

Approach Paper
On
Employee Compensation Processing

Submitted

By



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1. About Osource

Osource is one of the leading end-to-end BPO service providers with proven full service expertise for various verticals namely banking, insurance, financial services, travel, technology, pharmaceutical, telecom, construction, healthcare, utilities, media, retail and print & publishing. A pure-play BPO, Osource manages critical as well as non-core processes for leading global organisations with its wide array of end-to-end services, which includes solutions in the areas of Finance & Accounts Outsourcing, Payroll, Staffing, HR Administration and Software development.

Since inception, we have emphasized on building end-to-end outsourcing solutions and operate on the principle that true BPO is transactional. Our suite of proven, end-to-end BPO solutions ensures that you stay focused on increasing profitability, gaining market share, delivering shareholder value and releasing capital back into the enterprise.

Osource has reaped significant benefits of cross-pollinating its BPO operational units. Process understanding and business process re-engineering skill sets built up as a part of our BPO function have enabled us to offer combined solutions to our customers and prospects. Similarly, process automation has substantially improved the quality and throughput for several business processes outsourced to us.

Osource has attained its position in the BPO industry by creating a delivery strategy that is focused on delivering success on the customer's terms - it is methodology driven but also adaptable and very flexible, combining a strong onshore/offshore business model with solid infrastructure and telecommunications. Best practices in project management, training, staffing and process improvement all combine to deliver excellence for clients; whilst a proven transition methodology, service level standards and a multi-site approach mitigate risk and allow customers to keep control of their offshore processes.

2. Osource Capabilities

Osource currently provides Employees Compensation Processing services to over 70 customers belonging to an eclectic range of industry verticals namely, Banking & Financial Services, Media and Entertainment, Logistics, Hospitality and Health Care, Travel & Foreign Exchange, Legal, Print & Publication, Telecom and Networking, Pharmaceutical, Manufacturing, FMCG, Cosmetics, Mall & Retails companies, Online Retail, Petrochemical, Software and Business Process Outsourcing. The services being rendered to the existing customers are a blend of the Base, Premium & Platinum Employee Compensation Processing services offered by Osource. Increasingly varied levels of service expertise & delivery models have justified Osource's philosophy of an in-house & homegrown setup for the Payroll Processing services. Fueled by the continuous demand & rapidly growing clientele, Osource has an existing setup & expertise to expeditiously process monthly payroll for over 110,000 employees. The cornerstones of the aforesaid capability are detailed hereunder -

2.1 Secured Dedicated Center

Osource has a centralized dedicated processing center for its Payroll services in Chembur, Mumbai. The processing center has been developed using state-of-art technology comprising of the following key elements -

- RAID Implemented Servers for ensuring improved redundancy & high processing speed
- Workstations without CD/Floppy drives to ensure that data is securely storage and all activities are carried out at the servers
- Dedicated 256 KBPS Leased Line connection with last-mile redundancy from 2 separate carriers as the primary communication line. Backup line includes a 1 MBPS ADSL connection & a 512 KBPS broadband connection.
- Firewall & Intrusion Detection Systems (IDS) to monitor & regulate the inbound & outbound network traffic

2.2 Logical & Physical Access Controls

- A separate processing center ensures proper physical access control. As a policy the address of this location is not disclosed in any of our public communications (website, brochure, mails, etc.)
- Logical access control includes access levels in software, user profile, audit trail, retaining deleted/revised data in database, restricted access to e-mail & internet etc.

2.3 Business Continuity & Disaster Recovery

Owing to the criticality & high-risk nature of the service, Osource has 2 separate centers at different geographical locations in Mumbai. These centers support the other service delivery operations of Osource and act as hot-site arrangement for the Payroll Processing Center. The data backups, which are taken following grandfather-father-son concept, are tested and archived at a separate offsite storage area. In case any exigency, the backup tapes/data from the offsite storage can be loaded at any of the 2 centers/warm sites for processing thereby maintaining continuity of critical business operations.

