AUGUST 2020

HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

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Charting The Way Ahead In The Covid-19 Era

In this strange, unprecedented time, the only way to develop is to move ahead. Lockdowns have taught us to look at the positives of stagnancy and reflection, but planning how to achieve a new normal is what will keep us on the path to progress – both as individuals in our lives and as working employees of the organizations we represent.

As we prepare for the transition from home to office, we need to respond effectively to the post-Covid-19 environment. As employers, we will take all possible positive steps to maintain the safety and well-being of our workforce.

To successfully execute these plans, the constant support and cooperation of employees is crucial. We are very grateful for the continued backing we have received from our personnel through the working from home platform and are confident that this will continue as we make the return to the physical office.

"One thing is certain. We are entering a new world of work and it is crucial to be well prepared for this new reality. The emphasis must be on creating a safe environment where employees can be productive and make an impact."

PAUL DUPUIS
Managing Director & CEO
Randstad India

"It is imperative to return to work with the necessary precautions. The safety protocols we put together will highlight the elimination and substitution of various workplace policies in order to adapt to the new reality of a physically distant work environment, ensuring that employee safety and risk mitigation are of the utmost priority."

MARCO VALSECCHI
Country Manager &
Managing Director
The Adecco Group, India

"This is our opportunity to restart the economy to create a future of work that works for everyone, one we know people have been seeking for some time. More digital, more virtual, more connected and more wellbeing-oriented than we could ever have imagined."

SANDEEP GULATI
Managing Director
ManpowerGroup India

"Companies and in particular HR service organisations like the ones in this initiative should play an active role to ensure India is getting back to work safely. We should treat this COVID-19 crisis as a defining moment for ourselves, our organisations and our country."

MARCOS SEGADOR ARREBOLA
Managing Director
Gi Group India

Why This **Report Is Important**

The India Alliance initiative is a group comprising Randstad India, The Adecco Group India, Manpower Group India and GI Group India, that has come together to put together the best practices from some of the best known organisations in India and share the knowledge with employer organisations around the country.

THE OBJECTIVE OF THIS ALLIANCE:
- It is expected that Covid-19 will remain 'with us' for some time to come until we control the disease with a cure, a vaccine.
- In the meantime, we need to adjust to a new reality. Securing our workplaces, securing a healthy and safe working environment. Protecting workers.
- To limit the economic downturn and impact on people's ability to earn a living, the labour market and all its stakeholders must quickly adjust to a new reality and a new world of work.
- Companies must have clear processes and protocols. Given the sense of urgency, the alliance is on a mission to make a vital contribution to this process of preparing for the new normal and helping India get back to work safely.
- What is clear is that unparalleled collaboration and coordination by diverse stakeholder groups, ranging from employers and governments to labour unions and institutes, is needed for this to succeed.
- This is a call to action to every organization and association in the country by the alliance to come and join this initiative. Why? Because the Alliance's research can have the greatest impact if the best practices it has identified are widely and rapidly shared across companies and industries.

The result of work this past few months is a comprehensive report on 'Help India Get Back To Work Safely'. Policymakers, sectors, organizations, and businesses can use this report in their processes to get up and running in a safe, healthy, and effective way, as soon as the local laws allow.

HERE'S AN OVERVIEW OF WHAT YOU CAN FIND IN THIS REPORT.

SECTION 1 - Gives the context and objectives of this report

SECTION 2 - Provides the framework and the approach to getting safely back to work with an example of the journey to implement a 'Safely Back to Work' action plan

SECTION 3 - Shows illustrative examples of Safe and Next Work Solutions

SECTION 4 - Details out safeguard measures that companies are implementing to get back to work safely
- Covers 4 major sectors
  - Manufacturing
  - IT / ITES
  - Pharmaceuticals and Life Sciences
  - Infrastructure

SECTION 5 - Summarizes the highlights of measures in the context of hierarchy of controls viz., Personal Protection Equipment (PPE), Administrative Controls, Engineering Controls, Substitution and Elimination

SECTION 6 - Provides samples of posters that organisations can use to create awareness about how to manage the risks in the workplace

The India Alliance hopes that the safeguard measures in this document will boost the confidence of organizations to speed their process of getting back to work safely and in the process, help millions of workers get back to their livelihood.

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Local governmental rules and decisions should always be followed carefully

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SAFELY BACK TO WORK

EXAMPLES OF SAFE & NEXT WORK SOLUTIONS

INDUSTRY EXAMPLES OF PRACTICE

OVERVIEW OF MEASURES

CONTEXT & OBJECTIVES

Bringing Our Employees
Back To Work Safely

The work-from-home model has been the strongest force to reckon with throughout the COVID-19 challenge and continues to remain so. It has sustained organizations, and enabled them to decentralize their workforce in a manner that best suits the company's objectives and goals. At a time when both production and consumption of goods and services has taken a severe beating, this has been the one light at the end of an especially dark tunnel. While we are grateful for this, a return to the physical office is an inevitability in the face of economic turmoil and job retention. It needs very thoughtful planning and execution. There are several safety protocols to be kept in mind that require keen employee intervention and participation.

1 A GRADUAL RETURN TO WORK FROM OFFICE

Branch by branch, office by office, or even department by department.

2 STAGGERED EMPLOYEE RETURN

Creation of social bubbles enabling certain small groups of people to interact with each other on a regular basis, at least for the foreseeable future. As things gradually improve, the number of employees contained in these bubbles can go up if needed.

3 NECESSITY FOR EMPLOYEE DISCRETION

Based on factors such as the presence of underlying health issues that could prove an imminent danger to their well-being or even the mode of transport required to travel to work from home, as the risk of transmission is higher in a crowded or enclosed space.

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COVID-19 Health & Safety Protocols

As employers, our aim is to provide a risk-free environment for our personnel so that they can perform their duties and fulfil their responsibilities without additional mental stress. This will be based on the MHA guidelines and workplace protocols to maintain employee health and safety in COVID-19 times.

SOCIAL DISTANCING
Distancing from your peers at all times, throughout the day, as per MHA guidelines.

LIFTS & STAIRWAYS
Not more than 4 people in a lift at any time. Encourage the use of stairs over lifts.

SANITISERS
Sanitisers to be placed at frequent spots throughout the premises.

STAGGERED TIMINGS
Staggered entry-exit times and lunch breaks for all employees to reduce interaction and overcrowding.

TEMPERATURE CHECKS
Daily temperature checks for employees to be conducted at screening counters, before entering the premises.

NON-ESSENTIAL VISITORS
Friends and family of employees to not be encouraged for on-site visits in the immediate future.

GROUP OF 5
Not more than 5 people will be allowed to convene together at all times.

REGULAR DISINFECTION
Daily disinfection of all rooms and departments, equipment and surfaces as per recommendations.

AGE & HEALTH FACTOR
Employees over 65, those with underlying health issues, and those with kids aged 5 and under, are encouraged to continue WFH until further government guidance.

COVID-19 INFORMATION
Possible symptoms and prescribed treatments, hospitals and clinics providing COVID-19 medical care, helpline numbers and addresses of organisations to be furnished throughout the premises.

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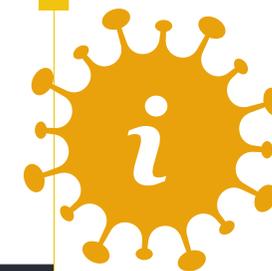
Risk Management & Mitigation

	IMPACT	JOB TYPE	MITIGATION	POSSIBLE JOBS AT RISK
LOW RISK	• Low Human Impact • Low Economic Impact	• Jobs without frequent or close contact with the general public • Workers with minimal occupational contact with the public and other co-workers	• Providing hand sanitizers at each entry point and to each section • Marking common areas where gathering is prohibited • Regular bleach and sanitisation of the whole office • Emergency health kit with cough medicine, disposable masks, gown and gloves • Create awareness and train workers in safety and control measures and use of Personal Protective Equipment (PPE)	• Remote workers • Office workers without frequent close contact with others • Workers providing teleservices
MEDIUM RISK	• Can impact daily lifestyle due to self-isolation • Average Economic Impact	• Jobs requiring close or frequent contact with co-workers or the general public • Workers who frequent high-population-density work environments • Close or frequent contact with people returning from areas with community transmission	• Cleaning and sanitization of the office at least twice a day. • Suspend any activity where physical distancing of at least 1 metre is not possible. • Alternatively, increase ventilation, and implement sanitization procedures. • Staff to wear appropriate face masks, goggles, gloves and work clothes. • Create awareness and train workers in safety and control measures and use of Personal Protective Equipment (PPE) • Implement barrier devices to allow control of access points	• Frontline workers in retail, home deliveries, healthcare, hospitality, construction • Police and security • Public transport • Sanitation workers
HIGH RISK	• High Human Impact • High Economic Impact	• Jobs requiring close contact with people with COVID-19 or suspected to have COVID-19 • Contact with objects and surfaces possibly contaminated with the virus • Providing domestic services or home care for people with COVID-19 • Having contact with the deceased who had or were suspected of having COVID-19 at the time of their death	• Assess the possibility of suspending the activity. • Enhance regular hand hygiene; provide medical masks, disposable gowns, gloves, and eye protection for workers who must work in the homes of people who are suspected or known to have COVID-19 • Create awareness and train workers in safety and control measures and use of Personal Protective Equipment (PPE) • Avoid assigning tasks with high risk to workers who are pregnant, above 60 or have pre-existing medical conditions • Implement barrier devices to allow control of access points	• Domestic workers • Social care workers • Drivers • Delivery service providers • Home repair technicians • Any worker who has to provide services in the homes of people with COVID-19

Local governmental rules and decisions should always be followed carefully

Employer FAQs

1 When is working from home (WFH) mandatory for employees?

If the employee's place of residence is located in an area or district where the State has declared a lockdown of all non-essential activities, the employee must work remotely instead.

2 What are the travel restrictions to be kept in mind as far as work and personal travel is concerned?

The government has advised against any non-essential travel and employers must work around this. If an employee has to travel for an unavoidable personal reason, the employer cannot stop them. They must follow the 14-day quarantine at home rule once they return, and test negative for the Covid-19 infection. They may be asked to furnish a medical document clarifying the same before resuming work. This also holds true for employees with family members who have travelled to Covid-19 affected areas.

3 Can the employer conduct compulsory medical tests for their employees?

No tests can be conducted without the consent of the employee. Any 'sensitive personal information' and confidential data must be maintained at all times and the company must have a privacy policy.

4 Can the employer conduct compulsory temperature screenings for employees?

Yes, the employer may do, but here again, all confidential and personal health information regarding the employee must be kept private.

5 If an employee gets infected, is the employer obliged to cover medical expenses?

This depends on how the employee contracted the virus – if it happened through a work-related commitment such as a meeting or travel or through a personal obligation.

6 If an employee gets infected, can the employer reveal details about the same to the rest of their personnel?

The employer cannot reveal any names but must inform their workforce that an employee has been diagnosed with the virus. All those in contact with the said employee should especially be made aware of this and asked to isolate if need be.

7 Are all employees expected to wear protective gear or equipment at the workplace?

While there is no such legality imposing this, employers may ask their employees to take the basic precautions to safeguard the health of their employees.

8 Can the employer stop their employees from wearing protective gear like a mask or a respirator?

No, the employer cannot do so. They may ask the employee if they are displaying symptoms though.

9 How can the employer prevent the harassment of any employee, suspected of being infected?

It is the duty of the employer to protect their employee from any kind of harassment. Again here, all health information of any suspected employee should only be shared on a need-to-know basis.

10 How can the employer educate their workforce about the virus?

The employer can use a variety of print and electronic media to further educate their personnel, but rather than share their own programs, they must disseminate the information put forth by the State. Any updates must also be duly shared.

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SAFELY BACK TO WORK

CONTEXT & OBJECTIVES

OVERVIEW OF MEASURES

INDUSTRY EXAMPLES OF PRACTICE

EXAMPLES OF SAFE & NEXT WORK SOLUTIONS

Approach for getting Safely Back to Work

1 Co-assess current work environment regarding back-to-work-readiness	**2** Setting the course for a tailored path back to work	**3** Develop concepts / solutions	**4** Develop roadmap for the path back to safe work	**5** Implement solutions	**6** Evaluate & iterate	**7** Ongoing support / check-ins

IDENTIFICATION OF WORKPLACE NEEDS & OPPORTUNITIES (OPERATIONAL & CULTURAL), THROUGH

- benchmarking your situation today against scientifically established MVPs of safely coming back to work (spacing, virus protection, etc.)
- researching needs & attitudes regarding adoption of workplace safety measures with relevant stakeholders

PRIORITIZATION OF INITIATIVES

Quick wins VS **Moon shots**

"the path back to work tomorrow"   "sustaining the journey"

OPTIONAL: Fast lane, focussing on employee adoption of existing ideas

A: Accelerator module – quick win path
- You already consider implementing concrete back-to-work-initiatives?
- We help you getting what you already have onto the road at the speed of light

B: Build & Test Module – holistic development path
- You know you need to safely get back to work, but don't exactly know how?
- We help with an agile end-to-end process to co-create concrete tailored initiatives

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- Take existing initiatives/MVPs into a rapid test- & learnloop
- Alignment with key stakeholders and testing with key target audiences

- Co-create prototypes (Sprint-/agile-based "Develop, test, & iterate" - setup)
- Alignment with key stakeholders and testing with key target audiences

OPTIONAL: Model the impact of solutions using advanced analytics

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SUCCESSFUL ADOPTION

Co-create transition journey
- A set of workable agreements and rules of conduct, that put the safety and needs of everyone first

Facilitate adoption of transition journey
- Collaborate with internal stakeholders to ensure the successful adoption of necessary behavioural shifts at the workplace

Adoption success-reflection
- What works/doesn't work on a behavioural adoption-level?
- **IF NEEDED:** iterate & establish course-corrections

Sustaining the adoption journey
- Organisational change-coach advises on implementation adoption aspects of sustaining the journey

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SAFE OPERATIONS

Define prioritized concept launch-plan
- A toolbox of concepts (incl. backlog) for an adapted and fully equipped workplace at which employees can work safely and thrive, again

Operational implementation of initiatives/ideas
- Collaborate with internal stakeholders to realize the successful implementation of the prioritized "safely-back-to-work"-solutions at the workplace

Implementation success-reflection
- What works/doesn't work on an idea/initiative-level?
- **IF NEEDED:** iterate & establish course-corrections

Sustaining the implementation journey
- Implementation-coach advises on operational aspects of sustaining the journey

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EXAMPLE TOOLS

Back-to-work-readiness scorecard: review of floor plan, PPE guidance, policies and training methods	Setting-the-Course-Workshop	IdeationPrototyping Testing Iteration (KPIs x Impact)	Adaption of toolbox (transformation co-creation kit) Back-to-work transition journey Back-to-work implementation roadmap	Collision Workshop: Agenda-set ownership for implementation & responsibilities Operations implementation sprint	Safe workplace dashboard/ control room & reflection — weekly with key stakeholders Employee and stakeholder evaluative survey	Follow-up and coaching session

Local governmental rules and decisions should always be followed carefully

Example of the journey to implement a "Safely Back to Work" Action plan

LOCKDOWN / REMOTE PERIOD

- Planning transition period, prototyping temporary and permanent measures to implement

TRANSITION PERIOD

- Monitoring impact of implemented measures, evaluating, refining and tweaking, where needed
- Monitoring overall COVID-19 development, being ready to scale up and down measures, as needed

PLANNING AND SET UP FOR RETURN

- Gradually scaling back all temporary measures
- Maintaining strategy to quickly implement temporary measures in case of new emergency/virus outbreak

TO DO LIST

Research and co-creation to develop action plan and roadmap

SUCCESSFUL ADOPTION

WORKER BEHAVIOUR AND POLICIES

- Visual Social-Distancing/ Sanitization Cues
- Highly Visible Workspace Cleaning
- Designated Team Guard
- Staggered Shifts and Lunch Times
- Canteen Tables Spaced and Food Served Portioned in Re-usable, Disposable Boxes

RETURN TO WORK TRAINING

- Communication plan to reach and reassure employees
- Web conferences (pre-return)
- Online Trainings (pre and post return)

SAFE OPERATIONS

SEPARATION - SPACE AND TIME

- Re-modelled workspace
- More Touch-free Handles/Interfaces
- Improved air filtration and ventilation

CONTROL, TESTING AND SURVEILLANCE

- Temperature measurement upon entry
- Hygiene zones with checkpoints
- Health ID and Employee Risk Categorization
- Upgraded PPE

PERSONAL HEALTH MEASURES

- Clean working kits
- Hotspots marked with colour

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Framework Referene From: McKinsey article: Europe needs to prepare now to get back to work—safely, team analysis and press search

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Re-modeling/Re-tooling of the workplace

Ensuring optimal spacing between employees/functions/cubicles

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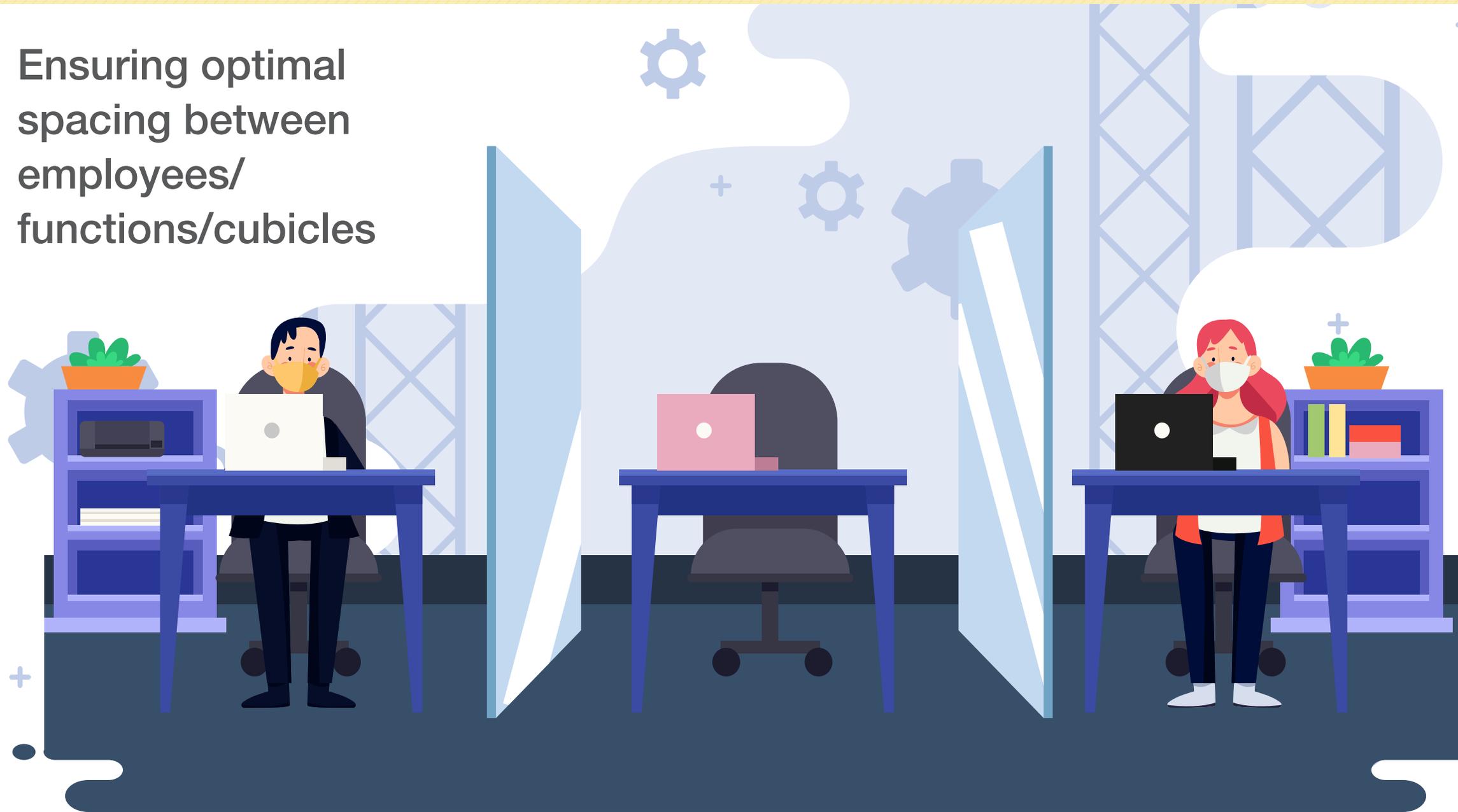
CONCEPT DESCRIPTION

Lines, offices and cubicles could be redesigned or re-tooled to provide for greater spacing between employees and reduce the risk of contamination between functions.

