

Payroll & Hiring in India

*The complete guide for foreign companies — compliance,
contracts, culture, and managing distributed teams*

5 parts

TO EVERY INDIA
SALARY PACKAGE

8 things

US MANAGERS
GET
WRONG ABOUT
INDIA TEAMS

12+

PUBLIC HOLIDAYS
TO PLAN AROUND

15+ yrs

INDIA PAYROLL
PRACTICE

What this guide covers.

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Before, during and after hiring — everything in one place

Employee vs. contractor — *the critical difference.*

Almost every foreign company that tries to "start small" in India uses contractors. Most of them regret it within 12 months. Here is why — and what to use instead.

Why contractors look attractive and aren't

The appeal is obvious: no PF, no statutory benefits, no notice period, easy to scale up and down. The reality is more complicated.

CONTRACTOR — APPARENT BENEFITS

- No PF contributions
- No statutory bonus obligations
- No gratuity liability (initially)
- Flexible engagement and termination
- Lower administrative overhead

CONTRACTOR — ACTUAL RISKS

- Labour authorities may reclassify as employees — with back PF and statutory bonus
- IP ownership is contractor's by default — assignment required
- Moral rights issues harder to manage than with employees
- Creates Permanent Establishment risk for the parent
- Not suitable for core engineering teams building proprietary IP
- Long-term contractors often reclassified — triggering penalties

The reclassification test

Indian labour law does not have a simple definition of "employee" vs. "contractor." Courts and labour authorities look at the substance of the relationship. If your contractor:

- Works exclusively or primarily for you
-

- Uses your tools, equipment, or workspace
- Follows your hours, processes, and instructions
- Has been engaged for more than 6–12 months continuously
- Is economically dependent on you as their primary income source

...they may be reclassified as an employee. The consequence: back-payment of all PF and statutory bonus, plus penalties. This is not hypothetical — it happens during due diligence, labour audits, and when contractors become disgruntled.

For SaaS, engineering, and CRO teams building proprietary software: contractors are not appropriate for core team members. The IP ownership risk alone justifies moving to employment. Use contractors only for genuinely project-based, time-limited, non-core work.

The right structure for each scenario

SCENARIO	RECOMMENDED STRUCTURE	WHY
Testing India market — 1–3 people	Employer of Record (EOR)	Legal employment without needing to incorporate. No entity required.
Building a core engineering team — 4+ people	Own subsidiary + employment contracts	IP ownership clarity, full control, better cost per head at scale
Short-term project — truly time-limited	Contractor with IP assignment agreement	Only viable if genuinely project-based and engagement ends within 6 months
Specialized external expertise (legal, audit)	Professional services firm engagement	B2B engagement — not employment. Different legal and tax treatment.

India payroll structure — *how CTC actually works.*

Indian compensation packages are structured very differently from US or UK salaries. Understanding this before your first hire avoids expensive restructuring later — and affects every offer letter you write.

CTC — Cost to Company

In India, salaries are expressed as CTC — the total annual cost to the employer, including all statutory contributions. When a candidate says they want "₹20 lakh CTC," they mean the full employer cost, not just their take-home pay. Employer PF contribution is often included within CTC, though many companies treat it as an additional cost over and above. Medical insurance and gratuity are employer costs paid **over and above CTC** in all cases — they sit entirely outside the CTC figure.

The 5 components of Indian compensation

Basic Salary	40–70% of CTC
Flexible Expense Plan (FEP / HRA)	5–15%
Variable / Performance Pay	0–30%
Provident Fund (employer share)	12% of basic
Medical insurance (over and above CTC)	Variable

COMPONENT	TYPICAL RANGE	WHO PAYS	NOTES
Basic salary	40–70% of CTC	Employer	Kept relatively low — both employer and employee pay 12% of basic into PF. Higher basic = higher PF contribution for both.
Flexible Expense Plan	5–15% of CTC	Employer reimburses	Tax-advantaged reimbursements: House Rent Allowance (HRA), Leave Travel Allowance (LTA), medical.

