

## **Selection Criteria for Directors at IL&FS Group**

### **I The following Selection Criteria for hiring of a Member of the Board / Director**

#### **(1) Experience / Know how :**

##### **(a) For IL&FS :**

The candidate must meet at least two of the below mentioned four criteria :

- (i) Must have been a CEO of a medium - large conglomerate in the past
- (ii) Must have served on other Boards
- (iii) Must have held General Management role for the last 5-10 years
- (iv) Must bring a different dimension to the board due to the area of work or expertise (Legal, HR, Marketing etc.)

##### **(b) For IL&FS Group Companies :**

The candidate must meet at least two of the below mentioned four criteria :

- (i) Must have served as a CEO in a related organisation
- (ii) Must have preferably served on other Boards
- (iii) Business Head role for last 5 years with an existing network to tap into
- (iv) Could be an independent specialist

(2) **Behavioral Competencies (as per the prevailing Group Competency Framework) both for IL&FS and Group Companies :**

- (a) Results and Achievement Orientation
- (b) Strategic Orientation
- (c) Ability to Influence and Inspire
- (d) Effective Decision Making
- (e) Champions Change
- (f) Intra-Group Coordination
- (g) Integrity (“Fit & Proper”)