2.4 In-house Software & IT Support

The software used for the payroll processing & other allied services is the proprietary product of Osource. The aforesaid software has been developed using Visual Basic as the front end engine & Oracle 10G as the back-end database. The software is capable of handling API/flat file based full-duplex communication (inbound & outbound) with Peoplesoft, Oracle, MS Great Plains or any other customized software. Further, the software has the facility of generating any specific upload formats such as MT103 for bank credits or any other accounting entries/JVs etc. Additionally, the technical & functional support for the software is managed by an in-house technical team, which is solely dedicated for the payroll operations. This enables Osource to remain independent of any 3rd party service provider. The other software elements including the web-based employee self service portal are seamlessly integrated with the payroll system and sufficient internal controls have been built in to maintain the confidentiality of data.

2.5 Human Resource

The processing team is headed by a chartered accountant with over 10 years of experience. The processing staff has ample knowledge of taxation, legal & Statutory compliance, salary components etc. and hands-on experience on a wide range of assignments. Osource's training workshops & Standard Operating Procedures (client-specific) help the employees in discharging their duties more competently & effectively. Osource has a policy on on-job training which helps the processing staff in working on a wide range of assignments and diverse work platforms adding versatility to their business knowledge. The processing staff is segregated into various roles namely, Team Manager, Team Leader, Team Member & Support Staff. As a HR practice, Osource ensures that proper background & reference checks have been done before the person is hired. Further, on-job rotations, multiple account handling, account swapping etc. are the various techniques which are deployed to deal with the staff attrition.

2.6 Multi-location Support

Apart from three centers in Mumbai, Osource has a multiple footprint across India (i.e. offices in Noida (NCR) & Bangalore). Additionally, Osource has tie-up with its local partners in Hyderabad, Pune and Ahmedabad. The onsite support required by the customers in the aforesaid locations is managed either through the direct branch offices or via the partner network. The objective of the onsite support is to provide end-to-end payroll processing & support services.

3. Transition Methodology

Once the assignment is finalized, the next step is migration/transition. Unless planned meticulously, major companies default during the migration phase resulting in a complete mismatch between the agreed service levels & the actual service levels, leading to a high level of dissatisfaction.

The ease with which, Osource transitions the payroll process, is a result of immaculate planning and preparation done beforehand. During this period complete employee information is moved to Osource. Osource believes that outsourcing is an all encompassing change philosophy which includes data capture, transformation and conversion whilst critically reviewing and upgrading customer's systems & processes etc.. The following is a brief explanation of this process:

3.1 Requirement Analysis

This phase involves study of the client requirements, existing process, planning of the overall architecture of the assignment and the system with detailed plans and landmarks. The emphasis is on the integration of the individual activities.

3.2 Data Conversion

The data conversion process defines the tasks and deliverables required to convert an employee's database and previous payroll months, if applicable. The objective of the data conversion process is to convert and test all data that is available, feasible to obtain and necessary for the operation of new applications. The first step of this process is to explicitly define what data is required for conversion. The converted data will be needed for the production migration.

3.3 Software Customization & Testing:

This process includes customizing and testing of the software and related sub-modules and hardware with procedures and processes required to perform a payroll processing activity. System customization and testing of the overall application with trial data is essential to the success of the implementation project.

3.4 Production Migration

The objective of the production migration process is to transfer a customer's data into Osource's payroll system. The production migration process encompasses transition to production readiness and production cutover. Osource will perform the production setup and the data conversion to get the system ready for production migration.

3.5 Parallel Run

Osource will perform parallel run to ascertain that payroll computation is consistent with the customer's existing payroll computation and the same should be in conjunction with the applicable statutory regulations. By comparing payroll reports generated from the Osource's system and the customer's existing payroll application, Osource is able to fine-tune any incorrect parameter settings on the payroll application.

3.6 Training

Osource will provide to the customer coordinator involved in the outsourcing project focusing on the best practices for the submission of payroll transaction/input data to Osource.

3.7 Live Run

Live run will commence upon the completion of the implementation processes.