IMPACT

- This may help reduce the spread of any infection
- May also provide compartmentalisation of the organisation in the event of a wider spread, allowing the maintenance of some company functions

Improved **Air Filtration** & Ventilation

More efficient removal of hazardous particles from the environment

CONCEPT DESCRIPTION

Workplace ventilation and filtration could be improved to reduce any hazardous particles which may be airborne.

IMPACT

- Reduces the concentration of airborne viral or bacterial particles which may help reduce the likelihood of worker infection

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More **Touch-free** Handles/Interfaces

Limited handles and physical interfaces and introduce motion control

KEYBOARD

Greater use of motion-control or touchless doors and interfaces throughout the workspace.

MONEY
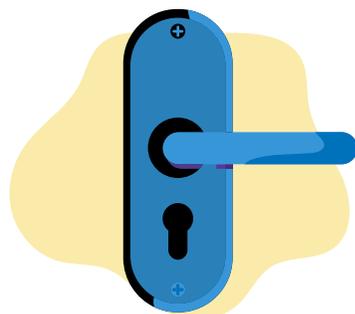
DOOR HANDLES

INFECTION HOT SPOTS

BATHROOM FAUCETS
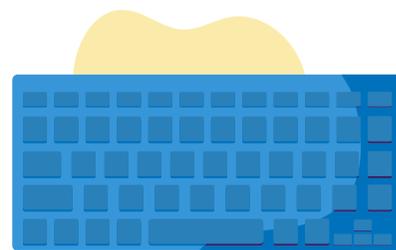
IMPACT
- It can reduce the risk of workers contacting a contaminated surface
- Could help reduce cleaning requirements

KEYS

COFFEE CUPS

PHONES

ELEVATOR BUTTONS

ILLUSTRATIVE

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Source/Supporting Rationale: OSHA - "Guidance on Preparing Workplaces for COVID-19"

Visual Social-distancing/Sanitization Cues

Providing quick checks/reminders to maintain distancing and hygiene

WASH HANDS

USE SOAP

DON'T SHAKE

USE DISINFECTANT

WEAR MASK

AVOID CONTACT

KEEP DISTANCE
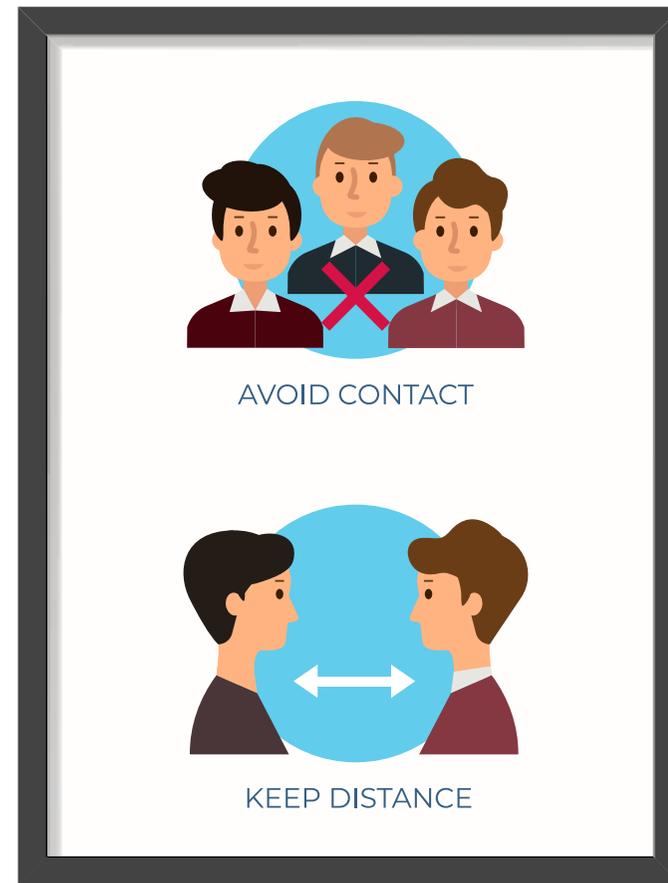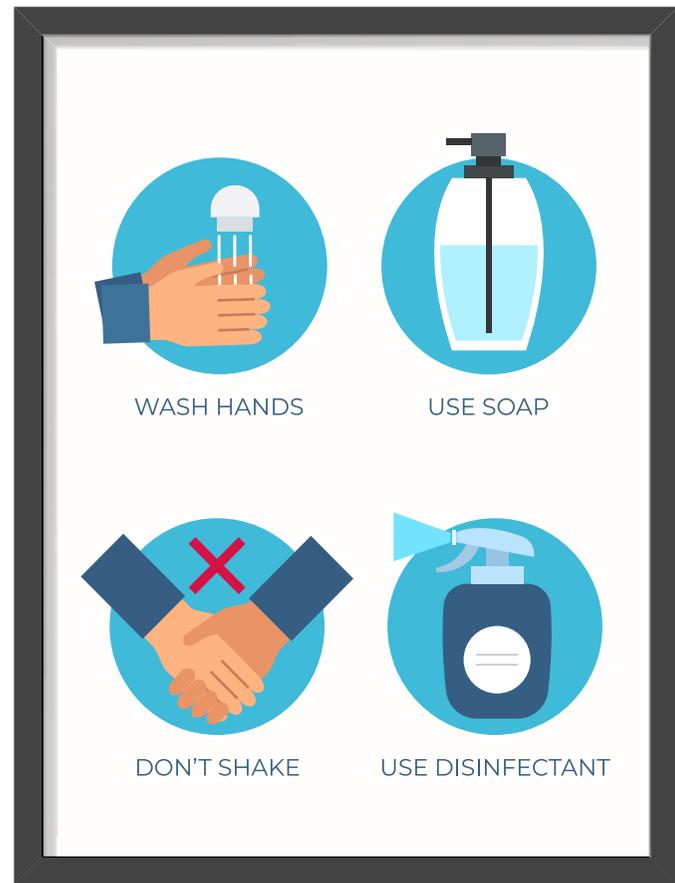
CONCEPT DESCRIPTION

Visual cues such as markings or projections on the floors, walls and interfaces could indicate to workers of safe distances and provide reminders as to when they should change PPE (E.g., paper tissues could be provided to press photocopier buttons) or wash their hands as they go through the working environment.

IMPACT

- May increase the frequency with which employees wash their hands
- Increases employee awareness about hygiene

Staggered Shifts and Lunch Times

Employee shifts and breaks can be staggered to prevent queues and crowds

DAILY TEAM WORK SCHEDULE

GROUP 1   GROUP 2   GROUP 3

CONCEPT DESCRIPTION

Easy and clear instruction about work shifts and breaks could be provided (e.g., where employees should sit and for how long they can be in the breakroom/canteen).

IMPACT

- Can help reduce queues and crowds, especially relevant if screening measures are introduced requiring more time to pass through
- Could make it easier for workers to maintain social distance

ILLUSTRATIVE

Local governmental rules and decisions should always be followed carefully

Source/Supporting Rationale: American Centre for Disease Control – "Implementation of Mitigation Strategies for Communities with Local COVID-19 Transmission"

Canteen Tables Spaced and Food Served Portioned in Re-usable / Disposable Boxes

Serving pre-packed food in re-usable boxes

1 CANTEEN TABLES SPACED

Save Distance

Save Distance

2 PRE-PORTIONED RE-USABLE / DISPOSABLE BOXES

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CONCEPT DESCRIPTION

Replace self-service style lunches from canteen with catered, portioned food in re-usable / disposable boxes. This could take the form of food trucks during summer months to get the workforce out into fresh air.

Canteen tables could ensure spacing between employees so no-one sits directly beside or in front of the worker (via checker-board arrangement). Strict cleaning procedures need to be in place.

IMPACT

- May help reduce queues and physical contact between workers

Hygiene Zones with Checkpoints

Workspace separated into zones with mandatory sanitization between each zone

CONCEPT DESCRIPTION
The workplace could be separated into various zones with mandatory sanitization and recording of who is moving between zones.

IMPACT
- Increases the frequency with which workers must wash hands/ change PPE
- Provides an indicator of which zones are most at risk of infection and enables contact tracing

ILLUSTRATIVE

Highly Visible **Workspace Cleaning**

Confirmation of cleaning is displayed confirming cleanliness of workspace

CONCEPT DESCRIPTION
Cleaners should update a 'housecleaning checklist' and display in a highly prominent location upon completion of cleaning.

IMPACT
- Instils confidence in workers that the workspace is clean and well maintained

Hotspot Surfaces Marked with Colour

Frequently contacted surfaces highlighted and prioritized for cleaning
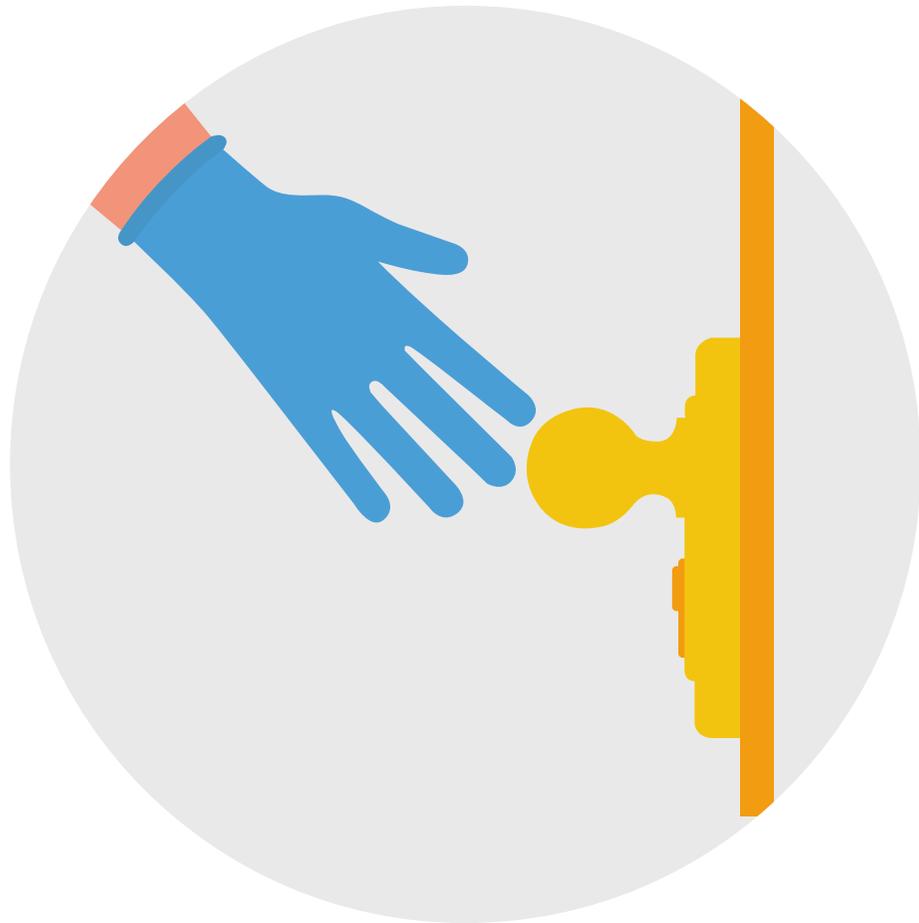
CONCEPT DESCRIPTION

Surfaces that workers are frequently in contact with could be brightly colour-coded as a reminder to cleaning staff to ensure they are effectively sterilized and a visual cue to workers to wash hands or change PPE.

IMPACT

- Increases employee awareness of surface contact and hygiene
- Provides greater direction to cleaning staff

Clean Working Kits

A personal kit of cleaning essentials i.e. alcogel, wipes etc., to every employee

CONCEPT DESCRIPTION

Each employee could be issued with a personal "Clean Working Kit" which would include items such as alcogel, sanitary wipes and PPE disposal bags.

IMPACT

This could ensure that each employee has the tools they need to maintain good personal and workplace hygiene

Designated **Team Guard**

A team member who ensures new standards are being followed

CONCEPT DESCRIPTION

To ensure any new hygiene standards are maintained and to provide workers with a voice in maintaining these standards, a Team Guard could be appointed.

IMPACT

- This Team Guard would be responsible for ensuring their teams have what they need in terms of knowledge and equipment to maintain personal and workplace hygiene

Printed Media Campaign

An information and learning campaign comprising printed info-packs

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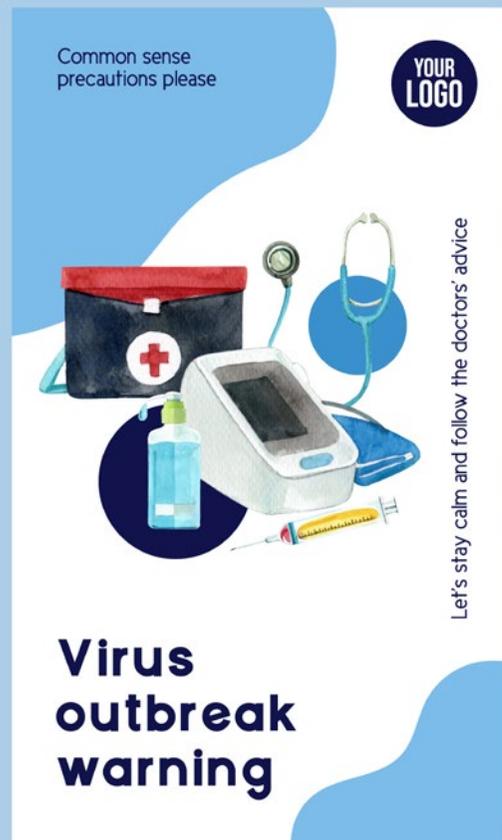
CONCEPT DESCRIPTION

Leveraging printed media to inform employees about the changes they can expect when returning to work.

IMPACT

- Can increase transparency and give clarity about current situation and the way it is being is handled
- Could increase mental and emotional preparedness of staff upon return to work

Web Conferences (Pre-Return)

A series of web conferences to keep workers informed about the process
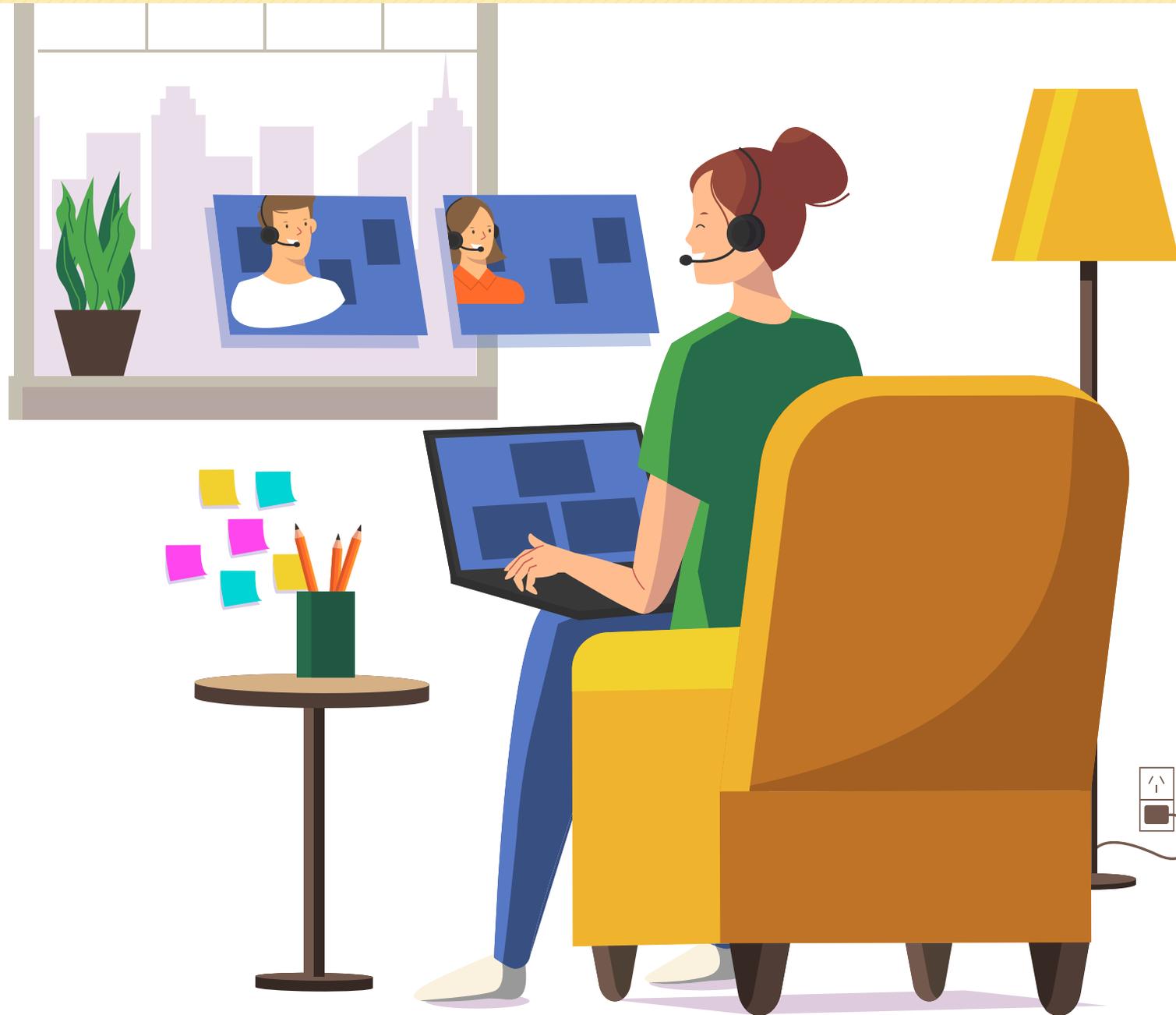
CONCEPT DESCRIPTION

Gathering employee groups to video conferences where they can get the latest information from their employer. Allowing questions and concerns to be raised prior or during call.

