Staff Circular No. 103339-2026 Date: 04.11.2026

To: All Offices and Branches

POLICY ON EMPANELMENT/ ENGAGEMENT OF RETIRED OFFICERS ON CONTRACTUAL BASIS

Highlights

I. Flexible deployment of retired officials across Central Office and Field establishments.
II. Graduation as the sole educational qualification for engagement.
III. Removal of Central Office cap of 10 engagements, with overall Bank ceiling of 100 retained.
IV. Objective experience criteria linked to relevant feeder-scale exposure for SMGS-IV/V. Better utilization of domain expertise to meet business and operational requirements.

1. This is in reference with staff circular no. 101882-2026 dated 16.03.2026 vide which Policy on Empanelment/ Engagement of Retired Officers on Contractual Basis was issued.

2. In order to enhance operational flexibility, optimize the utilization of experienced retired officers/executives, and align the engagement framework with evolving business requirements, the Competent Authority has approved certain amendments to the Policy on Empanelment & Engagement of Retired Officers/Executives on Contract Basis.

3. The modifications approved are as under:

   a. **Revision in Engagement and Deployment Framework** - The framework governing designation, place of assignment and reporting authority of retired officers/executives engaged on contract basis has been revised to facilitate need-based deployment across Central Office and Field establishments. The revised structure also provides clearly defined reporting authorities to ensure effective supervision and accountability.

   b. **Rationalization of Educational Qualification Criteria** - The existing requirement of CAIIB qualification or Post-Graduation for engagement of retired officers/executives has been withdrawn. Henceforth, a Graduate Degree in any discipline shall be the prescribed educational qualification for engagement under the policy.

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c. **Removal of Central Office Engagement Ceiling** - The existing cap of engagement of a maximum of 10 retired officers/executives at Central Office has been removed. However, the overall ceiling of 100 retired officers/executives engaged across the Bank at any point of time shall continue to remain in force.

d. **Revision in Experience Eligibility Criteria** - The minimum experience criteria for engagement of retired officers/executives in SMGS-IV and SMGS-V have been rationalized by linking eligibility to experience gained in the relevant feeder scales. This will ensure a more structured and progression-based assessment of experience while maintaining the desired competency standards.

4. Other clauses of the policy remain unchanged. The revised policy is enclosed as Annexure-I.

5. This policy will remain valid till 31.03.2028. The validity of the policy shall be extended for a period of three months with the approval of MD&CEO.

6. All are requested to bring the content of the circular in the notice of all concerned.

(S. V. Biju)
Chief General Manager (HR)

Encl. Annexure I - Policy on Empanelment/ Engagement of Retired Officers on Contractual Basis

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POLICY ON EMPANELMENT/ ENGAGEMENT OF RETIRED OFFICERS ON CONTRACTUAL BASIS

1. PREAMBLE

1.1 Bank is navigating a phase of accelerated transformation marked by heightened regulatory expectations, digitization, and evolving risk dynamics. At the same time, the Bank has an opportunity to optimally harness the experience of retiring officers to ensure continuity, stability, and effective execution of critical initiatives. Therefore, Bank has introduced a policy for engagement of Retired Officers in the Bank in the year 2016 with the approval of the Bank and the same is not in vogue as on date.

1.2 It is opined that while leadership transitions are a natural part of organizational progression, the superannuation of experienced officers has led to a progressive widening of the gap in institutional expertise and experiential depth within the Bank, particularly in specialized and high-risk functions & special projects. Retired officers embody decades of accumulated domain knowledge, regulatory understanding, and practical judgment, which continue to hold significant value for the organization and their domain expertise and practical insight are valuable enablers of change, stability, and execution excellence.

1.3 In view of the aforesaid, there is a need to leverage experienced resources for critical, specialized, and time-bound assignments.

1.4 The policy shall be named as Union Bank of India Policy on Empanelment/ Engagement of Retired Officials on Contractual Basis.

2 PURPOSE

2.1 The purpose of this policy is to provide a structured framework for empanelment and contractual engagement of retired officers who have gained experience and expertise in certain pre-identified portfolios and areas of banking on advisory basis so as to overcome the gaps/challenges in handling some of the key portfolios/ areas of the Bank that require knowledge and experience.

2.2 The said policy shall enable effective utilization of veteran experience to support transformation initiatives, strengthen governance, and ensure continuity, while maintaining transparency, accountability, and compliance with extant guidelines.