COMPONENT	TYPICAL RANGE	WHO PAYS	NOTES
(FEP / HRA / LTA)			Receipts required. Unused amounts paid at year-end — budget this as a deferred liability.
Variable pay	0–30% of CTC	Employer (performance-linked)	Paid quarterly or annually. If stated in the offer letter, must be paid. Structure carefully — overpromising creates legal obligation.
Provident Fund (PF) — employer share	12% of basic salary	Employer contributes 12%, employee contributes 12%	Mandatory for establishments with 20+ employees. Strongly advisable to start from day one. Employee share is deducted from gross pay. Note: many companies treat employer PF as a cost over and above CTC rather than including it within the CTC figure — clarify this clearly in every offer letter.
Group medical insurance	₹8,000–₹25,000 per employee per year (employer-paid)	Employer pays 100% of premium	Paid over and above CTC. Mandatory once a company has employees. Typical group policy: ₹3–5 lakh sum insured per family (employee + spouse + 2 children). Cost varies by headcount, insurer, and sum insured. At 10–20 employees expect ₹10,000–₹20,000 per employee per year.

PF — included in CTC or over and above? This varies by company. Many Indian companies include the employer's PF contribution (12% of basic) within the stated CTC. Many others — particularly foreign-owned subsidiaries — treat it as a cost over and above CTC. There is no legally mandated approach. What matters is that every offer letter states this clearly. Ambiguity here is the most common source of compensation disputes at joining. Gratuity and medical insurance are *always* over and above CTC — never include them in the CTC figure.

Medical insurance is paid over and above CTC. Group health insurance for employees (and typically their families) is an employer cost that sits entirely outside the CTC structure. Budget approximately ₹10,000–₹25,000 per employee per year for a group policy with ₹3–5 lakh family floater cover. This cost rises with headcount, age of

employees, and sum insured. It must be in place before your first employee joins — not added later.

Benefits structure must be decided at setup — not later. Indian employment law makes it very difficult to reduce benefits once established. If you start with a generous variable pay or FEP structure and later need to cut costs, you face legal challenges. Design the compensation structure carefully before your first offer letter goes out.

What ₹20 lakh CTC actually costs and pays

ILLUSTRATIVE BREAKDOWN — ₹20,00,000 CTC (APPROXIMATELY USD 24,000)

Basic salary (50% of CTC)	₹10,00,000
HRA + FEP allowances	₹3,00,000
Variable pay (15%)	₹3,00,000
Employer PF — 12% of basic (often over and above CTC — clarify in offer letter)	₹1,20,000 *
Total CTC	₹20,00,000
Always over and above CTC — additional employer obligations	
Group medical insurance (~₹15,000/employee/year)	+₹15,000
Gratuity (accrues at ~4.81% of basic, payable after 5 years)	+₹48,100/year
* Employer PF — if treated as over and above CTC	+₹1,20,000
<i>True employer cost (CTC + all above)</i>	₹21,83,100
Employee take-home (after deductions, approx.)	₹13–14,00,000 annually

Statutory payroll compliance — *rates, thresholds, deadlines.*

Every Indian employer has mandatory contributions and deductions to make for each employee. Miss a deadline and penalties apply from day one. Here is what each obligation involves.

OBLIGATION	RATE	THRESHOLD	PAYMENT DEADLINE	FILED WITH
TDS (Tax Deducted at Source)	Per income tax slabs — 5% to 30%	All employees (salary above basic exemption)	7th of following month; quarterly returns	Income Tax Department (TRACES)
Provident Fund (PF / EPF)	Employer: 12% of basic Employee: 12% of basic	Mandatory if 20+ employees. Advisable from day one.	15th of following month	EPFO (Employee Provident Fund Organisation)
Group Medical Insurance	₹10,000–₹25,000 per employee per year (approx.)	All employees — paid 100% by employer. Over and above CTC.	Annual premium — typically paid upfront or quarterly	Private insurer (New India, Star Health, HDFC Ergo etc.)
Professional Tax (PT)	₹200–₹2,500/year (state-specific)	State-dependent. Not all states impose it.	Monthly or annual (state-specific)	State tax authority
Gratuity	(Basic × 15/26) × years of service	Payable after 5 years of continuous service	Within 30 days of leaving	Directly to employee
Statutory Bonus	8.33%–20% of salary	Employees earning ≤ ₹21,000/month. After 1 year of service.	Within 8 months of financial year end	Directly to employee

Medical insurance is mandatory and is paid over and above CTC. All foreign-owned companies are expected to provide group health insurance for employees. The standard is a family floater policy of ₹3–5 lakh sum insured covering the employee, spouse, and up to 2 children. Premium is 100% employer-paid and should be budgeted at ₹10,000–₹25,000 per employee per year depending on insurer and sum insured. This must be activated before your first employee joins — it is not optional and cannot be added retroactively without underwriting delays.