IMPACT

- Helps keep everyone up to date
- Can enforce transparency and trust within organisation

Online Trainings (Pre and Post-Return)

Online learning courses providing latest info to prepare workers for return
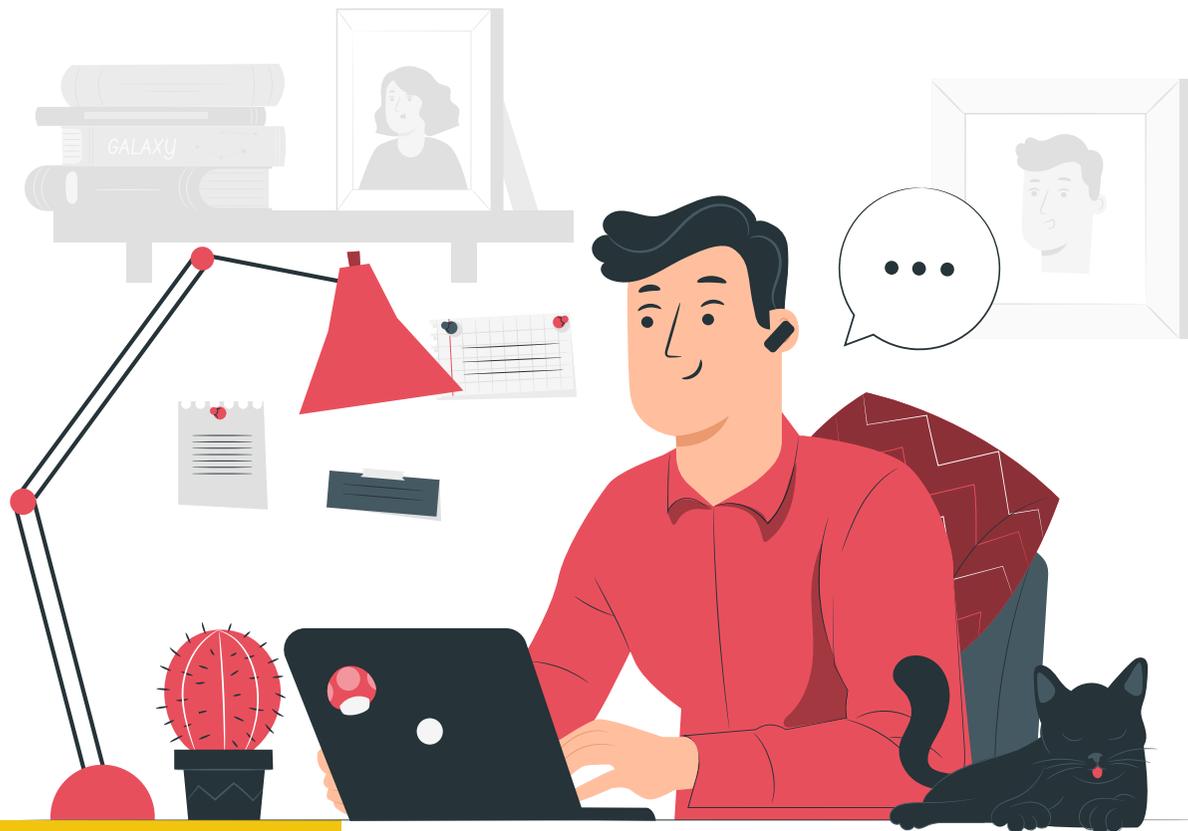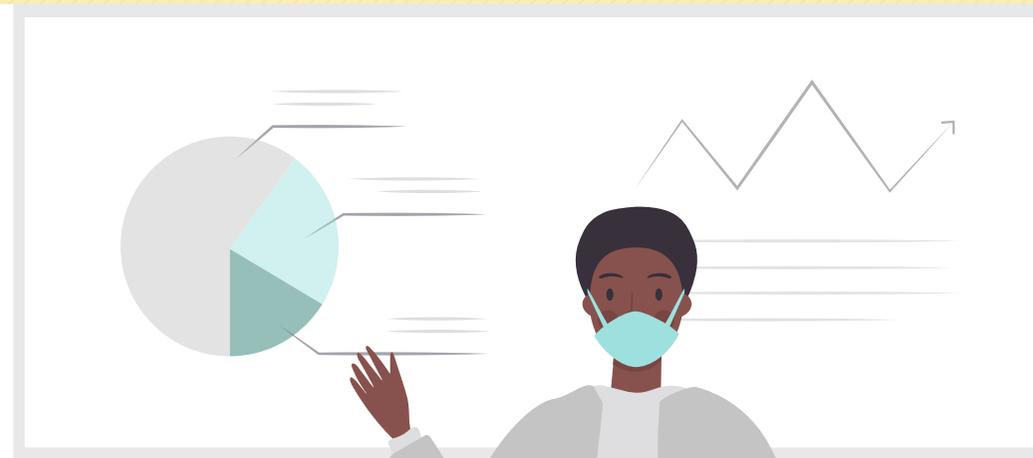
CONCEPT DESCRIPTION

These online training sessions may form a part of a larger series preparing the worker to return to the site. Beginning in their home and continuing for a time after return.

IMPACT

- Can be deployed within the workers home (pre-return) or on-site (post-return)
- Can be tailored to match workers' preferred learning style
- Can be gamified to provide learning incentives
- Can provide continuity across the pre and post-return horizons

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Large Format Visual Displays in Workplace

Prominent displays highlighting new processes, policies, tools and layouts

CONCEPT DESCRIPTION

Large format posters or digital displays providing prominent, frequent reminders to employees of the new workplace situation and (crucially) the rationale behind it.

IMPACT

- Large format should make the messaging "unmissable"
- Simple messaging can be delivered in an highly accessible way
- Can be deployed standalone or part of a wider messaging strategy

HELP INDIA
GET BACK TO
WORK SAFELY

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CONTEXT &
OBJECTIVES

SAFELY
BACK TO
WORK

OVERVIEW OF
MEASURES

EXAMPLES
OF SAFE &
NEXT WORK
SOLUTIONS

INDUSTRY
EXAMPLES
OF PRACTICE

Safeguarding measures - overview

THEME	SAFEGAURDING MEASURES
WORKFORCE PROTECTION	Travel/movement to work (including from home measures)
	Entry to worksite
	Employee health policy measures
EMPLOYEE PROTECTION	Personal Protective Equipment
	Workplace distancing and workstations barrier
	Sanitization
	Worksite facility conditions
	Public health knowledge and capability-building
NON-EMPLOYEE PROTECTION	Social distancing measures
	Sanitization measures
	Limitations against exposure to individuals
	Preventions against material contamination
BUSINESS PROCESS ADAPTATIONS	Physical workspace adaptations
	Digital workspace adaptations (including work from home measures)
	Operational and productivity process adaptations
	Communication and continous improvement adaptations
EMPLOYER-LED PUBLIC HEALTH INTERVENTIONS	Detection and tracing
	Personal behaviour reinforcement

SOCIAL DISTANCING

2 METERS

The safeguarding measures given here are broadly applicable to working environment in Manufacturing companies

- ☐ **Corporate campuses**
- ☐ **Offices in commercial complex**
- ☐ **Manufacturing plants**

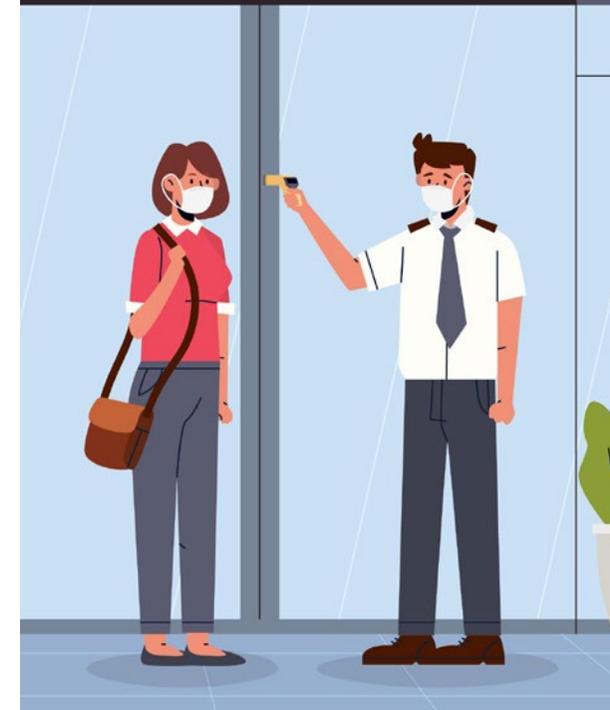Local government rules and decisions should always be followed carefully
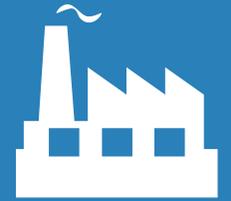
Safeguarding measures

MANUFACTURING

THEME

WORKFORCE PROTECTION

MEASURE CLASS	MEASURES		
Travel / movement to work (including work from home measure)	• Employees should avoid using public transport for personal or official purposes • It is recommended that keeping personal safety in mind, until further notice, employees should use their own vehicle for commuting to office as far as possible. Employees bringing cars to declare beforehand to their respective HR department • The vehicle windows to be kept open while in travel.		
Entry to worksite	• Thermal screening will be carried out at the reception and a self-declaration form may be given for employees to fill out. Employees may be allowed in after completing the formalities.	• Each employee has to sanitize their hands with every entry • Use of respirators is mandatory for plant entry and working in other areas	• Everyone will be scanned for temperature before entering the office. Those showing symptoms such as fever, cough, or sneezing will not be allowed entry

Employee health policy measures	• All vehicle users are advised to sanitize their vehicles on daily basis and also to educate their drivers on social distancing and personal hygiene
	• All the machinery entering the premises will be mandatorily disinfected by spray
	• Entry of non-essential visitors not to be permitted at the sites
	• Following persons will be encouraged to work from home
	  ~ Persons above 50 years of age
	  ~ Persons with co-morbidities
	  ~ Parents of children below the age of 5
	  ~ Pregnant women
	• Mandate frequent cleaning of common surfaces and hand washing for employees
	• Employees are urged to regularly and thoroughly clean their hands with an alcohol-based hand rub or wash them with soap and water
	• All employees entering the plant shall be monitored for temperature by the security via
		thermal screening
		• High contact surfaces such as switch, buttons, handrails / handles and call buttons, intercom systems, equipment like telephone, printers/ scanners, and other office machines should be cleaned twice daily by mopping with approved sanitizer.
		• Only trained staff should be deployed for cleaning of washroom and toilets
		• The security will check body temperature of each employee. If body temperature is more than 37.5ºC, the employee will get directed to medical center.
		• The security will keep in record, copy of travel passes of employees, if any, at security gate.
		• To maintain sufficient stocks of hand sanitizer, soap and PPE.
		• All the garbage shall be cleared off and the area / bins disinfected.
		• All the tools shall be safely secured.
			• Deployment of workmen to be staggered in case of congested work locations
			• Any employee having cough, cold or a fever, must stay at home and work from home till they become symptom free and get a medical certificate

EVERYONE WILL BE SCANNED FOR TEMPERATURE BEFORE ENTERING THE OFFICE

Local governmental rules and decisions should always be followed carefully

Safeguarding measures

THEME EMPLOYEE PROTECTION

MEASURE CLASS	MEASURES		
Personal Protective Equipment	• Everyone should wear the mask at all times during work. • Employees should wear their mask in the vehicle to ensure respiratory hygiene • Employees should not touch Access Card points while marking attendance	• Appropriate PPE like Face covers, Masks, Goggles, Gloves, Coats / Aprons, Shoes and appropriate disinfecting gadgets like sprayer, brush, etc. shall be made available • Janitorial staff should be trained properly for use and disposal of PPE's	• All those involved in security services, transportation services, facility management, sanitation activities etc. of floor area, garden area, site, offices and all other areas cleaning activities shall use PPE like Face covers/shields, Masks, Goggles, Full body covers, Gloves, Shoes etc. as applicable.
Workplace distancing and workstation barriers	• A 6-feet / 2-meter distance should be followed at all times between individuals • Physical distance of 1 metre should be mainained while standing in a queue to collect/order food/tea/coffee etc at the counter • Whenever possible, bring your food from home.	• Say no to face-to-face meetings. However, if a face-to-face meeting is inevitable, it is critical to maintain a 6-feet distancing norm. • Use of staircase for climbing should be encouraged • Seating arrangement shall be such that each	person is at-least 6 feet apart from others, on job sites and in gatherings, meetings and training sessions. • New seating arrangement to be initiated keeping the social distancing norms
Sanitization measures	• Entire office premises should have at least one round of pesticide control activity before resuming the office • Employees should always carry an alcohol-based hand sanitizer and gloves with them • Housekeeping will continue to clean the door knobs and commonly used spaces at regular intervals. • The surfaces (e.g. desks and tables) and objects (e.g. telephones, keyboards) should be wiped with disinfectant regularly. • Employees should sanitize their hands before and after meal • All buses shall be disinfected completely prior and at regular intervals. Signage should be displayed,	where feasible, to identify time of last cleaning cycle • The employee will enter the vehicle only after sanitisation. • Initiate regular sanitisation for employees at the shopfloor • The shop floor and work area will get sanitized regularly. • All areas in the premises will be disinfected using user friendly disinfectant medium • At the entry use hand sanitizer for cleaning of hand or hand washing facility. • For metallic surfaces like door handles, security locks, keys etc. 70% alcohol shall be used to wipe down surfaces where the use of bleach is not	suitable. • Entry of suppliers like Amazon, Flipkart, Big Basket, etc are to be avoided and collection is to be done at township main gate at designated collection points

EVERYONE SHOULD WEAR THE MASK AT ALL TIMES DURING WORK
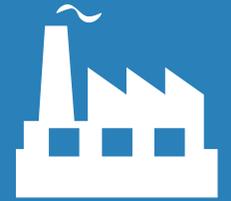
Local governmental rules and decisions should always be followed carefully

THEME **EMPLOYEE PROTECTION**

MEASURE CLASS	MEASURES
Worksite facility conditions	• Touchless water taps and soap dispensers to be installed in the washrooms and employees should avoid touching surfaces in the washroom as much as possible. • External parcel shall be sanitized by the dispatch section. Internal file movement may be done after sanitization of hands. • For air purification, it is advisable to install an AHU based air purifier filter system at the roof to improve the air quality inside the office. • In phases, water supply to all wash basins will be replaced by foot operated taps for all common / public areas of premises • Provide sensor based / touchless faucets and sensor based urinal flush valves in the washrooms • Using each other's belongings, sharing common stationary, printers and or other work tools/ equipment should be minimal.

ALWAYS CARRY AN ALCOHOL-BASED HAND SANITIZER WITH YOU AND GLOVES WITH YOU

Safeguarding measures

THEME BUSINESS PROCESS ADAPTATIONS

MEASURE CLASS	MEASURES
Physical workspace adaptations	• One should sit in the seat allotted by the Admin team. No swapping allowed. • Employees are encouraged to take the stairs. However, if they must use lifts, social distancing rules should apply.
Digital workspace adaptations (including work from home measures)	• Stick to soft copies. Avoid document exchange.

Operational and productivity process adaptations

- The ID card should be worn at all times - apart from it being a good process, it also helps to recognise the person behind the mask
- Self Declaration form will be collected from all the employees before the resumption of operations
- Special transportation facility to be arranged for those employees who require transport
- Outstation travel to be allowed only with approval from the highest authority
- If the employee is commuting on a 2 wheeler, there should be no pillion rider, and if using a car, only 2 people are allowed i.e driver in the front seat and the other person in the rear seat (diagonally opposite).
- While in the field, before/after meeting employees/ vendors/dealers /retailers/stake holders the employee should sanitize themselves. Goodwill gestures such as tea/coffee/snacks should be avoided.
- Bar visitors if possible. However, if visitor entry cannot be completely barred, have a stringent visitor monitoring protocol
- All the equipment / vehicles shall be inspected

- by qualified personnel and provided with 'Safe' Sticker indicating the date of inspection
- Everyone is required to maintain social distance in the office with minimum six-feet distance. Meetings, if absolutely essential, are to be carried out in designated areas while maintaining social distancing.
- Company shuttle shall operate with 30-40% passenger capacity, with alternative zig-zag seating to ensure physical distancing
- All vehicles entering the premise will be mandatorily disinfected by spray
- Medical insurance for the workers should be considered
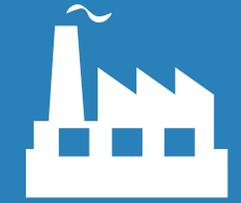- Sufficient quantities of hand wash and sanitizer (preferably with touch free mechanism) to be provided at all entry and exit points and common areas for employees to disinfect themselves
- Provide for a one-hour gap between shifts to ensure sanitization and social distancing
- Lunch break should be staggered for employees in small batches, to ensure social distancing in canteens, etc.