3 DEFINITIONS

3.1 'Advisor' means a retired officer engaged by the Bank on a contractual & non-executive basis to provide experience based advisory, mentoring, and review support in specified domains, without exercise of any administrative, financial, or statutory authority, and in accordance with the terms & conditions approved by the Competent Authority regarding their appointment.

3.2 **'Consultant'** means an individual engaged by the Bank on a contractual and non-executive basis to provide specialized professional, technical, or domain specific advisory services for defined assignments or projects, without the exercise of any administrative, financial, or statutory authority, and in accordance with the terms & conditions approved by the Competent Authority regarding their appointment.

3.3 **'Selection Committee'** means the Committee constituted for analysing/recommending the suitable retired officers considering their expertise/domain knowledge/experience & other skills as required for completion of specific task/project for which the appointment is to be made.

3.4 **'Competent Authority'** means the authority authorized by the Bank under its approved delegation of powers to take decisions under this policy.

3.5 **'Scope of Work'** means the clearly defined set of activities, responsibilities, deliverables, and advisory support to be undertaken under this Policy, as approved by the Competent Authority, and shall be need-based, time-bound, and non-executive in nature.

3.6 **'Specific Assignment'** means a clearly articulated, need-based and time-bound engagement, with defined objectives, scope, and expected outcomes, approved by the Competent Authority under this Policy.

4 SCOPE OF WORK

4.1 This policy shall enable effective utilization of veteran experience to support transformation initiatives, strengthen governance, and ensure continuity, while maintaining transparency, accountability, and compliance with extant guidelines.

4.2 Retired officers engaged as Advisors/ Consultants shall provide specialized, experience-based advisory support for selective purpose as per requirement of the Bank which shall involve areas like revamping of existing system, introduction and implementation of new process/ technology with focus on continuity, governance, and value addition. The tentative areas where the engagement of retired officers shall be engaged are as under:

4.2.1 Inspection & Audit

4.2.2 Specialized Training Programmes in Training Establishment of the Bank.

4.2.3 Special Studies/ Surveys

4.2.4 Advances and allied matters

4.2.5 NPA management

4.2.6 Information and Technology, Digital transformations related projects.

4.2.7 Improvement in Risk Management areas in the Bank

4.2.8 Legal Counselling and Consultation

4.2.9 Treasury, Foreign Exchange, International Business and related areas

4.2.10 Miscellaneous Specialized Assignments

4.2.11 Mentoring/Succession Planning/ HR related projects

4.2.12 Perform any other specialized, advisory, or time bound assignments as approved by the Competent Authority in the interest of the Bank.

5 APPLICABILITY - The applicability of the policy is as under

5.1 Engaging an Advisor/empanelment shall be only in special/exceptional circumstances for specific purpose(s), and for a specified duration. Such an enhancement shall not be against any vacant posts. An illustrative but not exhaustive list of special/exceptional circumstances is as under:

5.1.1 Absence of required expertise in house, and/or

5.1.2 Need for efficiency/improvisation, and/or

5.1.3 Need to have highly qualified and/or experienced persons for providing specific services in various spheres like Managerial, Administrative, Technological, Training and Mentoring, etc. as per the scope of work defined in this policy.

5.2 Empanelment and short-term contractual engagement of retired officers of the Bank and, where required, retired officers in the Bank, to meet critical, specialized, and in time-bound organizational requirements.

5.3 The Policy shall be applicable to engage retired officials as location as mentioned in this policy for advisory, review, training, legal, audit, compliance, business transformation, and other sanctioned assignments, as approved by the Competent Authority.

5.4 If suitable officers in scale IV to VIII are not available from the retired officers of our Bank, the Bank may consider hiring officer/s who is/are retired from other Public Sector Banks, Private Sector Banks or Financial Institutions.

5.5 EXCLUSIONS

5.5.1 This Policy shall not be construed as a mode of regular recruitment or permanent appointment and shall operate strictly within the parameters of approved tenure, role, and governance framework.

5.5.2 However, at the time of engagement of advisor/s in the Bank, it must be ensured that the post held by the retired Officer prior to his/her retirement should be filled up at least a month before the said engagement. Further, it must also be ensured that posts in that Grade/Scale shall be kept vacant.

5.53 The engagement/empanelment of such retired officers/Executives cannot be made for doing day to day activities.

6 ELIGIBILITY CRITERIA

6.1 The retired Officers/Executives in Scale IV to VIII from a Public Sector Bank or in equivalent posts in any Private Sector Bank/ Foreign Bank in India are eligible to be empanelled/ engaged as a Consultant/Advisor.