TDS — how income tax withholding works in India

Unlike PAYE in the UK or withholding in the US, Indian TDS from salary is calculated based on each employee's projected annual income and tax-saving declarations at the start of the year. Employees submit Form 12BB declaring their planned investments (PPF, insurance, home loan interest etc.) which the employer uses to compute the TDS rate to apply each month. At year-end, any over or under-deduction is adjusted in the last few payroll runs.

HR documents *every hire requires.*

The document set for an India hire is more extensive than a US or UK offer. Each document serves a specific legal purpose — some protect the company, some are statutory requirements.

MANDATORY DOCUMENTS

- **Offer letter** — CTC breakdown, role, start date, joining bonus terms if any
- **Employment agreement** — terms of employment, notice period, confidentiality, IP assignment
- **IP assignment clause** — all work product assigned to the company. Must include irrevocable waiver of moral rights under Indian copyright law.
- **Non-disclosure agreement (NDA)** — broad confidentiality covering parent company's information
- **Appointment letter** — formal statutory document confirming terms (some states require this separately)

STRONGLY RECOMMENDED DOCUMENTS

- **HR policy manual** — POSH policy (sexual harassment), leave policy, code of conduct
- **Attendance and leave policy** — earned leave, casual leave, sick leave, public holidays list
- **POSH policy** — Prevention of Sexual Harassment Act (POSH) compliance is mandatory. Internal Complaints Committee (ICC) required for companies with 10+ employees.
- **Expense reimbursement policy** — defines what can be claimed under FEP and the process
- **Acceptable use policy** — for IT equipment and company systems

What must be in the employment agreement — for foreign-owned entities

Standard employment agreements for domestic Indian companies are not sufficient for foreign-owned subsidiaries. The following are specifically important:

- **IP assignment — post-employment.** Indian copyright law requires IP to be assigned after completion of the work, not just prospectively. The agreement should be structured to capture ongoing assignments throughout employment.
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- **Moral rights waiver — irrevocable and explicit.** Indian authors retain moral rights even if they've assigned copyright. The waiver must be in writing, irrevocable, and cover all work created during employment. This is not standard in most off-the-shelf Indian employment templates.

- **Geographical scope — worldwide.** IP assignment must specify worldwide scope, otherwise it defaults to India only.

- **Duration — perpetual.** Assignment duration must be specified as perpetual; otherwise it defaults to 5 years.

- **Governing law and jurisdiction.** Specify Indian law and the courts in your city of operation.

- **Notice period.** Typically 30–90 days for senior employees. Must be mutual — the company also gives the same notice period on termination.

POSH compliance is mandatory from the first hire. The Prevention, Prohibition and Redressal of Sexual Harassment of Women at Workplace Act (POSH) requires every employer with 10 or more employees to constitute an Internal Complaints Committee (ICC). Non-compliance carries penalties and personal liability for the managing director. This is routinely missed by early-stage foreign-owned companies.

Monthly payroll workflow — *step by step.*

Indian payroll is more complex than a simple salary transfer. Here is the complete monthly workflow and the compliance filings that follow.

01 Collect salary inputs (by 20th of month)

Gather attendance data, leaves taken, new joiners and leavers, variable pay approvals, expense reimbursements, and any salary revisions.

Attendance records

Leave data

New joiner forms

Variable pay approvals

02 Run payroll calculation

Calculate gross pay, all deductions (PF employee share, PT, TDS), and net pay for each employee. Verify against previous month for anomalies.

Gross to net calculation

TDS computation

PF deduction

03 Release payslips and salary

Employees must receive payslips showing gross pay, all deductions, and net pay before or on salary day. Most companies pay on the last working day of the month or the 1st of the following month.

Payslips issued

Bank transfers

Payroll register updated

04 TDS payment — by 7th of following month

The TDS deducted from all employee salaries must be deposited with the government by the 7th of the following month using Challan 281. For March, the deadline is April 30.

Deadline: 7th of next month

Challan 281

TRACES portal

05

PF payment — by 15th of following month

Both employer and employee PF contributions (12% + 12% of basic salary) must be deposited with the EPFO by the 15th of the following month. Late payment attracts interest at 12% per annum plus damages. Whether employer PF is within CTC or over and above depends on your offer letter structure — clarify this with employees. Gratuity and medical insurance are always over and above CTC and budgeted separately.