- Bar gathering of people in groups
- List of all nearby hospitals / clinics authorized to treat COVID-19 patients to be available at work place at all times.
- Make carrying ID card as mandatory. Biometric access to be disabled.
- Interviews to be conducted through video conferencing to avoid physical interaction
- Where offices are located in a building shared with other companies, it is important to reach an agreement concerning communal areas such as lifts, stairways and restrooms.
- Initiate disinfection of the factories, sites and offices before opening. Disinfection should be done twice a day (wherever feasible) during the first week, and once a day from the second week onwards.
- The employees are to be rostered in staggered shifts/staggered start and end time, wherever possible (e.g.: provide relaxation of up to 1 hour while coming to the factory/office and accordingly stagger the exit time from the factory/ office). Ensure deep cleaning between shifts, avoid crowding in a factory/office/site as applicable

One-hour gap between shifts will be provided to ensure social distancing

Safeguarding measures
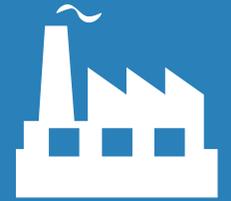
THEME BUSINESS PROCESS ADAPTATIONS
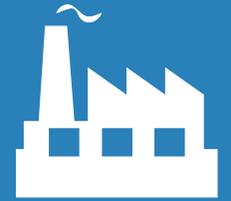
MEASURE CLASS

Operational and productivity process adaptations

MEASURES

- If any employee has health related history, he/she should be allowed in the factory only after medical fitness certificate.
- Provide hand sanitizers at the entry point of each bus and people should sanitize their hands while entering the bus.
- Toothpicks can be kept inside the lift cabins in a small cup to safely press the lift buttons. Another cup/cardboard to be placed to discard the used ones after pressing the lift button
- Employees are requested and advised to bring lunch from home. If canteen/cafetaria is operational, explore possibility of providing packed lunches at individual workstations wherever feasible
- Screens should be fitted to avoid the droplets being transmitted while eating (wherever feasible)
- Entry of relatives / friends of employees is to be avoided to maximum extent. In case of essential entry, they are to be checked for health issue at the gates
- Entry of visitors to Guest house also is to be avoided to maximum extent. In case of essential entry, they are to be checked for health issue at the entry
- Attendance marking will be non-touch type only e.g use of punching machine by finger not permissible.
- Disinfection cleaning should be initiated across Labour Colony / Camps, Canteens etc.
- Linen to be changed every day and protective gear

- should be provided for the housekeeping staff
- Provide isolation rooms for workmen who are ill or suspected to be ill
- New workmen mobilisation should be avoided until allowed by the regulatory authorities. When permitted, people should be mobilized only after thorough screening for the disease and with an authorized ID card.
- All overseas travellers should go into mandatory home quarantine for 14 days
- Guarantee storage of sufficient essential food items at worker camps
- Toolbox Talk only in case of Emergency communication; Safe Distance = Social Distance
- Sufficient quantity of face masks (disposable/reusable) to be kept at site office and camp
- Provide for an emergency vehicle/ambulance round the clock
- Regularly inspect bifurcation of vehicular movement, roads and pedestrian paths. Handrails shall be ensured in all the places and provided if found missing.
- Any changes in the logistics shall be displayed in appropriate locations.
- All the critical equipment such as passenger hoist, Tower cranes, RSP, Batching plant, mobile cranes, etc., shall be critically inspected for its safe conditions.
- All the panel boards shall be checked for earthing and continuity.

- Access to safety screen and slip forms shall be checked thoroughly. Hydraulic system shall be checked for leakages if any.
- Deploy workmen in different locations, wherever feasible to ensure social distancing. Marking shall be made available to facilitate social distancing.
- Restrict the number of users in passenger hoist, bus, etc.,
- All persons in charge of work place and transport will ensure social distancing at all times, as per the guidelines issued by Ministry of Health and Family Welfare
- No employees from containment zone should be permitted to commute to work place
- To prepare a roster of employees that would come to office, on specific days and those that will continue to work remotely
- If equipment like UPS, Batteries, Isolation transformers were switched off, get the OEM to carry out the pre-commissioning test and start the equipment
- Check DG set for its operation
- Carry out visual inspection of all the system components for any kind of damage or loose connections, which might have happened during the lockdown period
- If there is any fault seen on the panel it should be rectified immediately on priority basis
- All the scaffolds shall be verified and recorded in the inspection register and tagged accordingly.
- All the operators and workforce shall be informed

Disinfection of the whole factories, sites and offices before opening

BUSINESS PROCESS ADAPTATIONS

MEASURE CLASS	MEASURES		
Operational and productivity process adaptations	that without the 'Safe' sticker, no equipment shall be operated. • All the machines shall be guarded and tagged for safe condition. • Gym to be closed until further notice • Discourage workers from using other workers' phones, clothes, wallets, things or other work tools and equipment, as far as possible.	• A queue system to be implemented for entry to buildings, workplaces, passenger hoist, loading points, bus, etc., • All buses shall be re-routed to avoid plying through containment areas • Frequent disinfection of all rods and handles at the beginning and end of each trip • It is recommended that employees avoid all non-	essential travel at least 2 weeks from resumption. Explicit permission for any domestic /international travel to be taken from the Business Unit Head • The employee will maintain social distancing while in queue. • The employees will sit in alternative seats while having breakfast, lunch, dinner and snacks.
Communication and continuous improvement adaptations	• Run regular awareness drives in the plant • Display board regarding the procedure of disinfection shall be displayed at entrances / prominent places • Communicate the internal H&S COVID-19 guidance to employees • Play COVID-19 awareness training audio in speakers on Virus advisory, through public address system • Intensive communication and training on good hygiene practices to be started • Put up a notice to remind office employees to immediately clean all used tiffin and utensils after use and maintain social distancing • Signboards availability for pedestrians shall be ensured		

Employees should be encouraged to use individual travel. E.g. own car or own bike.

Local governmental rules and decisions should always be followed carefully

Safeguarding measures

THEME EMPLOYER-LED HEALTH INTERVENTIONS

MEASURE CLASS	MEASURES		

Detection and tracing	• Employees are advised to check their temperature every day. If they have symptoms of fever, cough, or sneezing, they are requested to "Stay at Home" and contact the family doctor, a nearby hospital or the company doctor immediately.
	• Get employees to fill out a Self Declaration Form before allowing entry into the office / plant
	  Do you have flu like symptoms (Cold, Cough, Fever)?
	  Does anyone in your home have flu like symptoms?
		Did you / close family member participate in any meeting / gathering where more than 15 people attended in the past two weeks?
		Do you carry a portable bottle of sanitizer with you?
		Are you in the habit of touching your face and eyes?
		Do you have a protective mask?
		Do you wash your hands often?
		Do you sanitize your hands before entering the campus and then again before entering your respective office?
		Do you disinfect your work-station every two
			hours?
			Do you touch anyone else's work-station or belongings?
			Do you know the helpline number in case you require any information regarding COVID 19?
			• Employees should download the Aarogya Setu Govt app for self-assessment
			• Any one observed with a temperature > 37.5° should not be permitted to enter the plant or office

Personal behavior reinforcement	• Everybody should get their own food from home or eat in the cafetaria / canteen. Ordering food from outside is a strict no-no. • No handshakes. Namaste would be great. Virtual hi-fives are allowed. • Train employees to use elbows to press lift buttons or to open doors • Employees while on travel should wear a mask, full sleeved attire and shoes. Goggles are preferred to minimize the infection risk. • It is advisable to carry a hand sanitizer while employees travel • Gutka, tobacco, liquor consumption and spitting to be strictly banned • Urge the employees to practice respiratory hygiene while coughing or sneezing. This means covering one's mouth and nose with one's bent elbow or handkerchief or tissue while coughing or sneezing.	• Encourage employees to seek medical care early, if they have fever, cough and difficulty breathing • Reinforce the following habits amongst the employees. • Do not touch your face without cleaning hands • Do not touch your nose without cleaning hands • Do not share food / half eaten food / water • Do not touch the mask from outside • Avoid visiting your friends and relatives unnecessarily unless it's an emergency • Do not visit sick persons frequently • Do not gather near water dispenser / canteen and food vendors areas • Avoid crowd in wash areas / Bathrooms and toilets • Do not stay close while entering main gate / support security • Check your temperature every day at home. • Ensure the rule stringently - "No ID card, No Mask	= No Entry" • Do not shake hands or hug friends and colleagues • Wash hands with soap frequently • Avoid touching door handles / knobs

Stay home if you feel unwell, if you have a fever, cough and difficulty breathing

Safeguarding measures - overview

IT AND ITES

THEME	SAFEGAURDING MEASURES
WORKFORCE PROTECTION	Travel/movement to work (including from home measures)
	Entry to worksite
	Employee health policy measures
EMPLOYEE PROTECTION	Personal Protective Equipment
	Workplace distancing and workstations barrier
	Sanitization
	Worksite facility conditions
	Public health knowledge and capability-building
NON-EMPLOYEE PROTECTION	Social distancing measures
	Sanitization measures
	Limitations against exposure to individuals
	Preventions against material contamination
BUSINESS PROCESS ADAPTATIONS	Physical workspace adaptations
	Digital workspace adaptations (including work from home measures)
	Operational and productivity process adaptations
	Communication and continous improvement adaptations
EMPLOYER-LED PUBLIC HEALTH INTERVENTIONS	Detection and tracing
	Personal behaviour reinforcement

SOCIAL DISTANCING
2 METERS

The safeguarding measures given here are broadly applicable to working environment in Information Technology and IT Enabled Services companies.

- Corporate campuses
- Standalone offices
- Offices in commercial complex
- Tech Parks

Local government rules and decisions should always be followed carefully

Safeguarding measures

THEME WORKFORCE PROTECTION

MEASURE CLASS	MEASURES
Travel / movement to work (including work from home measure)	- Employees are advised to avoid the use of public transport and use their own vehicles to commute to office as far as possible. - If travelling by cab or carpool, not more than three people should be in the car. - Sanitize your hands after alighting from the bus or train or cab (if using public transport) and before entering the office - Drivers shall maintain social distancing and shall follow the required dos and don'ts related to COVID-19. It shall be ensured by the service providers/officers/staff that drivers residing in containment zones shall not be allowed to drive vehicles - When driving your car to the office, follow the "On-road Activities" protocol, i.e. while paying tolls, stopping to refuel, etc. - This is a good time to consider alternative transportation options: Bicycle/motorcycle; Walking part of the trip; Company shuttle etc. - Provide safe and accurate instructions to all employees and collaborators to ensure the correct use of public transport in case they have no other option but to use it - Arrange private transportation back home for those who are ill or suspected to be ill, with seating alone at the back seat, while ensuring that both the driver and the passenger are wearing face masks. The back seat area should be sanitized after every use. - Commute rules ~ Buses will operate at 40% of capacity ~ Cabs and private cars – If allowed by the State authorities, one driver and two passengers in non-containment zones. ~ Rider only, if coming from the Red Zone. Rider and pillion rider, if coming from Orange and Green Zones. ~ Wearing a mask is mandatory while commuting by bus, cab, car pool or 2-wheeler
Entry to worksite	- A compulsory screening will be carried out for all staff/visitors before the turnstiles with a thermal scanner - Any person found with fever/cough and/or with breathing difficulties will not be allowed and the respective HOD will be informed immediately - All Housekeeping, Security, Electrical maintenance team (including building maintenance in the basements and around the building) will go through temperature checks before entering office area (inside or outside) twice a day - Plan for how and when employees will return to work or to the worksite to create an organized and controlled approach. All employees returning on the same day at the same time could be overwhelming and possibly unsafe. - Isolate area for visitors and bulk gatherings especially walk-in interviews etc, as a preventive measure - Assess and plan the implementation of screening measures and reduce entrance points. Train relevant employees e.g. security, medical staff/ HR, and/or receptionist on the screening process. - All employees will be permitted into the office area only if they have a mask to cover their face and nose. Employees will have to wear their mask at all times during their office hours as well as during the commute to and from the office.

Sanitize your hands after alighting from bus or train or cab if using public transport.

Local governmental rules and decisions should always be followed carefully

Safeguarding measures

THEME WORKFORCE PROTECTION

MEASURE CLASS

MEASURES

Employee health policy measures

- Prior to undertaking cleaning, all Housekeeping personnel need to use proper Personal Protective Equipment (PPE) like Surgical Hand gloves, Disposable Face mask (3Ply) and goggles where applicable.
- A separate set of cleaning equipment will be used for work station area and Wash room and Pantry/collaboration areas such as Mops, Chemical trays, Clothes etc.
- Employees who fail to comply with measures implemented by the management may face both internal disciplinary actions and also prosecution by the local authorities in accordance with local law.
- Non-Contact alcohol based hand sanitizer dispensers to be made available at the lift areas, reception and near other high contact surfaces for frequent use and replenished periodically.
- Advise all employees who are at higher risk i.e. older employees, pregnant employees and employees who have underlying medical conditions, to take extra precautions. They should preferably not be exposed to any front-line work requiring direct contact with the public. Office management to facilitate work from home wherever feasible.
- If and as permitted by local personal data privacy laws, have a list of employees that classify as vulnerable health groups.
- Restrict access to vulnerable health groups. Channel them to HR for appropriate treatment, which may include exclusive entrance, different

working shifts, remote-work arrangements, alternate work sites to avoid the use of public transport, etc.
- Implement and/or reinforce reporting to medical staff, company Health Check app, or alternative reporting channels in case of any symptoms, discomfort, or needs.

Advise all employees who are at higher risk i.e. older employees, pregnant employees and employees who have underlying medical conditions, to take extra precautions
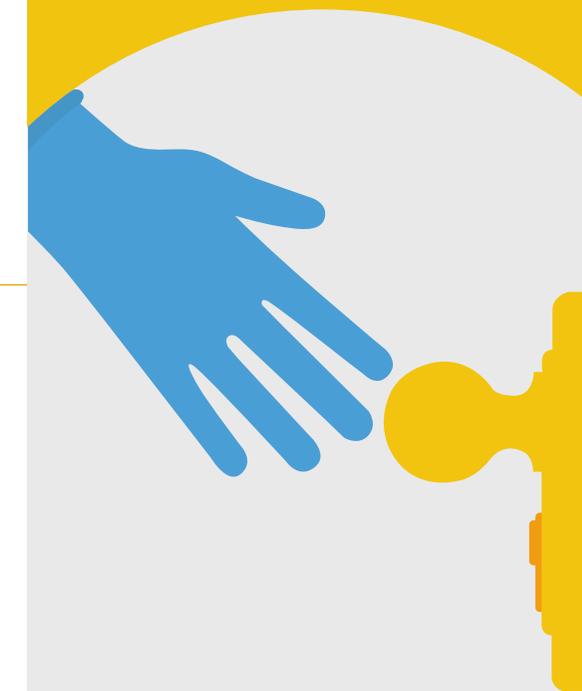
Safeguarding measures

THEME ## EMPLOYEE PROTECTION

MEASURE CLASS	MEASURES		
Personal Protective Equipment	• Ensure receptionists, security, and persons executing screening are wearing COVID- PPE. Install protective equipment (acrylic or glass panels) and system (floor stance markings), as needed. • Reception staff / Office staff to wear masks and hand gloves and take other required precautionary measures • After use, workers should properly dispose of or sanitize COVID-PPE (such as gloves, face masks, goggles or a face shield, and gowns) in accordance with health authorities or local regulatory requirements		
Workplace distancing and workstation barriers	• Each department can decide on staggered shifts to avoid crowding. Disinfection procedures for all work areas to be carried out between two shifts. • Employees are encouraged to get their own food while at work. Meal boxes to be provided by company to employees who are not able to get their own food. • Employees should be encouraged to eat at their respective workstations and to maintain hygiene at their workstations while they eat. • Specific markings may be made with sufficient distance to manage the queue and ensure social	distancing in the premises. • Adequate crowd and queue management to be ensured to ensure social distancing norms. • When meeting customers or third parties, remote meeting methods should be preferred. If face-to- face interaction is necessary, follow safety protocols with regard to PPEs, social distancing, respiratory etiquette etc., • If necessary, reconfigure furniture and/or reception area layout at entrance to ensure safe physical distancing, e.g., place floor stance markings, physical barriers, acrylic or glass panels, open	doors to avoid touching door handles. • Separate meal breaks and work groups to achieve maximum personal space. Where practical, workers should maintain a minimum distance of 1.5 metres from other workers • Tapes demarcating space at copy machines, restrooms to be marked out. • All courier envelopes / packages should be received in a demarcated area in the foyer. • Bar handshake or hugs amongst employees / visitors. A wave of the hand or "Namaste" is recommended.
Sanitization measures	• All areas in the premises (for example, entrance to office and reception areas, meeting and training rooms, work areas, washrooms, toilets, sinks, cafeteria, lifts etc) should be disinfected completely using user-friendly disinfectant mediums, as per the guidelines issued by the Ministry of Health and Family Welfare of Government of India. • Doors should be kept open for safe and touch free access • Capture attendance through touch-free measures like for example, the RFID card • Employees are advised to carry a bottle of hand sanitizer with them all the time	• Ensure regular supply of hand sanitisers, soap and running water in the washrooms. • Required precautions while handling supplies, inventories and goods in the office shall be ensured. • Sanitize common touch points and surfaces regularly in the building like elevator buttons, door handles, stair case rails & other common areas like reception, cafeteria, restrooms/conveniences • Communicate with all other tenants in the building/ IT Park on the measures taken by them to sanitize • Perform comprehensive cleaning and full sanitization of the workplace. If possible, ventilate	office, keeping recommended humidity and fresh air intake levels at offices, along with regular cleaning of filters. Assess viability of increasing ventilation for locations without regular fresh air intake. • Cleaning records and procedures at workstations and other places around the building should be visible to all employees to give them a sense of confidence. • Laptops and accessories should be sanitized individually by the associates using the sanitizers provided at the office • If microwave is used, it has to be sanitized before and after use by the associate using it

Doors kept open for safe and touch free access

Safeguarding measures

THEME | **EMPLOYEE PROTECTION**

MEASURE CLASS	MEASURES
Worksite facility conditions	• Encourage the use of the staircase • Company team lunches / dinners outside office are discouraged. • If a client/vendor does turn up at the office, they should be met in the designated meeting room and not be allowed access to the rest of the office • Common workout areas and gym facilities to be suspended until further notice • Segment the elevator into 9 squares, 6 squares or 4 squares depending on the size of the elevator to limit the number of people allowed to enter at one time • For air-conditioning/ventilation, the guidelines of CPWD shall be followed which emphasises that the temperature setting of all air conditioning devices should be in the range of 24-30°C, relative humidity should be in the range of 40- 70%, intake of fresh air should be as much as possible and cross ventilation should be adequate • Keep doors open throughout the office, to avoid touching door handles. As an alternative, install floor door handles to open doors with foot. • Establish an isolation room near reception • Inspect HVAC systems, filters (Merv upper rating), and fire systems. Allow inactive equipment to run for a proper time period (e.g. water piping). • Have a trash can with lid for COVID-PPE (COVID- related Personal Protective Equipment) disposal at every entrance, sanitizing areas at different locations, and increase antibacterial gel distribution.	• Map and define mitigation measures at various high-touch points (e.g. elevator buttons, handrails, doorknobs, microwaves, printers, etc.). • Determine areas that require thorough cleaning due to frequent usage such as building entry/ reception, elevators, shipping and receiving areas, event centers, gyms/locker rooms, conference rooms, and restrooms. • Make sure visitors follow new office circulation schemes • Clean Desk policies are mandatory. No excess papers etc. to be kept on the desks. • Prefer paper towels vs air dryers. Also, install foot-operated / sensor-based trash cans with lid at restrooms. • Offices to be locked by end of day and no access to be given till it reopens the next morning