6.2 In exceptional circumstances & need for the engagement of retired officers below Scale IV cadre, Clerical Staff/Scale I/ Scale II/Scale III may be engaged subject to eligibility criteria/other conditions as mentioned in this Policy for Scale IV & above. The purpose for relaxing the parameter shall be solely experience, expertise and business requirements of the Bank.

6.3 **Age**: The age of the retired officer/Executive at the time of engagement including the extension, if any, should be below or equal to 67 years of age.

6.4 The engagement/ empanelment on contract basis shall be for the following posts/positions:

Scale at the time of Superannuation	Designation for Appointment	To be assigned at	Reporting Authority
TEGS VII & VIII	Advisor	Central Office	Vertical Head
SMGS V & TEGS VI	Consultant	Central Office/Field	General Manager
SMGS IV & below	Contractually engaged	Central Office/Field	DGM/AGM

6.5 The retired Officer/Executive should have a Graduate Degree in any discipline.

6.6 The retired Officer/Executive may also bring their teams as support and their team if brought shall also be considered as engaged/empaneled on contractual basis under this policy.

6.7 The total number of retired officers/Executives engaged in all grades together at any one point should not exceed more than 100 in the Bank.

6.8 The integrity of the Officer/Executive should be beyond doubt.

6.9 Officers/Executives should be of sound health and mentally & physically fit for handling the assignment.

6.10 PROHIBITIONS

6.10.1 Officers/Executives should have a good track record of performance and knowledge of systems & procedures, existing in the Bank as well as RBI guidelines.

6.10.2 Officers/Executives who have exited from the Bank by Superannuation, Voluntary Retirement are eligible to apply for this engagement.

6.10.3 Officers/Executives who have exited from the services on account of resignation/disciplinary actions/CRS/termination/dismissed or against whom punishments were imposed on account of fraudulent cases or on moral turpitude grounds, or who are members of any political party, are not eligible for empanelment/engagement.

6.10.4 No punishment/penalty should have been inflicted on the official during last Five (5) years of his/her services preceding his/her retirement. However, in deserving cases, Selection Committee is the Competent Authority to decide on such cases of disciplinary action pending/contemplated/ initiated against the Officer/Executive and recommend suitably.

6.10.5 Cases of CBI/Vigilance or any other law enforcement agencies should not be pending against the official.

7 EXPERIENCE

7.1 The retired Officer/Executive should possess the following minimum experience in order to be engaged as Advisor/Empanelled in the Bank.

Scale at the time of Superannuation	Minimum Experience
TEGS VIII	At least 06 years' experience in Scale V to VIII put together
TEGS VII	At least 05 years' experience in Scale V to VII put together
TEGS VI	At least 05 years' experience in Scale V to VI put together

SMGS V	At least 05 years' experience in Scale IV & V put together
SMGS IV	At least 05 years' experience in Scale III & IV put together

7.2 The officials engaged under this policy should have good track record, good communication and interpersonal skills and domain knowledge in the relevant verticals/field etc.

8 SELECTION PROCESS

8.1 Based on need and requirement of the Bank, concerned Departmental Head/ Zonal Head will arrange to obtain in principal approval from the respective Vertical Head for such engagement/ empanelment of the retired officers as an Advisor/ Consultant on contractual basis. The format for the same is enclosed. For the said purpose no advertisement/applications shall be invited.

8.2 While obtaining in principal approval, expertise/domain knowledge/experience & other skills as required for the specific task/project should be taken into consideration along with other eligibility criteria as defined under this policy.

8.3 If suitable retired officers of our Bank are not found, Bank may shortlist retired officers of other Public Sector Banks, Private Sector Banks or Financial Institutions subject to fulfilment of eligibility criteria as mentioned in this policy.

8.4 On receipt of in principle approval, the willingness of the Officer shall be obtained. The format for the same is enclosed as **Annexure-II.**

8.5 On receipt of the documents, the proposal for engagement/ empanelment of the retired officers shall be placed before Selection Committee comprises of below mentioned members:

Retired Official Scale of Superannuation	Selection Committee
TEGS VIII	1. All Executive Directors Senior most Executive Director will head the Committee and presence of all Executive Director shall be mandatory.
TEGS VII & below	1. Executive Director looking after HR (Chairperson) 2. Vertical Head (HR) -Member 3. Vertical Head (Strategy) -Member 4. Vertical Head (Compliance) -Member All Committee Members should mandatorily be present during the selection process.

8.6 As per the recommendations of the Selection Committee, MD&CEO shall finalize the appointment of the retired Officer/Executive as an Advisor/ Consultant on contractual basis.