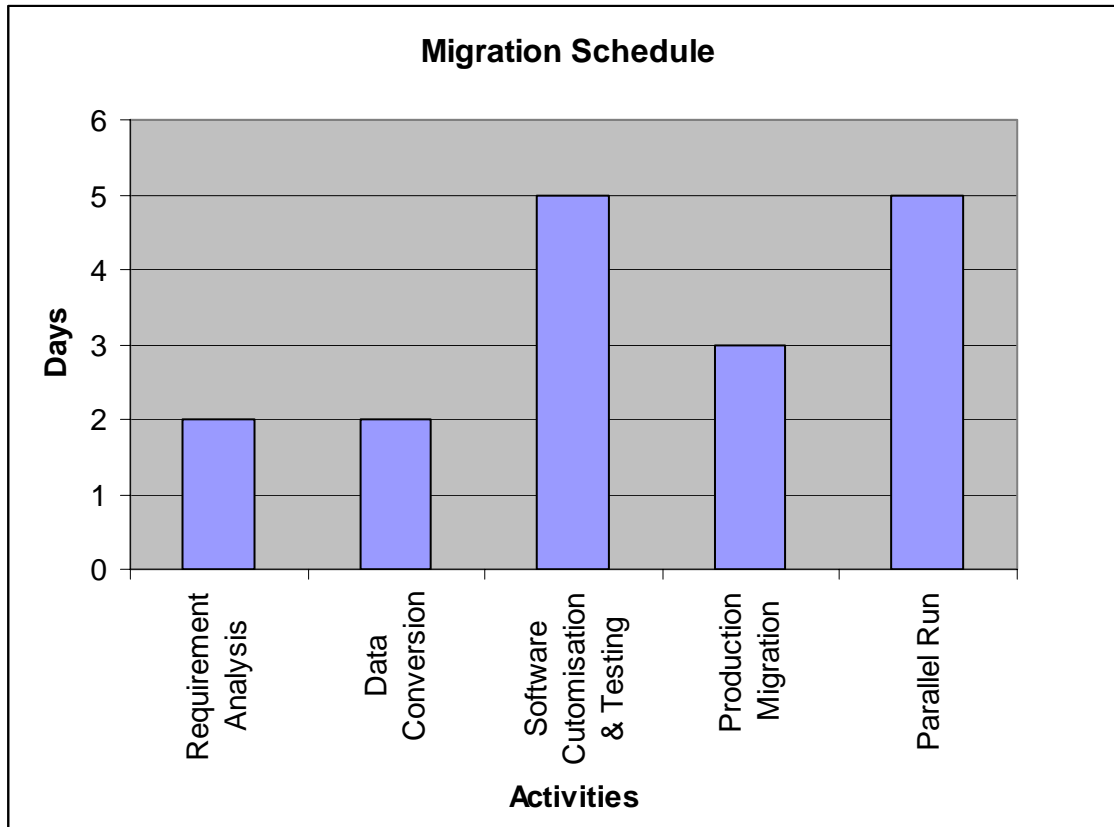
3.8 Continuous Processing & Improvement

Once all migration is complete, Osource continues to carry out the scheduled processing and evaluates the processes for potential improvement and operational excellence. Osource meets the customer to evaluate best practices and identify specific initiatives to improve operations. Osource reports back to the client on the successful implementation of such initiatives.

Osource invests significant resources in developing best practices that may be leveraged throughout the organization. In addition, Osource's research archives provide a wealth of current information about processes, policies, procedures, and technology that is state-of-the art in payroll processing.

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The period of initial activities estimated by Osource is 17 days. A graphical allocation of days based on the various heads is given below:



4. Base Payroll Services

The scope of work and the deliverables for the Base Services are detailed hereunder:

4.1 Payroll Processing

- a. Monthly Salary Processing
 - i. Input details of existing, new employees/ resigned or retired employees
 - ii. Input increments details
 - iii. Maintain employee asset records and calculate perquisite values
 - iv. Input other Perquisites/employee benefits
 - v. Will capture and report any variations in the month to month salary
- b. Generation of all the required monthly & annual payroll reports and providing the same to the Client in soft format.
- c. Pay slip generation, sending to each employee by email alongwith tax calculations (tax deducted and projected tax deduction for the financial year)
- d. Monthly Income Tax & Professional Tax Challans Preparation
- e. Provide Monthly interface download for Oracle/SAP/Peoplesoft, etc..
- f. Generation of Annual Form 16 & Form 16 A
- g. Annual/Quarterly Form 24 filing.
- h. Employee Final Settlement (retirement/resignation etc)
 - i. Calculation of final salary including perquisites etc.
 - ii. Gratuity details from the Client.
- i. Preparation of monthly challans related to
 - a. PF (Provident Fund)
 - b. TDS (Tax Deducted at Source)
 - c. PT (Profession Tax)
 - d. ESIC
- j. Employee Query Support via email & Inbound Telephonic Support