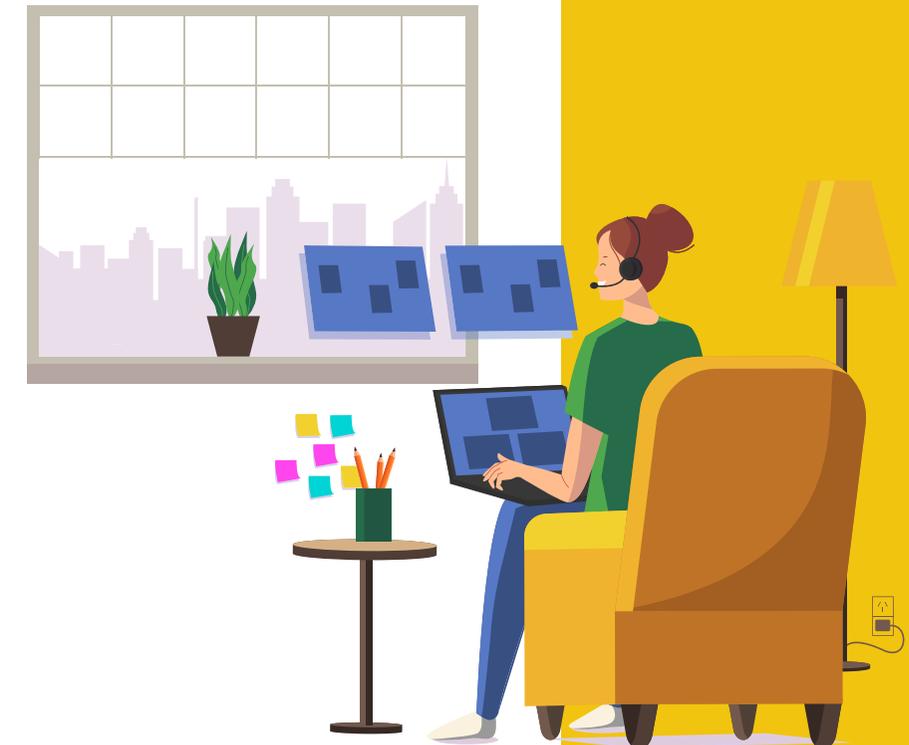**All employees will be encouraged to use the staircase**

Safeguarding measures

THEME | BUSINESS PROCESS ADAPTATIONS

MEASURE CLASS	MEASURES
Physical workspace adaptations	• Reduce the usage of elevators. Have proper floor-stance signs. • Eliminate or cancel seats to visibly reduce density, prefer diagonal seating in meeting rooms. Also consider the use of screens or partitions to limit space. • Reconfigure furniture and/or workstations layout to ensure safe physical distancing, e.g., place floor stance markings, physical barriers, acrylic or glass panels, open doors to avoid touching door handles. • Redesign production line/operational activity to allow for physical distancing • Consider one-way circulation routes through the workplace.
Digital workspace adaptations (including work from home measures)	• Feasibility of Work-From-Home measures should be explored for all employees in a staggered manner • Temporary redeployment to a different role that is suitable for working from home to be considered for vulnerable employees within the company • Ideally suspend all physical conferences and events and explore only virtual events
Operational and productivity process adaptations	• Travel (Domestic/International) and customer visits to be allowed only for business critical reasons with prior approval of the highest authority • Routine issue of visitors/temporary passes should be suspended. • If inevitable, visitors should be allowed with screening procedures, with required approvals from the officer who they want to meet • Maintain either physical or electronic (using a check-in app) entry and exit register, maintaining accurate data on access to and from the facility, pursuant to local personal data privacy laws. Avoid paper handling or pen sharing. • Develop a plan to mitigate employee fears and concerns, and to support general mental health and well-being of employees. e.g. people are worried about their health and the health of those they care about. They have anxieties about their jobs, the future of the organization, and even the future of the industry. • Workers to be registered as they enter a work area and records to be maintained by the person controlling the work area • Shift-based teams should be granted enough gap threshold between outgoing and incoming schedules. • Emergency plan incorporating how to deal with a case of COVID-19 in the workplace and how the changes to business practices may affect existing procedures and other such information to be incldued in the plan. • Wherever possible, associates with children below 10 and/or older family members at home, to work from home for a longer period • COVID-19 taskforce along with HR should define a maximum density quota of a given office area and map the area by the following: Type of employees: Need to return / total return; Nice to return / partial return; No need / remain as remote workers • Define a reduced office operating hours schedule, to enable increased frequency and a more comprehensive cleaning process

Using online connecting tool and VPN

Safeguarding measures

THEME BUSINESS PROCESS ADAPTATIONS

MEASURE CLASS	MEASURES		
Operational and productivity process adaptations	• Define alternate schedules (i.e. A/B), staggered arrival/departure, etc. to avoid congestion in public transport, elevators and stairways, workplace entrance, reception and other office areas. • Continue to implement self-quarantine protocols for employees who exhibit COVID-19 symptoms or have been exposed to COVID-19 but do not appear sick, or have returned from travel to high-risk areas, as per local health authorities and WHO • Nominate a person at each workplace with the mandate to manage and monitor COVID-19 site protocols • Review office inventory of cleaning chemicals, materials, and consumables to ensure optimal	inventory levels which should be aligned with forecasted building occupancy. • Ensure cleaning equipment and tools are in working condition • Whenever possible, plan one-way stair schemes. • Ensure compliance of measures and protocols with owners/landlords of leased properties. • Changing and staggering shift hours to reduce congestion in public transport and workplace entrance. Avoid using public transport during peak times • Implement long-hour shifts to reduce weekly commuting. • The office reactivation process has 3 stages:	Preparation, Slow gradual return and New Normal, supported by a holistic training and communication campaign (the duration to be determined by the local management) • Phased return to Office is recommended by slowly increasing the number of returning employees. For example, 10% in week 1, 20% in week 2, and 30% thereafter. • Criticality of functions, access to office tools, resources and/or technology to be considered for return to office. • A Health Form to be completed daily on entering the office. • Consider medical insurance for all associates

Communication and continuous improvement adaptations	• The procedures for disinfection to be displayed prominently at the reception area and in the notice boards at the cafeteria for awareness of employees. The document should also be hosted on the Intranet.
	• Have clear communication to raise awareness of the measures for both employees and visitors. This communication should also include regular briefings to employees, on the health and safety measures and protocols.
	• Contact details of Hospitals/clinics in the nearby areas, which should be authorized to treat COVID-19 patients, should be maintained by front desk at all times.
	• Good hygiene and precautionary practices to be displayed periodically on various digital displays
		across the company.
		• Social distancing stickers to be placed on the floors to ensure adequate distancing is practiced by the employees
		• Distribute welcome-back kits (sanitizer, wipes, face masks, etc.) and notes (general guidelines) at workstations.
		• Posters/standees/factsheets/AV media on preventive measures about COVID-19 to be displayed prominently.
		• Make sure copies of protocols, guidelines and/or flyers are available to all employees and visitors whenever they are allowed
		• Instructions to be provided to employees on how to decontaminate themselves and their clothing
			when returning home from work or accessing other services where contact may be had with the public
			• Provision of factsheets, resources and posters to educate staff about COVID-19 measures and what it means for them.
			• Create simple "how-to videos" for proper use of COVID-PPE and other practices. COVID-PPE could include gloves, face masks, goggles or a face shield, and gowns.
			• Information to be provided to ensure that they understand that anyone exhibiting symptoms such as fever, cough, or congestion must:
			  - not come to work
			  - contact their supervisor and/or HR department
			  - stay at home and self-isolate as directed by the government

Posters/standees/ AV media on preventive measures about COVID-19 to be displayed prominently.

SOCIAL DISTANCING STOP COVID-19

Safeguarding measures

THEME ## BUSINESS PROCESS ADAPTATIONS

MEASURE CLASS	MEASURES	
Communication and continuous improvement adaptations	• Ensure safety data sheet for all chemicals and requirements for safe use are available and followed. • Designate and signpost the direction of foot-traffic in main circulation paths: corridors, stairs, entries. • Ensuring employees understand what the workplace will be like, upon return is critical. Some employees may expect nothing to change, while others will assume everything will be different. Preparing employees and reminding them that these changes are designed to help keep them safe will ease anxiety. • Provide safe and accurate instructions to all employees and collaborators to ensure personal hygiene as a key element of defense against COVID-19 • Questionnaire to be sent to all employees (internal and external) before the re-opening, to be filled and returned. • Provide safe and accurate instructions to all employees and collaborators to ensure correct handling of materials/items/equipment and/ or appliances that are frequently used by a large number of people • Organize workshop with leaders & HR to communicate remain/return strategy and protocols to follow. Make sure to address personal concerns and needs • Clearly identify physical distancing and workplace safe clearance layouts throughout the office with proper signage, markings, stickers, posters, flyers.	• Inform all visitors that during the initial return phase, access to the office will be prohibited (at least initially). Pre-authorization is required, wherever possible, for essential visitors. • Create specific guidelines and protocols, e.g. "Workplace Cleaning", "Home-Work-Home Commuting", "Leaving Site", "Taking Care of Family at Home" protocols.

TO DO LIST

Questionnaire to be sent to all employees before the re-opening of offices in order to be filled and returned

Safeguarding measures

THEME	EMPLOYER-LED HEALTH INTERVENTIONS

MEASURE CLASS	MEASURES		

Detection and tracing	• Any officer and staff residing in containment zones should inform the same to a supervisory officer and not attend the office till the restrictions are eased. Such staff should be permitted to work from home and this should not be counted as leave period.
	• When one or few person(s) who share a room/ close office space is/are found to be suffering from symptoms suggestive of COVID-19:
	  ~ Place that person in a room or area where they are isolated from others at the workplace. Provide a mask/face cover till such time he/she is examined by a doctor.
	  ~ Immediately notify the nearest medical facility (hospital/clinic) and call the state or district helpline.
	• It's mandatory for all employees to install and use 'Arogya Setu' app launched by the Government
	• If one or two cases are reported, the disinfection
		procedure can be limited to places/areas visited by the patient in past 48 hrs. There is no need to close the entire office building/halt work in other areas of the office. Work can be resumed after disinfection as per laid down protocol.
		• If there is a larger outbreak, the building/ block will have to be closed for 48 hours after thorough disinfection. All the staff should work from home, till the building/block is adequately disinfected and is declared fit for re-occupation.
		• Workers must report to the company as soon as possible, even if they are working from home:
		  - if they are experiencing symptoms of COVID-19
		  - if they have been, or have potentially been, exposed to a person who has been diagnosed with COVID-19 or is suspected to have COVID-19 (even if the person who is suspected to have COVID-19 has not yet been | tested), or
		  - if they have undertaken, or are planning to undertake, any travel.
		• Persons entering and exiting a workplace are to be registered to assist with tracking of contact in case of COVID-19 infection
		• Persons who have been identified as having potentially been exposed to the virus are required to follow government advice and must not enter or remain at a workplace
		• Workers' temperatures are taken and symptom checks performed before they enter the facility. This activity will be recorded, with records to be provided to the health department if requested. (If the worker has a temperature of 38°C or higher or has a cough, sore throat or shortness of breath, the worker is not fit for work, must isolate immediately and seek medical advice)
			The high-risk exposure contacts shall be quarantined for 14 days

Personal behavior reinforcement	• Respiratory etiquettes to be strictly followed. This involves strict practice of covering one's mouth and nose while coughing/sneezing with a tissue/handkerchief/flexed elbow and disposing off used tissues properly. • Spitting should be strictly prohibited. • Promote practice of employees cleaning and sanitizing their desks, belongings, workspace, and public areas after using them. • Use internal promotional programs to encourage healthy habits, cleanliness and other best	practices around health and safety • Consult the medical staff, report through company Health Check app or alternative reporting channels in case of any symptoms, discomfort, or needs. The employee should also inform their supervisor and/or Human Resources (HR) representative. The foregoing should be carried out if and as permitted by local personal data privacy laws		

The Indian Tech Industry — COVID-19 Resilience Practices

With COVID-19 spreading, especially in some Asian countries, the manufacturing and supply chain ecosystems have started coming back to activity, partially if not completely. As IT vendors contemplate a second wave of the virus spread around the corner, they are gearing up by putting in requisitions for fresh IT assets, such as laptops, dongles, thin clients, and VDI to get their workforce fully ready and prepared in case the crisis deepens.

Organizations are, at the same time, building plans for a safe and sustained way to return to offices, although it may not be 100% back to office in the medium term. Even in the longer term, companies that have witnessed greater success and productivity with a work-from-home policy may choose to retain a much higher percentage of their workforce to work remotely. Going back to the office will depend heavily on how companies anticipate the likelihood of a second wave of the viral infection, its timing and likely severity, and their ability to manage employee safety and productivity in a mixed work environment.

The National Association of Software and Service Companies (NASSCOM), a trade association of the IT and Business Process Outsourcing (BPO) industries in India, has recommended a phased lockdown exit strategy for IT/ITeS and the Business Process Management (BPM) industry.

Local governmental rules and decisions should always be followed carefully

BACK TO OFFICE

PHASE 1 PHASE 2 PHASE 3 PHASE 4

WORK FROM HOME

The Indian Tech Industry — COVID-19 Resilience Practices

Based on our interactions with different IT vendors, many are planning a phased opening approach, although the timelines and the detailed execution plan will vary for different IT vendors. Infosys adopted a Phased Return to Workplace approach in line with NASSCOM recommendations. The company has implemented contact-less thermal scanning, access monitoring, and released awareness videos for employees

PREPARATION Preparing the campus and infrastructure, sanitization readiness, food and essentials management, and regular communication with employees on the modalities to get back to work. Elaborate manuals are being prepared for internal and contract staff.

PHASE 1 Spread across 3-4 weeks, with about 10-20% of the workforce back in offices. Business criticality is being considered the prime most consideration in bringing back a select set of employees – primarily those involved in client-sensitive contracts or in complex functions, such as the creation of blueprints, architectural designs, and others that need high processing power, speed, and bandwidth. Phase 1 is crucial, and because there might be a second wave of the virus spread, companies are cautious in their speed of opening office operations to manage and maintain control.

BEST PRACTICES

PREPARATORY STAGE

PHASE 0

PHASE 3

PHASE 1

PHASE 2

PHASE 3

30-50% WORKFORCE

PHASE 2

10-20% WORKFORCE

10-15% OR **15-30% WORKFORCE**

Depending on success of PHASE 1

PHASE 3 This is the phase when most of the restrictions will be lifted and the number of COVID-19-positive cases will have been drastically reduced. By this time, about 70–80% of all workers will be allowed to return to their respective offices, and normalcy will be restored. Arrangements will still have to be made for the accommodation of people who might have to stay in the office or in a local area to maximize productivity and minimize loss of time. Service providers will have embraced the new normal and will have established standard work-from-home protocols, as part of regular BAU, to setup a preferred, sustainably blended mode of working in the long-term. Eventually, hybrid workspaces will lead to "work from anywhere".

As the situation normalizes, mobility and economic restrictions are relaxed, and the confidence in having executed Phase 1 uneventfully emerges, companies plan to spend the next 4-6 weeks in bringing more employees to resume work from office. Desktops might get replaced with laptops for some of the employees working on crucial projects under tight deadlines in case of a sudden revert to work-from-home due to any emergency.

Local governmental rules and decisions should always be followed carefully

The Indian Tech Industry — COVID-19 Resilience Practices

WORKPLACE PREPAREDNESS
Maintenance, Hygiene, Sanitation, Employee Communication

90% WORK FROM HOME

60% WORK FROM HOME

30% WORK FROM HOME
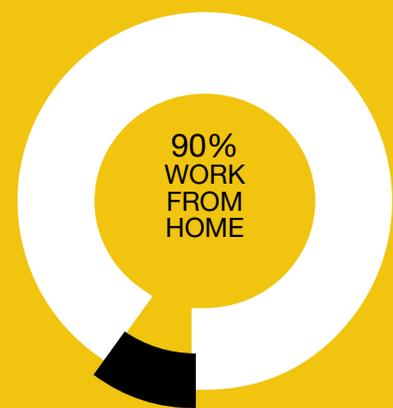
10%
workforce at workplace
employees in critical projects, or insufficient hardware for WFH
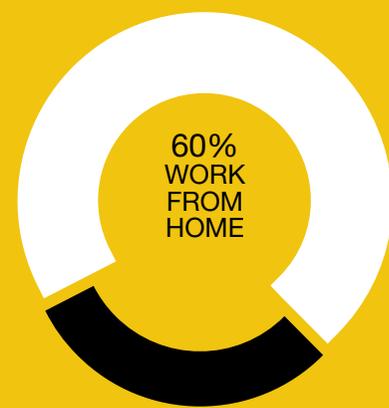
30%
workforce at workplace
re-shift desktops back to workplace and equip employees with laptops
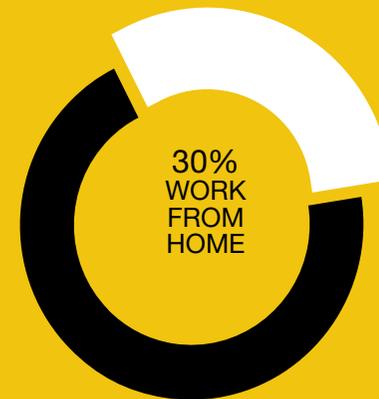
An additional **30%**
workforce return to workplace

Total: 70% Ensuring similar productivity level regardless of location

Through the COVID-19 induced lockdowns and the process of continued restricted mobility, to the other end of the tunnel with an opportunity to resume normal work and lifestyles, the industry in India, and globally, bets on certain fundamental principles that helped them plan, strategize, communicate, execute, monitor, and revise critical measures in real-time.