8.7 Once, the appointment is approved, offer letter will be issued to the retired Officer/Executive as an Advisor/Consultant along with the KRAs and location assigned to him/her.

8.8 On acceptance of offer of appointment, the retired Officer/Executive shall join the services as an Advisor/Consultant on contractual basis at the location assigned to him/her.

9 PERIOD OF ENGAGEMENT

9.1 The contractual engagement/empanelment shall be restricted to a period of two (2) years. Any further extension not more than 2 years, if required, shall be given as per the recommendations of the Selection Committee, subject to a maximum 2-year extension or attaining age of 67 years whichever is earlier, with half yearly review during the period of contract.

9.2 The engagement/empanelment of retired Officers/Executives shall not be considered as a case of re-employment in the Bank.

10 EXECUTION OF AGREEMENT FOR CONTRACTUAL ENGAGEMENT

10.1 The retired Officers/Executives will be required to execute a stamped undertaking before taking up the assignment and also during extension of engagement. The draft of undertaken shall be amended/modified depending on the place/state and legal requirements & shall be vetted by the Chief Law Officer of the Bank.

11 MONTHLY REMUNERATION

11.1 The monthly remuneration shall be as under:

S.N.	Scale at the time of Superannuation	Remuneration Amount (per month)
1	TEGS VIII	Rs.80,000/-
2	TEGS VII	Rs.70,000/-
3	TEGS VI	Rs.60,000/-
4	SMGS IV & V	Rs.50,000/-
5	MMGS III/MMGS II/ JMGS I	Rs.30,000/-
6	Clerk	Rs.20,000/-

11.2 Apart from remuneration, consolidated allowance (Conveyance & Mobile Expenses) will be as under:

S.N.	Scale at the time of Superannuation	Consolidated Expense (per month)
1	TEGS VI & above	Rs.20,000/-
2	SMGS IV & V	Rs.15,000/-

Apart from aforesaid, I-pads/laptops may also be provided when the assigned work require the same. The monthly remuneration, consolidated allowance & other eligible shall be paid centrally.

12 LEAVE/ OTHER FACILITIES/PROVISIONS TO THE RETIREES DURING ENGAGEMENT

12.1 In the event of absence other than on permissible leave, the period of such absence shall be treated as on Loss of Pay & Allowances.

12.2 The contractual period will not be reckoned as service for the purpose of superannuation benefits, PF, Pension, Gratuity etc.

12.3 In case of outstation duty/ official travel, they will be entitled for hotel/ travelling/halting allowance as per his/her eligibility in his/her scale/cadre in which he/she has retired.

12.4 Advisors/consultant so appointed shall be entitled for 1 casual leave every month during the period of their engagement period, which they may avail subject to approval of their reporting authority. For the purpose of computation of leave intervening Sundays/Holidays shall not be included. The Bank shall have absolute right in its discretion to either grant or reject the application for leave, taking into consideration the administrative exigencies. The leave not availed during the engagement period will be treated as lapsed. No encashment of leave shall be permissible.

12.5 The retired officers shall not be eligible for lease rental accommodation facility.

12.6 The Retired Officers shall not be eligible for any other facility other than the one specifically mentioned above.

12.7 Income Tax or any other tax liabilities on remuneration will be deducted, as per prevailing rate(s) mentioned in the Income Tax Rules.

12.8 The retired officers will not be allowed for transaction right in CBS/ loaning power rights. If necessitated, they may be given viewing right only.

12.9 The retired officers shall not exercise any administrative/financial power during the period of engagement.

13 PERFORMANCE REVIEW

13.1 The Selection Committee shall review the performance of the retired officer engaged on contractual basis on half yearly basis. After 2 years, MD & CEO shall review the performance of the retired officer engaged on contractual basis.

13.2 The compliance function & risk mitigation practices should be one of those parameters for quarterly performance review of Advisors/Consultants appointed on contractual employees.

14 TERMINATION OF CONTRACT

14.1 The Bank may cancel/terminate the contract of the engagement/empanelment at any time before expiration of terms for which his/her services are hired without assigning any reasons whatsoever with an option of 15 days' notice period. The termination will be without prejudice to either party's rights accrued before termination of contract.

14.2 In case, an Advisor/consultant desires to resign, he/she has to give '15 days' notice, which however, can be exempted by the MD&CEO and in his/her absence by the Executive Director looking after HR functions at his discretion.

14.3 The Competent Authority for acceptance of the resignation for retired officials so appointed will be MD&CEO.

15 GENERAL CONDITIONS

15.1 The advisor/consultant shall be required to maintain discipline and absolute integrity in accordance with the rules as contained under the Union Bank Officers Employees & Conduct Regulations, 1976.