Deadline: 15th of next month

EPFO portal

06

Monthly payroll register and MIS

Maintain a monthly payroll register (required by law) and prepare a payroll MIS report for the parent company showing headcount, total payroll cost, statutory contributions, and any significant variances.

Payroll register

MIS to parent company

Cost centre reports

07

Quarterly and annual filings

TDS quarterly returns (Form 24Q) must be filed every quarter. Form 16 (the India equivalent of a P60 or W-2) must be issued to all employees by June 15 each year. PF also has annual returns. Review group medical insurance policy annually at renewal.

Form 24Q — quarterly

Form 16 — annual (by June 15)

PF annual return

Medical insurance renewal

EOR vs. own subsidiary — *when to use each.*

Employer of Record (EOR) is increasingly used as the entry mechanism for foreign companies before forming a subsidiary. It solves the "we want to hire before we're incorporated" problem — but it has meaningful trade-offs at scale.

DIMENSION	EOR SERVICE	OWN INDIAN SUBSIDIARY
Entity required	No — EOR is the legal employer	Yes — must incorporate first (15–20 days)
Speed to first hire	1–2 weeks	6–8 weeks (incorporation + bank + payroll setup)
IP ownership	Complex — EOR is the employer; assignment chain must be airtight	Clean — subsidiary is the employer, assigns to parent
Cost per employee	Higher — EOR markup on top of salary and statutory costs	Lower at scale — no EOR markup; just payroll admin cost
Control over employment terms	Limited — EOR uses standard templates	Full control — custom contracts tailored to your needs
Right to employ	Technically EOR's employees — you direct the work	Your employees directly
Best for	1–5 people, testing market, speed to hire	5+ people, long-term operations, IP-intensive work
Transition	Can transition to subsidiary — requires new employment contracts	N/A

We recommend transitioning from EOR to own subsidiary at 4–6 employees. At that point, the monthly EOR markup (typically USD 150–300 per employee per month above statutory costs) exceeds the fixed overhead of running your own payroll. More

importantly, by 4–6 people you likely have engineers building proprietary IP — and the IP chain is cleaner through your own entity.

Managing Indian teams — *the cultural guide nobody gives you.*

If you've hired great engineers in India who show up to every standup and never push back on anything — but something still feels off after three months — it's probably not a talent problem. It's a management translation problem. Here are the eight places it most commonly goes wrong.

01 Mistaking silence for agreement

In most US and UK engineering cultures, silence means yes. If someone disagrees, they say so. In Indian professional contexts, silence in a group setting often means the opposite — it can signal discomfort, uncertainty, or polite disagreement that the person doesn't feel safe voicing publicly.

Indian professionals often come from educational environments where openly challenging a senior in a group is considered disrespectful. This instinct to defer runs deep — especially on calls with managers and peers present.

WHAT YOU ASSUME

"Nobody raised concerns in the standup, so we're aligned."

WHAT'S HAPPENING

"Three people had concerns but didn't feel the group setting was the right place to raise them."

Manager tip — Build a practice of 1:1 async check-ins after major decisions. Ask "What could go wrong with this approach?" rather than "Does everyone agree?" Run a written pre-mortem before every sprint — it gives people permission to flag risks without speaking up in a room.

02 Giving blunt feedback the American way

US tech culture has normalised direct, candid feedback. "This code is a mess" is considered efficient. In India, the same words land very differently. Public or blunt criticism — especially in front of peers — is experienced as a loss of face. A public

dressing-down can cause damage that takes months to repair. Your engineer will smile, say "noted," and quietly start updating their resume.

US FRAMING

"This PR is way below the standard we need. You need to do better."

INDIA-AWARE FRAMING

"I think there's a stronger version of this — let's talk through it together. A few things I'd want us to look at..."

The substance stays the same. The framing shifts from public verdict to private collaboration. Do it in a 1:1, not in a code review comment visible to the whole team.

Manager tip — Save code review comments for technical suggestions. If a pattern needs addressing, that's a 1:1 conversation — not a GitHub thread.

03

Taking "yes" at face value

In Indian professional communication, "yes" frequently means "I have heard you" — not "I agree" or "I can do this by Friday." This quietly destroys sprint planning. It's not dishonesty. It's a deeply ingrained communication pattern where saying no — especially to a manager — feels like letting someone down.

WHAT YOU HEAR

"Yes, I'll have the auth module done by Thursday."

WHAT IT MAY MEAN

"I will try my best but I'm not sure it's achievable and I don't want to disappoint you by saying so."