Local governmental rules and decisions should always be followed carefully

COMMUNICATE, COMMUNICATE, AND COMMUNICATE

The Indian Tech companies took measures to reassure clients regarding service continuity, ongoing support, and even greater flexibility in addressing sudden requirements in this time of crisis. Early communication helped ease stress and get required permissions before the lockdown started. A critical step taken by IT companies was to start communicating with clients early, as the crisis was still unfolding outside of China. As the pandemic spread in India, IT vendors began client communications for special approvals where the workforce was unable to connect from designated delivery centers. In some instances, where the client was operating in a highly regulated environment, early engagement helped them get necessary regulatory approvals for the remote access of data and systems. Barring a few exceptions, IT vendors were able to make clients understand the situation and convinced them on having employees work from home to deliver services.

In certain instances, IT vendors went over and beyond to help their global clients institute a work-from-home setup, establish quick-fix tech tools to help the clients coordinate across the latter's value chain, trace employees, and ensure outside of contractual work that systems were up and running for these clients. Over-communication and proactive contribution could never hurt, and future business relationships will stand testimony to the rewards of walking an extra step in times of crises.

The Indian Tech Industry — COVID-19 Resilience Practices

PRIORITIZE WHAT IS CRITICAL

During a crisis, a decision needs to be taken between must have and good to have. IT vendors worked with their clients and identified the must-have services to keep the lights on and channelled their resources toward making sure they are not affected.

COLLABORATE WITH TRANSPARENCY

Both IT vendors and clients realized that they needed to work together closely during the crisis. Several examples came to the fore:

- Clients that were in the essential services segment were able to get passes arranged for IT vendors' employees to reach their facility to manage their mission-critical systems.

- Collaboration platforms were leveraged to communicate with clients in an open and transparent manner.

- Dedicated portals and teams of experts were created rapidly to be available 24x7 to address client concerns.

- Call centers have always been available with the larger Tech companies; even the medium-sized ones were able to quickly set these with teams dedicated to handle a variety of queries, from local management to work-from-home concerns and client issue resolution.

- Webinars and consistent communication series were established by many companies to apprise clients, as well as, many prospects, about the evolving crisis, measures taken to resolve challenges, and progress on projects/overall business.

ENSURE QUALITY OF SERVICE COMMITMENTS ARE UNDERSTOOD WELL AND MET

India's Tech industry had early jitters in the first few days of the lockdown, but they could right-size commitments given the situation. Some companies created daily dashboards to monitor project deliverables and timelines and measure SLAs. There was a drop in SLA in the initial weeks as teams were mobilized, but the dashboard enabled them to take necessary actions whenever the service levels went down. BCP was triggered with a few customers, which helped them focus on only critical projects for a while until all employees were enabled to work from home.

PRIORITIZE DATA SECURITY, PRIVACY AND ACCESS CONTROLS

Multifactor authentication, end-to-end encryption, secure communication channels with access controls for virtual meeting rooms, complex passwords, and email monitoring have been some of the key requirements of clients for which service providers have extended support.

Local governmental rules and decisions should always be followed carefully

The Indian Tech Industry — COVID-19 Resilience Practices

SUPPORT AND EMPATHIZE WITH COST CONTAINMENTS MEASURES FOR CLIENTS

Even as delivery in changing work-from-home norms was top priority, the industry also witnessed several instances of contract restructuring and renegotiations. Some observed practices were that:

- Companies received requests for deferred payments, discounts, and reductions in billing rates, as a way for clients to manage their costs. IT vendors, in most instances, extended a strong support to such requests, and went an extra mile to demonstrate flexibility by not invoking any contract breach grievances or mandating services purchase by the clients.

- Unused service credits and an onsite/offshore services delivery that may have missed key dates because of travel/local regulations were negotiated and managed.

PLAN AND PREPARE FOR NEWER OPPORTUNITIES

With cost control becoming the central focus globally, interest in analytics-led focused decision making, investments, and process automation will gain ground. Many global enterprises reached out to their service providers for business enablement through collaboration tools, remote monitoring systems, and security

solutions. Clients that had already been on a digital transformation journey and had invested in digital infrastructure or cloud solutions, such as remote maintenance using Internet of Things (IoT), voice-enabled customer services, and automated processes, were more resilient compared with their less digitized counterparts. Software-as-a-service applications are being actively evaluated as a cost-effective solution to large teams and heavy in-house setups.

There is growing focus on building resilient IT operating models, reimagining legacy infrastructure, and initiating digital transformation conversations with service providers. Even the small and medium-sized businesses are actively mulling piloting digital projects, free or at low cost, before making investments.

KNOWLEDGE PARTNER

NASSCOM is the industry association for the IT-BPM sector in India. A not-for-profit organization funded by the industry, its objective is to build a growth led and sustainable technology and business services sector in the country with over 3,000 members.

NASSCOM Insights is the in-house research and analytics arm of NASSCOM generating insights and driving thought leadership for today's business leaders and entrepreneurs to strengthen India's position as a hub for digital technologies and innovation.

NASSCOM® Insights

Local governmental rules and decisions should always be followed carefully

Safeguarding measures - overview

THEME	SAFEGAURDING MEASURES
WORKFORCE PROTECTION	Travel/movement to work (including from home measures) Entry to worksite Employee health policy measures
EMPLOYEE PROTECTION	Personal Protective Equipment Workplace distancing and workstations barrier Sanitization Worksite facility conditions Public health knowledge and capability-building
NON-EMPLOYEE PROTECTION	Social distancing measures Sanitization measures Limitations against exposure to individuals Preventions against material contamination
BUSINESS PROCESS ADAPTATIONS	Physical workspace adaptations Digital workspace adaptations (including work from home measures) Operational and productivity process adaptations Communication and continous improvement adaptations
EMPLOYER-LED PUBLIC HEALTH INTERVENTIONS	Detection and tracing Personal behaviour reinforcement

SOCIAL DISTANCING
2 METERS

The safeguarding measures given here are broadly applicable to working environment in Pharmaceutical and Life Sciences companies.

- ☐ Corporate campuses
- ☐ Offices in commercial complex
- ☐ Manufacturing plants
- ☐ Labs

Local government rules and decisions should always be followed carefully

Safeguarding measures

PHARMA

THEME # WORKFORCE PROTECTION

MEASURE CLASS	MEASURES
Travel / movement to work (including work from home measure)	• In the absence of public transport, provide shuttles or cabs for office employees and plant workers temporarily, until normal transportation is restored
Entry to worksite	• Ensure everyone is tested for body temperature at the main porch, before entering the work premises. Restrict access to the workplace if the temperature is higher than 37.5°C/99.5°F • Permit entry to reception area only after hand sanitization/washing
Employee health policy measures	• Create a Biosafety Plan that must include 　a. List of job classifications with exposure to infectious pathogens 　b. List of infectious pathogens known or reasonably expected to be present in lab materials and applicable biosafety measures 　c. Procedures to ensure all incoming materials containing pathogens are treated as virulent, until verified as deactivated or attenuated 　d. A risk assessment, performed by the biological safety officer 　e. Feasible engineering controls including containment equipment and procedures 　f. Required safe work practice controls and prohibited unsafe work practices in accordance with the risk assessment 　g. Necessary Personal Protective Equipment (PPE), including respiratory protective equipment. 　h. Effective decontamination and disinfection procedures for laboratory surfaces, equipment, and tools. 　i. Procedures for communicating hazards to workers and providing required worker training. 　j. Emergency procedures for uncontrolled releases in the facility and untreated releases outside the facility. 　k. Provision of applicable vaccines to workers. 　l. Procedures to investigate and provide medical follow up to workers exposed to laboratory pathogens. 　m. Procedures to annually inspect facilities and audit the facility's biosafety procedures. 　n. Procedures to record and correct deficiencies found during inspections and audits. • If diagnosed with symptoms, the said employee should be allowed entry if 　~ at least 72 hours have passed since they have been fever free without the use of fever-reducing medication and with improvement in respiratory symptoms AND atleast 7 days have passed since the first symptoms appeared. 　~ The employee should also produce their latest COVID test report which must be negative • In case of air travel or travel to known high-risk area in the last 14 days, employees are advised to avoid entering any facility and they should self-quarantine for 14 days with self-monitoring for any symptoms • Employees with certain underlying conditions like Heart Disease, Respiratory Disease, Diabetes, Liver Disease, Obesity, Pregnancy, Immunosuppression etc., may be considered high-risk for COVID-19 infection. Efforts should be made to accommodate employees with these conditions to minimise the infection risk. • Create an Illness Monitoring Protocol to continuously track employee status • Consider medical insurance for all staff.

All employees and non employees should go through a temperature check at the security gate entrance

Local governmental rules and decisions should always be followed carefully

Safeguarding measures

THEME | EMPLOYEE PROTECTION

MEASURE CLASS	MEASURES
Personal Protective Equipment	- Provide and ensure that the workers use all necessary PPE, including eye protection and gloves where necessary. - Provide disposable gloves to workers who are screening others for symptoms, or handling commonly touched items. - It is mandatory to use masks at all times during office hours in all areas (inside and outside). - Masks should be reusable, but may be disposable if reusable is not available. - A supplementary mask, mini hand sanitizer and a handkerchief should be carried by all.
Workplace distancing and workstation barriers	- Physically distance every individual by at least 6-feet with measures such as physical partitions (Plexiglas barriers) or visual cues (e.g., floor markings, colored tape, or signs to indicate to where workers and/or employees should stand). - In areas where maintaining physical distancing is difficult, frequent thermal screening for workers is advised including temperature, visual, and verbal checks. - Prohibit sharing of desk equipments such as paper, pens, staplers, phone chargers, etc. - Avoid movement of physical documents. Usage of electronic documentation is highly recommended - Provide markings on ground to ensure social distancing in: lobby or reception area, driver reception area, workstation areas, kitchens and all common areas - Strict social distancing to be maintained during the shift changes - Not more than two people should be in the same zone, especially in the labs.
Sanitization measures	- Encourage frequent hand washing and use of hand sanitizer. - Frequently sanitize commonly used surfaces & high traffic areas - Clean and sanitize shared equipment, touchable surfaces between each use. - Employees should be asked to wipe their respective work stations at regular intervals and at the closing of the working hours. - Ensure that sanitary facilities stay operational and stocked at all times and ensure workers have necessary cleaning products. - Provide time for workers to implement cleaning practices during their shifts. - Clean floors using a vacuum with HEPA filter or other methods that do not disperse pathogens into the air. - For facilities in laboratory, research, or clinical settings, evaluate existing cleaning and disinfecting protocols and determine additional measures or necessary adjustments to prevent exposure to COVID-19. - The plant should be disinfected prior to anyone returning to work - In the production areas and workshops, cleaning of tools, workstations, and machine control panels should be initiated with sign off, every 60 minutes - Washing of the workshop aisles to be organized at a frequency of every 2 hours - A minimum of four times per shift, disinfect toilets and locker rooms (every 2 hours) - A minimum of two times per shift, disinfect public areas such as halls, corridors, conference rooms, elevators, stairs, etc. - A minimum of two times per shift, disinfect external areas such as pedestrians entrances, external corridors, accesses to locker areas, cafeteria and buildings - Ensure cleaning and disinfection of contact points every 2 hours - Sharing of Lab equipments to be avoided, if possible - Equipment/parts/tools to be wiped before and after every use - Hands should be washed thoroughly before and after the use of equipments - ESD and other surfaces/tables to be wiped twice a day with alcohol based disinfectant

Encourage frequent hand washing and use of hand sanitizer

WASH HANDS

Safeguarding measures

PHARMA

THEME EMPLOYEE PROTECTION

MEASURE CLASS	MEASURES		
Sanitization measures	• All job sites should implement additional measures of cleaning common areas, bathrooms and toilets to minimise the infection risk • Shared work vehicles to be sanitised after each	journey (by driver/traveller) by thorough cleansing of touch points	
Worksite facility conditions	• Ensure all water systems are safe to use after a prolonged facility shutdown to minimize risk of disease. • Mandate that employees eat at different intervals with adequate seat separation to maintain social distancing	• Stop using vending machines to prevent cross contamination. If not possible, ensure continuous disinfection. • Consider upgrades to improve air filtration and ventilation	
Public health knowledge and capability building	• Recommend activities like Meditation (Mindfulness & Yoga) session, Virtual yoga sessions, Awareness session on mental health, first aid for supporting emotional and mental well being of the employees.		

Create awareness on mental health first aid

Safeguarding measures

PHARMA

NON-EMPLOYEE PROTECTION

MEASURE CLASS	MEASURES		
Social distancing measures	• All visitors should maintain a 6 foot / 2 meter distance from the receptionist or security guard and must wear masks • Restrict visitor entry to reception-area conference rooms. Social distancing guidelines should be maintained		
Sanitization measures	• If hosting a meeting with a visitor, the host should ensure sanitization of meeting rooms before and after the use • Allow for a minimum of one-hour of time gap between the room usage		
Limitations against exposure to individuals	• Visitors must be free of illness symptoms • Visitors must not have traveled in the last 14 days before coming to a site • Before entering the plant, truck drivers should be identified, checked and measured for body temperature at the security gate entrance. Restrict entry to the site if the body temperature is abnormal (over 37.5°C or 99.5°F).	• The drivers must wear masks when they alight from their trucks • All drivers should answer a health questionnaire – same as other visitors • It is forbidden to get off the truck and contact employees on the docks or any other place inside the facility. The movements of drivers inside the plant must be limited to the minimum necessity	and in compliance with these instructions (no movement in public spaces, toilets, coffee areas, etc.) • The truck driver must not be in direct contact with the staff (minimum distance of more than 1 meter)
Preventions against material contamination	• Employees and visitors should not exchange documents and/or pens • Visitors must refrain from carrying any token gift, even if it is within the policy • Transport documents should be validated by the driver at the site entrance/exit dedicated area (security gate), according to a procedure agreed with the establishment and any exchange of documents must be avoided as much as possible • If the entrance / exit / administrative reception does not have a separation window, set up a dedicated table for retrieving documents with a minimum distance of more than 1 meter.	• The driver must follow the security guard / receptionist instructions for unloading / reloading.	

The drivers must wear their masks when they alight from their trucks

Local governmental rules and decisions should always be followed carefully

Safeguarding measures

PHARMA

BUSINESS PROCESS ADAPTATIONS

MEASURE CLASS	MEASURES		
Physical workspace adaptations	• Reconfigure, restrict, or close common areas, like employee break rooms and provide outdoor break areas with shade covers where physical distancing can be practiced. • Work stations without a physical separator should not face each other • Reasonably arrange the production plan to maintain social distancing.		
Operational and productivity process adaptations	• Ensure all employees and contract employees complete an electronic return-to-work form prior to returning to any site for the first time after the site's quarantine • Deactivate all fingerprint or touch points related to tracking employee attendance or processing payments • Stagger employee breaks, in compliance with wage and hour regulations, to maintain physical distancing protocols. • Request employees to bring food from home and take meals in their own boxes. Bar ordering of	outside food. • Non-lab personnel should mandatorily take prior permission from the lab in-charge to enter the lab • Boxed lunch to be provided to employees, if eating in the cafetaria • Every person before entering the office should fill in a form and give their personal details along with Govt id • Ensure doors of all operational staircases and washroom remain open to avoid indirect contact. Or an arrangement may be made to open/close the door by step and pull/push.	• Provide isolation rooms near both the entry gates. • All personal items should be removed from the shared spaces • Maintain staggered shift start and end timings or alternate day rosters to limit the number of workers in the office at one time. Reassign lockers or stagger locker use. • Replace transport login by QR code scanner • Define process to keep a check on the staff on a regular basis to review their welfare and address any concerns as quickly as possible.
Communication and continuous improvement adaptations	**Consider the following topics for Worker Training** • When to seek medical attention. • The importance of hand washing. • The importance of physical distancing, both at work and off work time. • Proper use of cloth face covers, including information in the guidance. • Information on paid leave benefits **Provide a detailed communication containing** • Information on the local COVID-19 case situation • Why the decision was made that it is safe to return • Advise employees of the expected return to work	date • Information related to the site return to work plan • Specific instructions for employees related to changes in protocols • Contact information for questions • Broadcast information to employees before each phase of return • Site leader and HR manager to identify a local contact for questions" • Sometimes simple tasks need instructions too - communicate clearly how to wear a mask - the hygiene required while putting on and taking off a mask, the importance of covering the mouth and	the nose etc., • Inform employees about any possible exposure to a confirmed case of COVID-19 in a timely manner while maintaining required confidentiality. • All workers should be provided up to date information for the procedures adopted for the site • Communication is also suggested on Whatsapp groups for quick reach • Periodic trainings on health & safety measures to be ensured by the L&D team without deviations • Post reminders of site distancing and hygiene protocols on every exterior and interior door

Utilize work practices to limit the number of workers in the office at one time
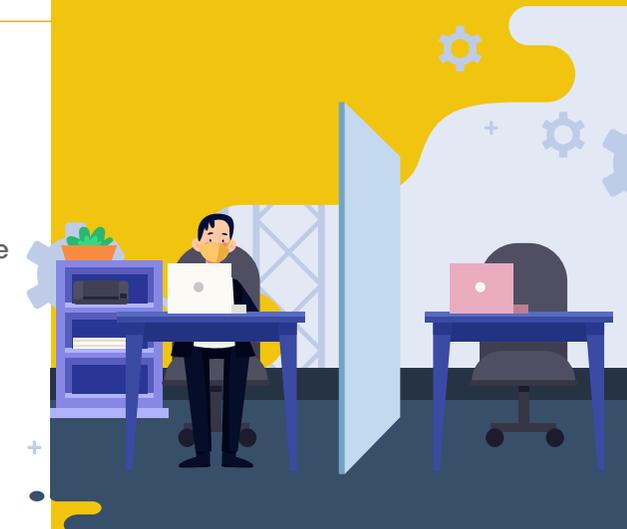
Safeguarding measures

| THEME | **EMPLOYER-LED HEALTH MEASURES** |

MEASURE CLASS	MEASURES
Detection and tracing	• Encourage workers to do a self-assessment and advise them to stay home if they feel sick or dsiplay symptoms of COVID-19 (e.g., temperature of over 37.5°C or 99.5°F)

Personal behavior reinforcement	• Ensure employees wash their hands properly before and after eating
	• Staff in charge for preparing or distributing food must wash hands at least every hour and should be equipped with mask, mob cap, disposable gloves etc.,
	• Implement additonal sanitary measures at the work location:
	   - hand washing protocols
	   - hand sanitiser stations
	   - provision of disinfectant wiping products
	• Spitting in and around premises should be strictly prohibited. Defaulters could be referred to the police authorities.

