damage resulting from any death or injury to any person or property of Bidder arising</p>	No Change in the terms and conditions of the EOI.

				out of the use or possession of the facilities/equipment or location of Bank by Bidder or its personnel, unless caused by the negligence of Bidder personnel and the limitation of liability provided herein shall not apply to such loss, injury, claim or damages.	
171	NIL	Additional Clauses		<p><b>Termination in case of default and non-payment of fees:</b></p> <p>Bidder may terminate this Agreement for cause if Bank materially breaches this Agreement, provided Bidder gives Bank notice of such breach and it remains uncured after 30 days following notice. If any amount due and payable by Bank under the Agreement is more than 30 days overdue; and there is no dispute between Bank and Bidder in relation to that amount, Bidder may issue to Bank a notice that payment is overdue. If Bank fails to pay Bidder within 7 days after the date of such notice, Bidder may by a further notice to Bank terminate the Agreement or at its election withdraw services or stop performance of its obligations until payment is made.</p>	No Change in the terms and conditions of the EOI.

172	NIL	Additional Clauses		<p><b>SLA Exclusions</b> The time lost due to any of the following causes shall not be included in calculating “Fix/Work Around Available Time” or “Resolution Time”:</p> <ul style="list-style-type: none"> <li>i Time lost due to power or environmental failures;</li> <li>ii Time taken to recover the equipment because of power or environmental failures;</li> <li>iii Time lost due to damage or malfunction of the equipment or any of the units thereof due to causes attributable to Customer/OEM, such as attachment of additional devices, making alteration to the system, participate in maintenance of the system, etc., without Bidder/ Vendor’s consent.</li> <li>iv Time taken for scheduled maintenance/troubleshooting (including back-up and restore times) either for preventive purposes or improvement in function or other purposes;</li> <li>v Time taken for reconfiguration or other planned downtime situations;</li> <li>vi Scheduled shutdowns as required by Owner/ Purchaser. Bidder/ Vendor may also request Owner/ Purchaser for a shutdown for maintenance purpose, which request will not be denied unreasonably by Owner/ Purchaser.</li> <li>vii Time taken for booting the systems.</li> </ul>	No Change in the terms and conditions of the EOI.
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				viii Time taken to get approval from all stakeholders for the exclusive availability of system for support activities where the prospective solutions can be tested prior to promotion into production. ix Time taken by Customer to approve the work around or fix. x Time taken by the third-party vendors and service providers for fixing a product related fault/ defect, replacement of part(s), or responding to clarifications.	
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Clause 7(ii) on page number 10 of EOI document: *“All queries to be raised in the pre-bid meeting will relate to the EOI alone and no queries related to detailed analysis of scope of work, payment terms and mode of selection will be entertained. These issues will be amply clarified at the RFP stage.”*

\*\* Further, we clarify that:

- The Consultant shall be required to study and review the existing HR strategy, operating model and technology landscape across the employee lifecycle stages for their maturity, efficacy and alignment with overall business objectives of the Bank as well as with industry best practices & business environment.
- The Consultant shall conduct gap-analysis, design a long-term HR strategy for future readiness and provide detailed recommendations on IT/digital solutions that SBI should implement to achieve its strategic business objectives.
- The Consultant shall design/ recommend and work with the bank's HR, IT and vendor teams (existing/proposed) to end-to-end integrate the solutions and oversee their implementation.