Manager tip — Change the question. Instead of "Can you finish this by Thursday?", ask "Walk me through what needs to happen for this to be done by Thursday." Also try a traffic-light confidence system — green (confident), amber (possible but risky), red (needs re-scoping). It gives engineers a low-stakes way to flag capacity issues without it feeling like failure.

04

Treating the time zone overlap as enough

IST is UTC+5:30 — 9.5 hours ahead of US Eastern, 12.5 hours ahead of Pacific. There's typically a 1–2 hour overlap window if your India team works late afternoon IST and your US team is early morning EST. This feels workable. It isn't, unless you design around it.

Blockers that land at 3pm EST hit your India engineer at 12:30am IST. By the time they pick it up the next morning, half a working day is lost. Multiply this by five

blockers a week and you've effectively lost two full working days every week.

REACTIVE ASYNC

India engineer hits a blocker at 2pm IST. Posts in Slack. No response until 11pm IST when US team wakes up. Loses a full afternoon.

PROACTIVE ASYNC

Each morning, India engineer has a prioritised task list with context and pre-answered likely blockers. Moves independently for 80% of the day.

Manager tip — End every US-side day with a short written handoff note — what was decided, what's in flight, what your India team should prioritise. Five minutes of writing saves two hours of waiting.

05

Expecting Western-style proactive initiative

Many US managers expect senior engineers to proactively reshape scope, challenge product decisions, or volunteer to own entire workstreams without being asked. Indian engineers are often extremely capable and deeply ambitious — but they've come through an education system that rewarded execution over improvisation. Taking initiative upward can feel presumptuous in some contexts.

This changes significantly with trust, time, and explicit permission. Engineers who've worked with you for 6–12 months in a psychologically safe environment will surprise you. But you have to build that environment deliberately.

Manager tip — Explicitly invite initiative rather than passively expecting it. Say clearly: "I want you to come to me with problems before I ask. If you think the approach is wrong, tell me — that's part of your job." Assign "tech lead for the sprint" responsibilities on rotation. It gives engineers a legitimate, structured reason to take initiative.

06

Underestimating how much career growth matters

Compensation matters everywhere — but in India, career progression carries unusually high social weight. Title, seniority, and visible growth are not just professional metrics — they affect family expectations, social standing, and how an engineer is perceived in their community. An engineer who feels stuck will leave, even if the pay is good.

Indian engineers will often take a lower-paying offer at a company with a clearer promotion track over a higher-paying role with ambiguous career paths. They will ask about growth in interviews more directly than their US counterparts.

The fastest way to lose a high performer in India is to promote someone less qualified over them without explanation. Transparency about promotion decisions is not optional — it is retention strategy.

Manager tip — Apply the same levelling framework to your India team as your US team. Have explicit career conversations at least twice a year. If someone is on a promotion track, tell them. If they're not ready yet, tell them that too — with clear criteria for what "ready" looks like.

07

Skipping the relationship-building phase

US tech culture is transactional by default — discuss the work, make decisions, move on. With India teams, skipping the deliberate relationship phase is a mistake that compounds over time.

In India, trust is a prerequisite for candid communication — not a result of it. An engineer who doesn't feel a personal connection with their manager will default to telling them what they want to hear, not what they need to know. The silence, the yes-without-meaning-yes, the reluctance to flag problems — all of these reduce dramatically when there's genuine personal trust.

Asking about someone's family, their city, their festival plans is not small talk. It is the fabric of trust-building in Indian professional culture.

Manager tip — Spend the first 15 minutes of early 1:1s on non-work conversation — genuinely, not performatively. Remember and follow up on personal things. Acknowledge major Indian festivals with a simple message — "Happy Diwali" in Slack signals that you see your team as people. If budget allows, visit India once a year. Two days in Bangalore or Pune will teach you more about your team than six months of Zoom calls.

08

Not planning around Indian public holidays

India has significantly more public holidays than the US or UK — and they're spread across the calendar in ways that will catch you off guard. Many are also regionally specific: a holiday observed in Tamil Nadu may not apply in Pune. And major festivals come with reduced availability in the days around them, not just on the day itself.

Diwali (October/November) is the biggest — expect reduced availability for 3–5 days around it. Don't schedule critical releases or demo days in the two weeks around Diwali.

Manager tip — At the start of each quarter, ask your India team lead to share the holiday calendar for their specific city and state. Block these in your shared project calendar. Build a "no-release zone" around major Indian festivals the same way you'd avoid deploying on the Friday before US Thanksgiving.