Staff in charge of preparing or distributing meals washes their hands at least every hour and are equipped with mask, mob cap, disposable blouse and gloves

Local governmental rules and decisions should always be followed carefully

Recommendations: Back to Work

5 PERSONAL HYGIENE & PPE
Educate & Equip

4 GREET WITH NAMASTE
No Handshake

3 SOCIAL DISTANCING
Educate & Practice

2 AROGYA SETU APP
Download & Educate

1 KNOW YOUR ZONE
Red, Orange & Green

5 GOLDEN RULES

Local governmental rules and decisions should always be followed carefully

Know your Zones

RED ZONE

- Private offices outside certain areas/cities/centres designated by government may function with 33% workforce.
- Use of personal conveyance between 7am to 7pm permitted with limited occupants to travel to functional office within the zone.
- Doctors, hospitals working for medical requirements only, distributors and chemists working but mostly won't meet any pharma professionals. However, activities related to essential pharma supply may be undertaken on need basis.

ORANGE ZONE

- Limited movement allowed in a city / district only and some parts still quarantined.
- No interdistrict travel allowed.
- Only personal conveyance is adivsed.
- Doctors, hospitals are working but with limited visit or none. Stockist, chemist working and available.

GREEN ZONE

- No restrictions of movement by government in and across city/district/state.
- Local conveyance and travel is possible without any significant disruption.
- Doctors, hospitals, stockist and chemists are working and may be accessible by pharma professionals with some conditions of safety.

Recommendations: Back to Work

DOWNLOAD THE AAROGYA SETU APP

Aarogya Setu is a mobile application developed by the Government of India to connect essential health services with the people of India in our combined fight against COVID-19. The App is aimed at proactively reaching out to and informing the app users regarding the risks, best practices and relevant advisories pertaining to the containment of COVID-19. The mobile app helps people identify the risk of contracting the Novel Coronavirus by using the smartphone's Bluetooth and location services.

SOCIAL DISTANCING

- All staff must remain a minimum of 6' apart from each other and any member of the public at all times during the workday
- Do not participate in gatherings (for work or for personal matters) of more than 10 people
- Avoid public transportation
- Avoid long distance travel
- Avoid anyone who may have COVID-19 or may have come in contact with someone who has contracted the virus
- Limit your exposure by minimizing the number of trips to obtain essentials for personal or professional needs (stationery, groceries, etc.)

PERSONAL HYGIENE AND PERSONAL PROTECTIVE EQUIPMENT (PPE)

Everyone is required to practice good hygiene on the job and encouraged to maintain these practices while off duty:

- Frequently wash hands with soapy water for at least 20 seconds especially when preparing food, before eating, after coughing or sneezing, or touching any potentially contaminated surface.
- Cover your nose and mouth with a flexed elbow or paper tissue when coughing or sneezing and disposing immediately of the tissue and performing hand hygiene
- Refrain from touching mouth, face, eyes and nose
- Carry IPA based hand sanitizer and use it frequently. Carry Liquid Soap in your Bag, if possible.
- Use alcohol-based hand sanitizer when soap and water is not available
- Disinfect high traffic, communal surfaces both at work and at home

PERSONAL PROTECTIVE EQUIPMENT (PPE):

Personal Protective Equipment (PPEs) are protective gears designed to safeguard the health of workers by minimizing the exposure to a biological agent. Appropriate use of PPEs like mask, gloves significantly reduces risk of viral transmission. Components of PPE are goggles, face-shield, mask, gloves, coverall/gowns (with or without aprons), head cover and shoe cover.

- The healthcare professionals working in hospitals need to wear all the components of PPEs.
- Wear disposable masks as per FFR guidelines. (The N95 filtering facepiece respirator (FFR) is the most commonly used type of respirator, especially in healthcare environments.)
- Cleaning staff must wear disposable rubber boots, gloves (heavy duty), and a triple layer mask
- N-95 mask, gloves and goggles should be worn by the staff going out in the field to avoid touching eyes and nose
- PPEs should be regularly inspected, maintained, replaced and discarded, as necessary.
- Disposable masks are never to be reused and should be disposed off.
- Hands should be washed with soap and water immediately after each piece of PPE is removed, following completion of cleaning.
- Disposal of used masks: Used mask should be considered as potentially infected medical waste. Discard the mask in a closed bin immediately after use.
- Remove PPE, discard in a disposable PPE in yellow disposable bag and wash hands with soap and water.

Recommendations: Back to Work

TRAVEL/COMMUTING RECOMMENDATION

General recommendations for personal hygiene, cough etiquette and keeping a distance of at least one metre from persons showing symptoms remain particularly important for all travellers.

- Travelling by cab, flight, bus, train and tram can get you infected. Use anti-pollution masks and carry a hand sanitizer with you everywhere. Consider travelling by your own vehicle and avoid public transport.
- Avoid long distance travel.
- Carry any medicines you may need for the duration of your trip
- Pack a sufficient amount of alcohol-based hand sanitizer (at least 60% alcohol) and keep it in a place that is readily available.
- Maintain social distancing by using separate vehicles for travel instead of pillion ride.
- Avoid frequent stop for public restrooms. If needed, please follow the safety and hygiene guidelines as suggested.
- Encourage employees to gradually return to work by avoiding peak hours and social interactions where travel restrictions permit
- Outstation travel to be limited and only allowed based on risk assessment & approval
- Wisely choose the types of travel - Air travel, Bus or Train, Car/Personal
- Lodging – If you must stay in a hotel or rental property;
  - Take the same steps you would in other public places – for example, avoid close contact with others, wash your hands often, and wear a cloth face covering.

- When you get to your room or rental property, clean and disinfect all high-touch surfaces. This includes tables, doorknobs, light switches, counter tops, handles, desks, phones, remote controls, toilets and sink faucets.
- Wash any plates, cups or silverware (other than pre-wrapped plastic) before using.

OPPI
Organisation of Pharmaceutical Producers of India

STANTON CHASE

Local governmental rules and decisions should always be followed carefully

Source:
Excerpts from the Recommendations: Back to work process document released by Organisation of Pharmaceutical Producers of India (OPPI) in collaboration with Stanton Chase as Knowledge Partners.

Safeguarding measures - overview

INFRASTRUCTURE

THEME	SAFEGAURDING MEASURES
WORKFORCE PROTECTION	Travel/movement to work (including from home measures)
	Entry to worksite
	Employee health policy measures
EMPLOYEE PROTECTION	Personal Protective Equipment
	Workplace distancing and workstations barrier
	Sanitization
	Worksite facility conditions
	Public health knowledge and capability-building
NON-EMPLOYEE PROTECTION	Social distancing measures
	Sanitization measures
	Limitations against exposure to individuals
	Preventions against material contamination
BUSINESS PROCESS ADAPTATIONS	Physical workspace adaptations
	Digital workspace adaptations (including work from home measures)
	Operational and productivity process adaptations
	Communication and continous improvement adaptations
EMPLOYER-LED PUBLIC HEALTH INTERVENTIONS	Detection and tracing
	Personal behaviour reinforcement

The safeguarding measures given here are broadly applicable to working environment in Infrastructure companies

- Corporate campuses
- Offices in commercial complex
- Project sites

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Safeguarding measures

THEME WORKFORCE PROTECTION

MEASURE CLASS	MEASURES
Travel / movement to work (including work from home measure)	• Special transportation facility, working at 30-40% passenger capacity, should be arranged without any dependency on the public transport system • Only those employees who have personal 4 wheelers or 2 wheelers to be allowed to come to office to avoid public transport system • Vehicle ACs not to be operated and windows to be kept open for ventilation.
Entry to worksite	• Workers/ Staff/Visitors shall not be allowed to enter plant premises without a face mask • It is advisable to install a disinfecting tunnel at the entrance • Vehicle drivers should wait at entry gate only. The area where the drivers are waiting should be sanitized once every two hours. This area should be near to the designated loading points. • Workers to be screeened for temperature while coming in to/going out to production from the labour quarters. • All vehicles and machinery entering the premise should be disinfected by spray mandatorily • Provision for hand wash and sanitizer preferably with touchfree mechanism should be made at all entry and exit points and common areas. Sufficient quantities of all the items should be available • All drivers (Company drivers) should sanitize their hands and wear masks in all cases before entering in to their car and office premises • At the Reception, thermal screening shall be carried out and a self-declaration form will be kept. Employees are allowed to enter only on completing these formalities. • It is advisable to coordinate with the building owners to do disinfection treatment of the entire building for effective control. • Car owners will park their vehicles on their own - there will be no valet parking • Have floor marking at entry gates for social distancing during thermal screening • Turnstile gates not to be touched with hands and sanitized regularly • High touch surfaces to be disinfected by spraying with 1% Sodium Hypochlorite solution
Employee health policy measures	• Sufficient medical insurance coverage should be provided for the workers • Employees coming in from outside the state should stay in home quarantine for 14 days and be allowed to come to office only after they confirm that they are asymptomatic. • Employees should go into home isolation if any of their family members has the symptoms of illness (cough, high fever, difficulty in breathing) and will be required to submit the supporting documents to work from home for 14 days. • Provide for a designated quarantine hall / isolation room / ward for exigency in the labour colony. If any person is identified with COVID-19 symptoms, they should be Immediately moved to the isolation room and the area where the person was working and all probable moved areas should be disinfected • Employees who are at higher risk e.g. older employees, pregnant employees and employees with underlying medical conditions should take extra precaution. Preferably, they should not travel to other location for client or any other visits.

All vehicles and machinery entering the premise should be disinfected by spray mandatorily

Local governmental rules and decisions should always be followed carefully

Safeguarding measures

THEME EMPLOYEE PROTECTION

MEASURE CLASS	MEASURES		
Personal Protective Equipment	• Employees should carry disposable tissues/gloves for covering the fingers/hand while touching a common public surface and ensure that it is thrown only in a covered dust bin after use. • Employees should always wear nose mask during visit and meetings and should always carry a pocket hand sanitizer. • Security / housekeeping people should use disposable hand gloves only and discard them on a daily basis	• The Housekeeping staff team should wear appropriate PPEs during sanitization process • Security at gate and housekeeping people should use PPE. Store, Admin staff those who are all handling outside documents should use hand gloves. • Food items to be served by canteen staff only with proper PPEs. • Wearing a face mask is mandatory and shall be	removed only while eating. • Appropriate face masks shall be ensured for all labourers and to be worn always while at colony, movement outside and during duty timings. • General and special PPEs for routine work at site to be as per existing practice • All medical staff including Doctors, Nurses, Medical attendants, Sanitation staff to wear all necessary PPEs, as applicable
Workplace distancing and workstation barriers	• Employees should strictly maintain social distancing of at least 6 feet from each other • Employees should carry their own stationeries like pen, note pad/diary etc. and not accept anything from the external offices • If an employee needs to stay back in client location, all the COVID prevention measures shall be followed while staying in guest house/hotels e.g. frequent hand washing/ hand sanitizing, maintaining social distance all the time, face covers/ mask all the time while outside and not	mingling with other people. Only digital payment/ transactions to be used for hotel bill settlement. • Avoid sharing of others phones, work tools, equipment etc., • Social distancing to be ensured within the worker's residential halls • Maintain a separate isolation room to meet with exigency and to separate the workers with symptoms. • There should be total ban on non-essential visitors at sites	• Handshakes and hugs should be totally avoided • In case of maintenance work, where social distancing cannot be ensured for certain shorter duration activities, face shields and gloves to be used to maintain respiratory and hand hygiene. • Office doors to be kept open, as far as possible, to minimize contact with door handles. • Contractors' rest rooms, eating places and offices shall also ensure compliance to principles of social distancing of 6 feet.
Sanitization measures	• There should be an intense deep cleaning of the common areas like staircase, lift lobby, parking area, roof top including the panel rooms and substation etc., • Employees should ensure that their hands are sanitized every half an hour and after every contact. • Disinfect high touch surfaces like doorknobs,	tables, desks, chairs, laptop etc. • Do the fumigation of the cartons / material packages received from outside before opening them • Provide for regular fumigation at the cooking area, washing area, worker/staff quarter area etc., • Maintain the cleanliness at bath and wash area	• Ensure all vegetables, fruits, etc., brought from outside are first washed, cleaned and then stored in room. • Maintain hygiene and cleanliness within the mess cooking area. • Regular disinfection procedures should be provided for electric panels, outlets or any other electric appliances such as computers,

Covering one's mouth and nose while coughing/ sneezing with a tissue/ handkerchief/ flexed elbow

Safeguarding measures

THEME EMPLOYEE PROTECTION

MEASURE CLASS	MEASURES
Sanitization measures	photocopiers, printers, telephone sets • Other objects (e.g. machine switch/buttons, product contact tools etc.) should be wiped with disinfectant regularly. • Check & ensure the availability of adequate stock of essential materials, like Sanitizers, HK chemicals, Water bottles etc. • Sanitizer should be kept at lift lobbies / main reception / main entrance of office. Hand sanitization should be mandatory for all. • Special attention should be given to hygiene of housekeeping staffs, company hired drivers, people serving tea /coffee etc. • Hand wash by using soap (min 40-60 sec), use of 70% alcohol-based hand sanitizer (min 20 sec) mandatory before starting work. • Periodical kitchen audit should be carried out to ascertain cleaning and sanitization of utensils, food containers, counters, table, chair, basin etc. in canteen. • All vehicles carrying food to be sanitized daily. • Sanitization of laptops, mobiles, desktops, keypads, mouse and desks etc. twice a day by individual users. Common desk top and devices to be sanitized every shift. • Lifts to be cleaned and sanitized during office hours at a prescribed periodicity • All ATMs inside company premises should be sanitized daily, and sanitizers shall be kept in the ATMs • Usage guidelines for urinals and wash rooms should be pasted at entrance • Disinfecting spray to be done at all the areas of colony after workers leave for work daily.
Worksite facility conditions	• Ensure social distance at eating area. Maintain different eating timings to avoid group gathering at lunch area. • Use of staircase for climbing should be encouraged • In small sized lifts, 2 persons and in bigger lifts 4 persons can travel. Lift owners to display new capacity on all floor levels near its door. • Strictly avoid the movement of labour who are staying within the plant premises to go out of the plant.

Employees should bring their own glass/bottle for drinking water and mark them with their name

Safeguarding measures

INFRASTRUCTURE

| THEME | BUSINESS PROCESS ADAPTATIONS |

MEASURE CLASS	MEASURES		
Physical workspace adaptations	• Deploy the workers and control the movement of workers in order to reduce the worker density concentration	• Work places shall have a gap of one hour between shifts. Lunch breaks of staff should be staggered to ensure social distancing.	• Allow employees from each department to work on alternate days - departmental head to decide on the roster
Digital workspace adaptations (including work from home measures)	• Avoid physical meetings and have video conferencing as far as possible		
Operational and productivity process adaptations	• Ensure the availability of adequate manpower required to run the business / office. Please ensure the medical fitness in advance. • Stagger the lunch timings to avoid huge gathering • Checking of all common critical amenities like lifts, DG, HVAC, UPS and Hydrant systems and Jockey pumps including filters and chiller water levels and refill the fresh water for proper functionality due to long time shutdown. Include your water	dispensers as well. • Restore the operation of STP. Due to its low solubility in wastewater it is released into the atmosphere producing an offensive odour. • Stop the biometric attendance and consider capturing attendance through RFID card for all employees including contract workers • Minimum social distancing shall be ensured in	keeping occupants in a single room, in labour colonies • No one should go out for lunch. All must bring their own lunch. • Make arrangements to supply all essential items to colony itself, to restrict movement of labourers. • Vehicle/s to be kept ready for emergency purpose
Communication and continuous improvement adaptations	• Hospitals/ clinics in the nearby areas, which are authorized to treat COVID -19 patients, should be identified and list should be available at work place all the times • Communicate with respective regulatory bodies for permission to resume normal working • Communicate with internal and external stakeholders detailing the terms of resumed operations • Daily Tool Box meeting shall contain the awareness about COVID-19 and measures to prevent its spread, while maintaining social	distancing • Display awareness posters (Dos and Don'ts) at prominent places, including colony premises in all languages spoken by the workers.	

Stopping the Biometric attendance and note the timings through manual attendance register

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Safeguarding measures

INFRASTRUCTURE

 THEME # EMPLOYER-LED HEALTH INTERVENTIONS

MEASURE CLASS	MEASURES		
Detection and tracing	• Get employees checked for any symptoms with the help of local NGOs like Asha workers • If any employee is found to have cold, cough, fever and/or high temperature, they should be sent back home and advised to take medical advice • Ensure that all the workers coming to work	are healthy and not having any symptoms of COVID-19 • Screening should be maintained by checking the (Temperature, Fever, Cold, Cough) of employees/contractors/support staff in all entries of the office floors.	• Checklist-based health monitoring of the canteen workers before commencement of operation. Record to be maintained in canteen. • All employees must download the Aarogya Setu app in their android mobiles
Personal behavior reinforcement	• Employees and workers must be trained on respiratory etiquette. For example, covering one's mouth and nose while coughing/sneezing with a tissue/handkerchief/flexed elbow • Employees should bring their own glass/bottle for drinking water and mark them with their name • A total ban on gutka, tobacco, etc. and spitting • Employees and workers should be encouraged to go cashless and use payment apps such as BHIM, Google Pay etc., • Employees should avoid touching eyes, nose and mouth immediately after using the sanitizer		

Awareness posters need to be displayed

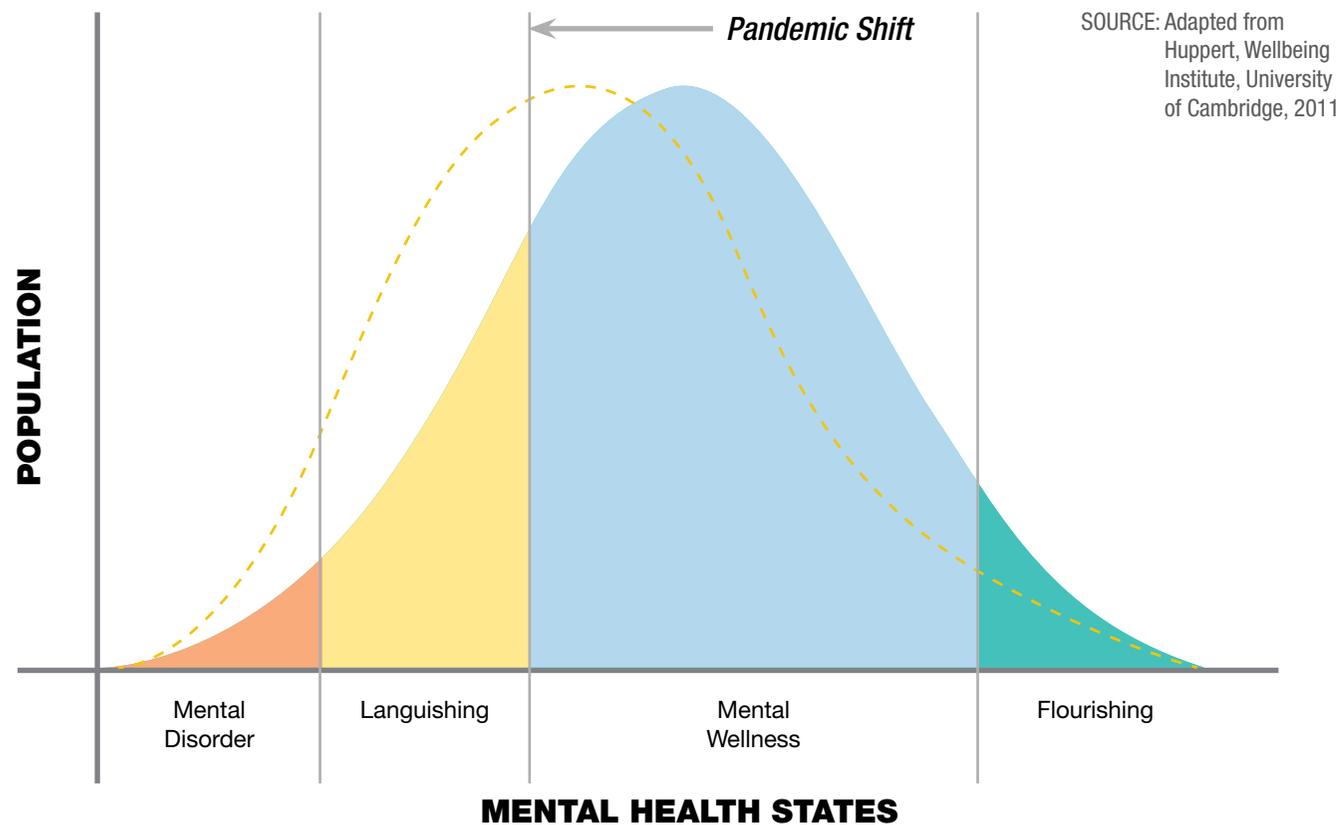Local governmental rules and decisions should always be followed carefully

Ensuring Mental Wellness with Getting Back to work Safely

Impact of Pandemic on Mental Wellness

- Mental wellness is the state of emotional and psychological well-being in which an individual is able to use his or her cognitive, behavioural, social and emotional capabilities, to function in family, society and organisation adequately and meet the expected demands of everyday life.