4.2 CTC Expense Re-imbusement Services

Osource will also provide its services for “CTC expense reimbursement”, if required by the Client. The service will entail reimbursement of expenses incurred by employees of the company, forming part of their CTC. The generalized process adopted is as mentioned hereunder and the same can be clubbed with a drop-box approach or customized as per the customer’s requirement:

1. The payment to executives will be made on monthly basis along with the salary upload.
2. The executives will drop the vouchers with the Client’s finance department which will be couriered/provided to Osource’s for further processing.
3. Osource will verify these vouchers and process them in accordance with the Client’s policies.
4. Osource will prepare the bank transfer files (upload floppy) and provide the same for approval of the Client.
5. Post approval of the Client, Osource will submit it in the designated Bank for credit to accounts of concerned executives.
6. The relevant accounting entries with codes, amount & remarks will be submitted by Osource in soft copy.

5. Premium Payroll Services

Besides the services detailed under Base Payroll Services, following additional services can be rendered under the Premium Payroll segment -

5.1 Payroll Information Portal Services

Deliverables	Responsibilities	
	Osource	Client
Display of Payslips & Tax Computation Sheets & Entry of Investment Declarations on Web Portal	Display of Payslips & Tax sheets & Entry of Investment Declarations on Osource's Web Portal	Based on current email ids of employees creation of user id & passwords.

5.2 PF Management & Support

Sr. No.	Service Models	Deliverables	Responsibilities	
			Osource	Client
1	RPFC	Preparation Monthly PF Challans, Cheques & Returns & Employee Query Resolution	<ul style="list-style-type: none"> ➤ Filing of Form No. 2, 5, 9, 3A, 6A & 12A ➤ Preparation of Monthly PF Challans/Cheques ➤ Filing of monthly/yearly returns ➤ Transfer In/Transfer Out 	Information required by Osource
2	In-house Trust	Capture of Contribution & Investment Details and Finalisation of Accounts	<ul style="list-style-type: none"> ➤ Monthly Contribution Upload ➤ Updation of Bank Transactions ➤ Capture of Investment Details ➤ Finalisation of Accounts ➤ Submission of Balance Sheet, P&L ➤ Generation & Printing of Member Cards 	<ul style="list-style-type: none"> ➤ Bank Statement ➤ Investment Details ➤ Other details required by Osource

5.3 Gratuity Management & Support

Sr. No.	Service Models	Deliverables	Responsibilities	
			Osource	Client
1	<i>LIC Managed</i>	Maintaining Books of Accounts and Co-ordination with LIC	<ul style="list-style-type: none"> ➤ Preparation of Covering Letter for LIC ➤ Maintaining Books of Accounts ➤ Full & Final Settlements ➤ Gratuity Withdrawal ➤ Yearly Gratuity Pay-slips 	Information required by Osource
2	<i>In-house Trust</i>	Capture of Contribution & Investment Details and Finalisation of Accounts	<ul style="list-style-type: none"> ➤ Monthly Contribution Upload ➤ Updation of Employer Actuarial Contribution ➤ Capture of Investment Details ➤ Finalisation of Accounts ➤ MIS Reporting 	<ul style="list-style-type: none"> ➤ Bank Statement ➤ Investment Details ➤ Employer Actuarial Contribution ➤ Other details required by Osource

5.4 Superannuation Management & Support

Sr. No.	Service Models	Deliverables	Responsibilities	
			Osource	Client
1	<i>LIC Managed</i>	Maintaining Books of Accounts and Co-ordination with LIC	<ul style="list-style-type: none"> ➤ Preparation of Covering Letter for LIC ➤ Maintaining Books of Accounts ➤ Full & Final Settlements ➤ Superannuation Withdrawal ➤ Yearly Superannuation Pay-slips 	Information required by Osource
2	<i>In-house Trust</i>	Capture of Contribution & Investment Details and Finalisation of Accounts	<ul style="list-style-type: none"> ➤ Monthly Contribution Upload ➤ Updation of Employer Actuarial Contribution ➤ Capture of Investment Details ➤ Finalisation of Accounts ➤ MIS Reporting 	<ul style="list-style-type: none"> ➤ Bank Statement ➤ Investment Details ➤ Employer Actuarial Contribution ➤ Other details required by Osource

5.5 Pay-slip Printing

Deliverables	Responsibilities	
	Osource	Client
<i>Pay slips to be printed and sorted for each branch. Sending courier to each branch.</i>	<ul style="list-style-type: none">➤ Print & pack in window envelopes.➤ Sort them for each branch and courier them directly on the last working day of every month.	<ul style="list-style-type: none">➤ Confirm correct location of each employee➤ Provide address of each branch➤ Distribute it in each location.