Indian public holidays — *the complete planning calendar.*

India has three types of public holidays: national gazetted holidays (observed everywhere), restricted holidays (employees choose from a list), and state/regional holidays (specific to a state or city). Plan your sprints and releases around these.

National gazetted holidays — observed across India

Republic Day	26 January NATIONAL	Holi	March NATIONAL · 2-DAY IN PRACTICE
Eid ul-Fitr	March/April (shifts annually) NATIONAL	Good Friday	April NATIONAL GAZETTED
Independence Day	15 August NATIONAL	Eid ul-Adha / Bakrid	June/July (shifts annually) NATIONAL
Gandhi Jayanti	2 October NATIONAL	Dussehra / Navratri	October NATIONAL
Diwali	October/November NATIONAL · PLAN 3–5 DAYS LOW AVAILABILITY	Christmas	December NATIONAL GAZETTED

Key regional holidays — by city

HOLIDAY	REGION / CITY	APPROX. TIMING	PLANNING NOTE
Ganesh Chaturthi	Maharashtra (Pune, Mumbai)	August/September	Major 10-day festival in Pune. Expect lower availability.
Pongal / Makar Sankranti	Tamil Nadu (Chennai)	January 14–17	4-day harvest festival. Plan Chennai team accordingly.
Onam	Kerala (Kochi, Trivandrum)	August/September	Major Kerala state festival. 2–3 days low availability.
Ugadi / Gudi Padwa	Karnataka (Bangalore),	March/April	New Year in these states. Plan Bangalore teams.

HOLIDAY	REGION / CITY	APPROX. TIMING	PLANNING NOTE
	Maharashtra		
Kannada Rajyotsava	Karnataka (Bangalore)	1 November	Karnataka state formation day.
Durga Puja	West Bengal (Kolkata)	October	5-day major festival. Kolkata teams largely unavailable.

HOW TO BUILD YOUR INDIA TEAM'S HOLIDAY CALENDAR

At the beginning of each year, ask your India team lead to share: (1) the list of national holidays, (2) the restricted holiday choices each employee has made, and (3) any state-specific holidays for their location. Map these against your project milestones. Build a "no-release fortnight" around Diwali. Schedule nothing critical in the two weeks around your Diwali window — every year, something goes wrong for teams that don't.

Hiring compliance checklist — *everything in one place.*

Use this checklist for every hire. Each item has a compliance or legal reason behind it.

BEFORE HIRING

- India entity registered (or EOR in place)
- Payroll software configured (Zoho, Keka, GreytHR, etc.)
- PF (EPFO) registration active
- Group medical insurance policy in place (mandatory, over and above CTC)
- Professional Tax registration (state-specific)
- TAN (Tax Deduction Account Number) obtained
- Employment agreement template reviewed by Indian labour counsel
- IP assignment and moral rights waiver clause included
- HR policy manual drafted (including POSH policy)

DURING HIRING

- Offer letter issued with full CTC breakdown
- Employment agreement signed before start date
- NDA signed
- IP assignment agreement signed
- Form 12BB collected (tax-saving declarations)
- KYC documents collected: PAN, Aadhaar, bank details, address proof
- Educational qualification and experience verification
- Previous employer reference checks
- PF UAN (Universal Account Number) linked or generated

AFTER HIRING (ONGOING)

- First payslip issued with all deductions shown
- PF contributions filed for first month
- Employee added to group medical insurance policy
- TDS computed and deposited by 7th of following month
- Attendance and leave system access set up
- Statutory registers updated (attendance, wages)
- Annual Form 12BB review (if declarations change)
- Annual performance review and Form 16 by June 15
- Career conversation — at least twice per year
- Notice period terms clear to both parties

- Group health insurance policy in place
-

- POSH Internal Complaints Committee (ICC) constituted (10+ employees)

- Employee added to payroll software and health insurance

Need help setting up *payroll* for your *India* team?

Our payroll team manages compliant payroll for 225+ foreign-owned Indian entities — from offer letter templates to monthly compliance filings.

Schedule a confidential consultation.

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ROHIT@KRPRASSOCIATES.COM

KRPR & Associates · ICAI Reg. No. 139415 · Peer-reviewed firm · Pune, India ·
krprassociates.com

KRPR & Associates — India Entry & Compliance Counsel ·
krprassociates.com

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