15.2 The advisor/consultants are expected to maintain secrecy about the affairs/ business transactions of the Bank or to the business of any person having any dealing with the Bank and should not divulge any information thereto outsiders. In this regard, a Fidelity and Secrecy agreement in the Bank's proforma has to be executed.

15.3 In order to avoid conflict of interest, the retired personnel so engaged should not be assigned branches/ sections for audit, where they had worked while in active service with the Bank.

15.4 Ownership of Audit Reports in all cases shall rest with regular functionaries of the internal audit function.

16 COMPETENT AUTHORITIES

16.1 The Competent Authority for Engagement/Empanelment of Officers/Executives under the policy on the first instance/renewal vest with MD&CEO as per the recommendations of the Selection Committee as mentioned above.

16.2 As per the recommendations of Selection Committee, MD&CEO shall be authorized to defining/modify the jobs/task/ KRA/ reporting authorities for which retired officials can be engaged/empanelled on contractual basis as mentioned in this policy.

16.3 As per the recommendations of Selection Committee, MD&CEO shall be authorized to terminate the contract of the engagement/empanelment at any time before expiration of terms for which his/her services are hired on contractual basis without assigning any reasons.

16.4 Vertical Head (HR) shall be authorized for issuance of offer of appointment on contract basis clearly specifying the period of engagement and reporting authority along with their KRAs/ modifying the formats as mentioned in the policy, if needed.

16.5 The power to interpret any of the guidelines or power to settle any of the disputes arising out of these guidelines shall lie with Vertical Head (HR), whose decision shall be final and binding.

16.6 Vertical Head (HR) is authorized to issue necessary circular/guidelines/formats required for implementations & providing any clarifications as required in this policy.

16.7 Any condition not explicitly covered under this policy shall be put up to the MD&CEO or in his absence ED looking after HR, whose decision shall be final and binding.

17 REVIEW

17.1 This policy shall be effective from the date of issuance of circular.

17.2 This policy shall remain in force and valid till 31.03.2028. The validity of the policy shall be extended for a period of three months with the approval of MD&CEO.

17.3 This policy shall be reviewed periodically or earlier, if required, based on regulatory changes, directions received from Government of India or organizational needs.

17.4 Any amendment shall be subject to approval by the Board.

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Table-A

IN PRINCIPLE APPROVAL FORMAT FOR ENGAGMENT OF RETIRED OFFICER AS ADVISOR/CONSULTANT ON CONTRACTUAL BASIS AS PER BANKS POLICY

Date: .....
To,
Vertical Head,
Human Resources Department,
Central Office, Mumbai

1. Name of Retired Officer ----------
2. Date of Retirement ----------
3. Last Position Held ----------
4. Cadre in which superannuated ----------
5. Bank/Other PSB/Financial Institution ----------
6. Proposed Advisory Role/ Scope of Work/ Specific Assignment ----------
7. Proposed Appointment as (Advisor/Consultant) ----------
8. Proposed Duration/Tenure/Location
9. Proposed Remuneration/Allowances ----------
10. Whether Eligibility Criteria's as defined under Policy are ascertained (Age/Education/Clearances etc. as applicable)

I hereby declare that in terms of the policy, the aforesaid officer is fulfilling the eligibility criteria as defined under Policy. Further, it is recommended to assign services of Shri ..... for the task & duration as mentioned above.

(Vertical Head)

Encl: Enclose necessary documents as applicable for ascertaining the eligibility of the Retired Officer.

Table-B

FORMAT FOR OBTAINING WILLIGNESS FOR ENGAGEMENT OF RETIRED OFFICER AS ADVISOR/CONSULTANT

Date: .....

To,
Vertical Head,
Human Resources Department,
Central Office, Mumbai

1. Name of Retired Officer ----------
2. Date of Birth ----------
3. Date of Retirement ----------
4. Last Position Held ----------
5. Cadre in which superannuated ----------
6. Bank/Other PSB/Financial Institution ----------
7. Experience/Expertise in
8. Contact Details (Email/Phone) ----------
9. Proposed Advisory Role/ Scope of Work/ Specific Assignment ----------
10. Preferred Location ----------
11. Monthly Remuneration/Allowances ----------

I hereby declare that that particulars furnished by me are correct and I am willing to undertaken the assignment as an Advisor/Consultant on contractual basis.

(Name of Retired Officers with Signature)

Encl: Enclose necessary documents as applicable for eligibility.