6. Platinum Payroll Services

Besides the services detailed under Base Payroll & Premium Payroll Services, following additional services can also be rendered under the Platinum Payroll segment –

6.1 Physical Helpdesk Service

Service Models	Deliverables	Responsibilities	
		Osource	Client
(A) Monthly	Osource personnel to be present at each location for answering any Payroll, Tax Computation or CTC related queries. Any query which can not be resolved on-spot, will be logged & reverted back within 3 working days.	<ul style="list-style-type: none"> ➤ Deputation of Resource for Physical Helpdesk ➤ Resolution of employee queries 	<ul style="list-style-type: none"> ➤ Intimation of the helpdesk to all employees. ➤ Employees to provide any information, requested by Osource directly ➤ Providing the necessary infrastructure for setting up the helpdesk
(B) Quarterly			
(C) Half-Yearly			
(D) Yearly			
(E) On Demand			

6.2 Online Tax Calculation

Deliverables	Responsibilities	
	Osource	Client
Online Tax Calculator & Expected Earnings Projection will be made available on Osource's Web-Portal	<ul style="list-style-type: none"> ➤ Online Tax Calculation & Earnings Projection on Osource Web Portal ➤ Performing the Customisations of required reports. 	<ul style="list-style-type: none"> ➤ Specifying the necessary customizations

6.3 Leave & Attendance Management

Deliverables	Responsibilities	
	Osource	Client
Workflow-based Attendance & Leave Management System	<ul style="list-style-type: none"> ➤ Synchronisation with the Client's Access System to capture Attendance Data ➤ Supporting the entire portal for the Client 	<ul style="list-style-type: none"> ➤ Providing the details of the Client's access system & Leave Policies. ➤ Providing the Authorization Matrix & Holiday List to Osource

7. Monthly Payroll Processing Schedule

The indicative standard monthly processing work-flow is tabulated hereunder:

Sr. No.	Dates	1 - 9	10 - 16	17 - 18	19-20	20 - 21	22 - 23	24 - 25	26 - 27	28 - 29	30 - 31
	Activities										
1	Tax Deducted At Source Reconciliation										
2	Collection of all inputs including medical & other expenses those are to be processes as part of payroll.										
3	First run of Salary Process & review thereof. This includes sign-off by client Modifications & Final Process										
4	Obtaining Approval from authorized client representative										
5	Salary Payroll Output – Production of reports & pay slips										
6	Bank Upload & Pay Orders										
7	Post Payroll Query Support & Payslip Delivery to employees via email										
8	Statutory Provident fund, TDS (Income Tax) and Profession Tax Challan (Treasury Receipt) preparation										
9	Full & Final Settlements										

The above table represents the standard processing schedule pursued by Osource assuming that the pay-day is the 30th/31st calendar day of every month. However, in special cases, the turn around time for delivering the output can be worked out without hampering the quality and accuracy of the generated output.

8. Standard Operating Process (SOP)

A generalized & brief overview of the client-centric & detailed “Standard Operating Procedures (SOP)” is captured hereunder –

- The customer provides the input data and any other bills/supportings to Osource preferably via email by the cut-off date, in the specified formats agreed & finalized during the Migration phase.
- Post receipt of the inputs, the Team Leader acknowledges the receipt of the inputs to the client coordinator and saves the input data in the month-wise subfolder created in the respective customer’s main folder. A copy of the data is also saved separately in a different sub-folder (same folder) as the backup copy.
- The Team Leader assesses & verifies all the inputs for completeness and provides the same to the Team Member for collation. The Team Member collates the entire data in the designated formats for capture/upload in the software. In case of any queries in the input data, the same are escalated to the client coordinator for resolution. The Team Member verifies the entire collated data using control totals to detect any discrepancies.
- Post collation of the inputs in the upload formats, the same is thoroughly verified by the Team Leader to ensure adherence to the four-eye principle. The upload working files are saved in the upload subfolder of the current month working folder. Post verification, the Team Leader uploads the entire data (segregated on type of inputs) in the software using the various upload programs for the different input types.
- The software has built-in input validation checks which detects & highlights any unusual discrepancy in the upload data. Using the Upload Confirmation Reports, the Team Leader can analyse the statistics of the upload process and verify the count of total records uploaded, sum of each column, discrepancy records, if any etc. which can be compared with the raw upload file to ensure proper updation. The log report of the upload process is also saved in the upload folder of the current month working folder.

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- Post upload process, the Team Manager approves the transactions in the software (batch approval) to ensure double-check on the accuracy & integrity of the data being posted.
- Post approval, the Team Leader processes the salary in the software (1st Run) and verifies the output. Additionally, the output is also provided to the Team Manager for the purpose of validation.
- The Team Manager verifies the transactions on random basis and ensures that all inputs provided by the client have been taken into consideration. The Team Manager also runs an audit trail in the software to analyse the entire chain of action, identify changes with respect to the previous month & substantiate the same with the input data.
- Post verification, the Team Manager saves the 1st cut output file in the 1st cut subfolder of the current month working folder and provides the 1st cut salary register to the client for approval.
- In case of any changes suggested by the client, the entire workflow of the input update process is again repeated and the salary is processed again. The final salary register is compared with the 1st cut and ensured the changes, if any are the ones requested by the client post 1st cut.
- The final cut salary register is saved in the final output folder of the current month working folder and is verified by the Team Leader & Team Manager.
- Post verification, the Team Leader provides the final salary register to the client via email. It is ensured that the data transmitted over email is in encrypted format to ensure the confidentiality of the same.
- Thereafter, the reports such as Bank Upload, statutory compliance reports etc. are generated, verified & provided to the client in soft format. The preparation of related statutory challans such as TDS, PF, ESIC is also done simultaneously.
- In case of Web display, the salary slips are uploaded on the Osource's web portal to enable the employees of the client to view the same through internet.

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A sample of the monthly calendar which is shared with each client to for transparency in operations is given hereunder -

Time Period	Action	Responsibility	
		Customer	Osource
	Submission of Salary Inputs & Bills for Reimbursement	<ol style="list-style-type: none"> 1. Timely Submission 2. Adherence of Agreed Input formats 3. Ensuring all inputs contain Employee Code 4. Ensuring information submitted is complete 	Acknowledgement of input received
	<ol style="list-style-type: none"> 1. Input Collation 2. Input Verification & Consolidation 3. Upload of Inputs in Software 4. Salary Run 	Clarification to Queries, if any	<ol style="list-style-type: none"> 1. Adherence to Controls & Procedures 2. Raising Queries, if any, on Input 3. Timely Completion 4. Run of Audit Trails
	Submission of First Cut Salary	Acknowledgement of Receipt of data	To submit the processed data by EOD
	Modification to First Run	Inform changes, if any	Carry out changes advised
	<ol style="list-style-type: none"> 1. Bank Upload 2. Salary Register 3. Pay Mode Register 	Acknowledgement	<ol style="list-style-type: none"> 1. Submission by EOD 2. Accept Stop Payment & Re-run of upload
	<ol style="list-style-type: none"> 1. Salary Upload 2. Payslip 3. Reimbursement Data Sheet 4. Accounting JV 	<ol style="list-style-type: none"> 1. Submit the upload to Bank 2. Preparation of Cheques/DD 	<ol style="list-style-type: none"> 1. E-mail payslips 2. Submission of reimbursement data
	<ol style="list-style-type: none"> 1. Help Desk 2. EPF/ESIC 3. Other Payroll Reports 4. Full & Final Settlement (F&F) 	<ol style="list-style-type: none"> 1. Provide Infrastructure for HD 2. Input for F&F 3. Issuance of Cheques on basis of F&F Statement 	<ol style="list-style-type: none"> 1. Man HD to resolve Employee Queries 2. Submit the payroll reports 3. Submission of PT/PF/ESIC Challan 4. Prepare & Submit F&F for Payments
	Statutory Dues	Submit TDS, PF & ESIC challan to Bank	
	Information Updation	Provide details of Statutory Payment	Update payment details in software Reconcile TDS