MENTAL HEALTH SPECTRUM

Pandemic Shift

SOURCE: Adapted from Huppert, Wellbeing Institute, University of Cambridge, 2011

POPULATION

Mental Disorder | Languishing | Mental Wellness | Flourishing

MENTAL HEALTH STATES

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EMOTIONAL
Feeling Sad, Anxious, Worried, Tensed, Angry, Irritated, Frustrated.

PHYSICAL
Increased Heart Rate, Sweating, Feeling Tired & Fatigued, Headache, Pains, Stomach Problems

BEHAVIOURAL
Avoiding social interactions even virtually, Alcohol, Smoking, Procrastinations.

COGNITIVE
Thoughts that include: Not being good enough, Circumstances being like this always, Not being able to control situations.

PERSONAL

FAMILIAL

SOCIAL

OCCUPATIONAL

- This is a time of uncertainty, unpredictability and ambiguity. All of us are confused and worried about the situation out there. Most of us are going through a phase where we do not know what to do. Our coping strategies seem to be inadequate and this leads to impairment in different areas of our life

Tendencies to vent their frustrations on family members. Increase in relationship issues and domestic violence due to minor triggers.

Social disengagement. Isolating both physically and emotionally from friends and colleagues.

Low productivity and job satisfaction. Reduced interactions and emotional distancing from work and colleagues due to the changed nature of work and safety guidelines.

Management Strategies

■ Employers need to adopt a holistic management strategy to ensure mental wellness of employees returning to work. Depending on the level of functional impairment of each individual, self-care, peer-support and professional-care interventions would be effective.

PERSISTENT
Functional impairment

Significant difficulty in dealing with negative emotions; High cognitive impairment

SIGNIFICANT
Functional impairment

Consistent low performance; Mood swings; Frequent unhealthy behavioral patterns

LOW
Functional impairment

Periodic low productivity levels & Social interactions; Occasional mood swings

NO
Functional impairment

Consistent performance; Proactive peer support & social engagement

PROFESSIONAL CARE

SELF CARE & PEER SUPPORT

01

02

03

04

Approach for ensuring Emotional Wellness

with "Safely back to work"

- It's very important to ensure emotional wellness of employees while getting back to work. The approach can be broadly divided into 4 parts:
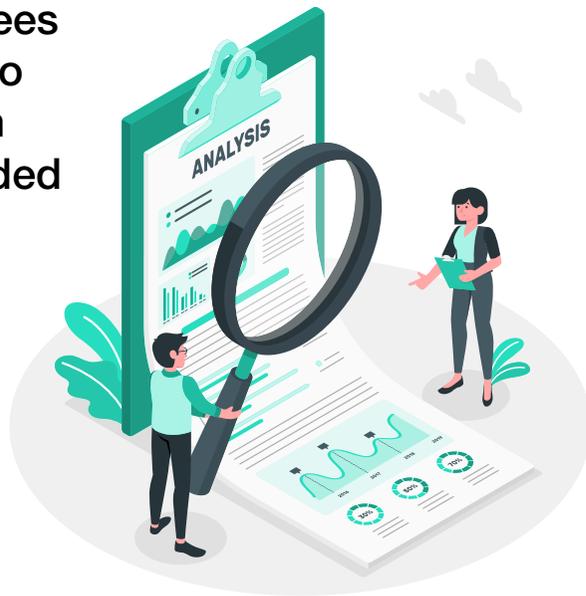
A SITUATION ANALYSIS

SITUATIONAL ANALYSIS

1 Identify Risk & Protective Factors + 2 Employee Pulse Check

Work Related	Team Related	Organisation Related	Personal/Home Related
• Job Control • Physical Presence • Resources & Engagement	• Interpersonal Relationships • Peer Support • Leadership	• Job Security • Stigma • Psychological Safety Climate	• Work/Life Balance • Major Life Events

When returning back to work, there will be 2 categories of employees. The first one would continue to work from home, the second would resume working from office premises. The split would largely depend on the industry and the nature of work. For example, IT/ITES might see a disproportionately large first category whereas the manufacturing sector cannot function without the physical presence of employees. Even within the same company, there might be verticals/ departments which would have very different requirements. For instance, the product and technical teams can still manage to work from home, whereas the operational functions might resume working from office earlier than others.

Even the employees who start working from the office are going to experience a "New way of working". Safety norms like staggered shifts, scattered workstations, absence of the typical watercooler conversations, etc. would result in a very heavy emotional toll on the employees. Hence, it's important to analyse the situation and accordingly create custom intervention strategies for ensuring emotional wellness of employees.

It's important to identify and acknowledge the risk and protective factors both at the professional and personal levels to create a holistic intervention strategy.

Approach for ensuring Emotional Wellness

with "Safely back to work"

B INTERVENTION STRATEGIES

Once we have identified the risk and protective factors, it's important to reduce the risk and promote the protective factors.

EXAMPLE OF REDUCING RISK FACTOR:
A better job control with more flexible hours and a choice to work from home (depending on the nature of work) can result in improved job satisfaction among employees.

PROMOTING PROTECTIVE FACTORS:
This is an important part of intervention strategy as risk factors might not provide a lot of flexibility to change.

INTERVENTION STRATEGIES

1 Reduce Risk Factors	2 Promote Protective Factors
• Flexible Work Hours • Strict Safety Guidelines • Transparent + Over-communication	A) Building Individual Resilience B) Peer-support & Team Culture C) Psychological Safety Climate

PROMOTING PROTECTIVE FACTORS

Individual Level	**MOTIVE: Building Individual Resilience** • Introduce Stress Management/Resilience Training • Facilitate Physical Activity Programs • Encourage E-Course/Self Help/Wellness Programs
Team Level	**MOTIVE: Building Peer Support & Caring Team Culture** • Introduce Team Norms • Facilitate Manager Trainings on Psychological First Aid • Designate Rotational Team Wellness Champions • Create "Resource Enhancing" Support Groups
Organisational Level	**MOTIVE: Create Open & Positive Psychological Safety Climate** • Facilitate Realistic & Frequent Communication • Encourage Sick Leave for Mental Health Issues • Design & Implement Mental Health Policy for Organisation

Local governmental rules and decisions should always be followed carefully

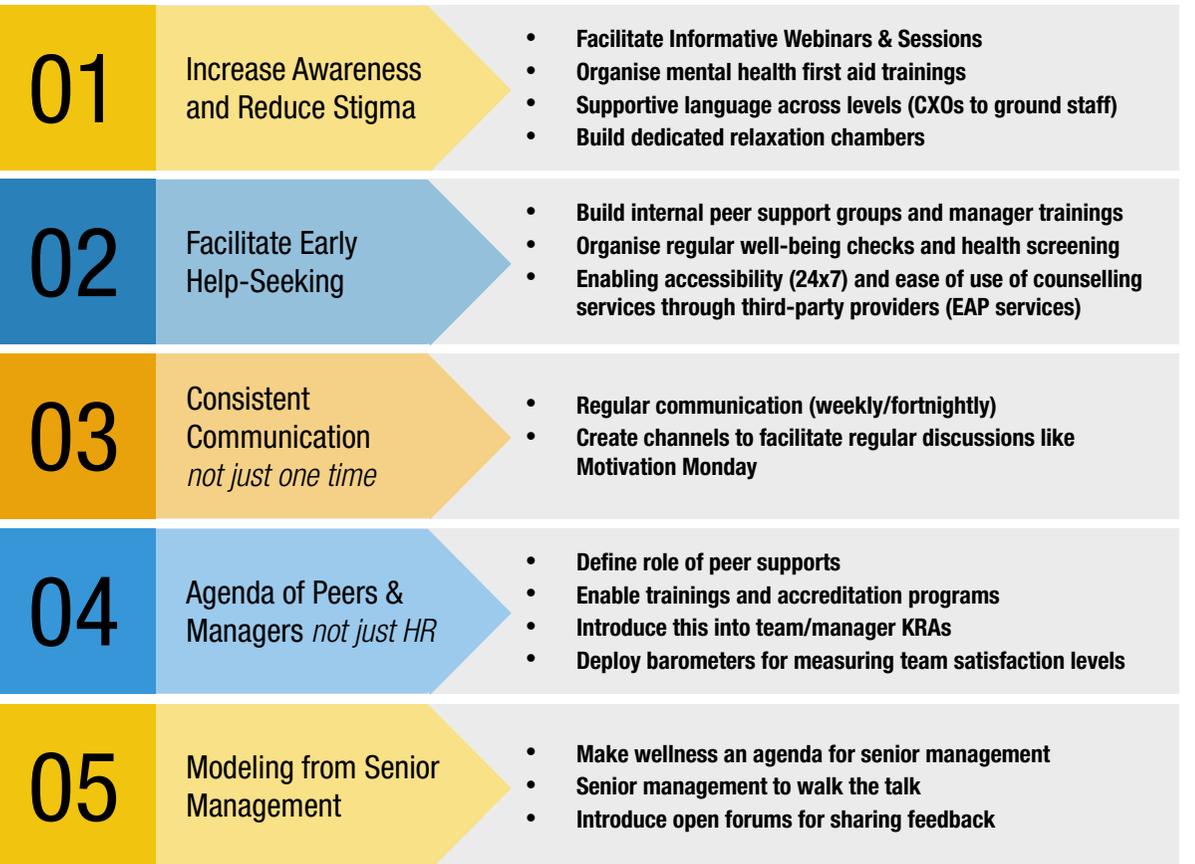# Approach for ensuring Emotional Wellness

with "Safely back to work"

EXECUTION AND IMPROVING ADOPTION

- Increase Awareness & Reduce Stigma
- Facilitate Early Help Seeking
- Consistent Communication
- Agenda of Peers & Managers
- Modeling from Senior Management

C EXECUTION AND IMPROVING ADOPTION

One of the biggest challenges facing employee wellness resources in organisations is its under utilisation. With ASSOCHAM report suggesting 42.5% employees who are going through depression or anxiety, a typical EAP solution only garners 1%-3% engagement. The reasons go beyond the cultural stigma and manifest in the importance given to this by the organisation.
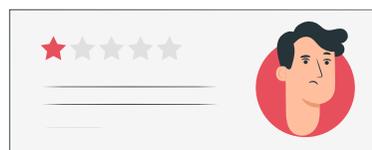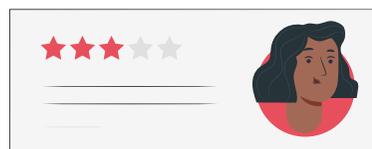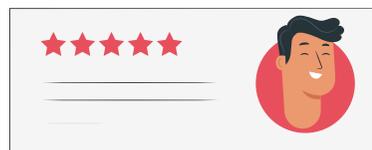
Organisations need to follow a 5 pronged approach to increase the adoption level of intervention strategies designed for getting back to work safely.

01 Increase Awareness and Reduce Stigma
- Facilitate Informative Webinars & Sessions
- Organise mental health first aid trainings
- Supportive language across levels (CXOs to ground staff)
- Build dedicated relaxation chambers

02 Facilitate Early Help-Seeking
- Build internal peer support groups and manager trainings
- Organise regular well-being checks and health screening
- Enabling accessibility (24x7) and ease of use of counselling services through third-party providers (EAP services)

03 Consistent Communication *not just one time*
- Regular communication (weekly/fortnightly)
- Create channels to facilitate regular discussions like Motivation Monday

04 Agenda of Peers & Managers *not just HR*
- Define role of peer supports
- Enable trainings and accreditation programs
- Introduce this into team/manager KRAs
- Deploy barometers for measuring team satisfaction levels

05 Modeling from Senior Management
- Make wellness an agenda for senior management
- Senior management to walk the talk
- Introduce open forums for sharing feedback

The above framework can help increase adoption of wellness interventions at a broader scale. There are a few sector specific best practices whose implementation is important - For instance, sectors employing blue collar workers must focus a lot on in-person presence of professional counselors along with native language support. Similarly, IT/ITES require a lot more focus on consistent communication and modeling by senior management as a majority workforce would continue to work remotely. Remote working has its own challenges with respect to identifying the need and encouraging adoption.

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Approach for ensuring Emotional Wellness

with "Safely back to work"

D

REVIEW AND CONTINUOUS IMPROVEMENT

REVIEW OUTCOMES

- **Constant Pulse Check on Employees**

There is no one-size-fits-all strategy for emotional wellness. Periodic "Employee Pulse Check" and "Team Happiness Barometers" can help organisations identify the effectiveness of the strategy. A continuous improvement is important to build an effective solution for long-term Mental Wellness.

WHERE TO GET STARTED?
Depending on the current wellness interventions, it's important for organisations to analyse the gaps caused by the pandemic, and act accordingly. The following checklist could help as a starting point to understand the area(s) which might require rethinking.

CHECKLIST FOR ORGANISATIONS TO EVALUATE THE READINESS OF CURRENT MENTAL WELLNESS INTERVENTIONS

- ☐ HR policies on mental health in relation with COVID-19 are available in our organisation.
- ☐ We have a well designed mental protocol to prevent adversities
- ☐ Our senior management prioritizes, focuses and communicates on mental wellness frequently.
- ☐ We encourage open discussions on mental health.
- ☐ We have EAP support for our employee to access counselling services confidentially.
- ☐ We have provision for 24x7, multilingual, multichannel counseling access for all levels.
- ☐ We have periodic mental health seminars/workshops for our employees.
- ☐ Our managers dedicate time for one on one meetings with employees for discussing issues related to mental health.
- ☐ Our team is aware of common mental health symptoms which can manifest during this pandemic.
- ☐ We have prepared and circulated mental health awareness material to the team.
- ☐ Our teams are mandated to acquire points by attending programmes related to mental health.
- ☐ We have implemented self help groups.
- ☐ Our employees can take leave citing mental health reasons.
- ☐ We have the option of work from home for our employees if required.
- ☐ We have deployed mental health professionals in campus for face to face consultations.
- ☐ We have dedicated relaxation space in our orgaisation.

This is a self-reflection checklist "for" the purpose of "evaluating" your preparedness related to mental health challenges connected to this pandemic.

EMOTIONAL WELLNESS PARTNER
YourDOST is an emotional wellness platform where you can anonymously, 24x7, seek support from 900+ experts (professional psychologists, life coaches and career coaches) on issues related to relationships, work, anxiety, depression, grief, self-improvement and many more. In the past 5 years they have counselled more than 20 lakh individuals and have collaborated with 100+ corporates in building resilient organisations and happier communities. The company/ founders have received accolades like Redherring Top 100 Asia Winner, Forbes 30 under 30 Asia, Digital India startup award for social innovation by Times Group and Govt of India.

HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

CONTEXT & OBJECTIVES

SAFELY BACK TO WORK

INDUSTRY EXAMPLES OF PRACTICE

EXAMPLES OF SAFE & NEXT WORK SOLUTIONS

HIGHLIGHTS OF MEASURES BY HIERARCHY OF CONTROLS

Personal Protective Equipment (PPEs)
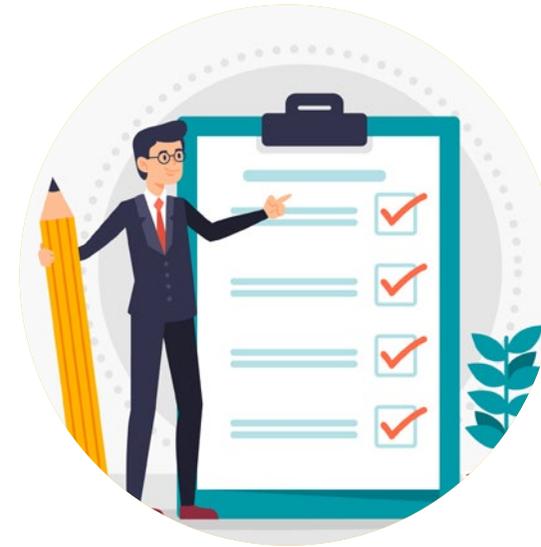
1 Ensure that employees wear a mask (and gloves if possible) at all times while at work

2 Provide plexiglas screens where employees need to face visitors or customers or fellow employees [e.g., service counters, canteens, workstations]

3 Keep sufficient stock of hand sanitizers and make them easily available in all sections of the work areas

4 Create instruction manuals for the employees on
- rules for wearing a mask
- handwashing technique
- safety measures while commuting or travelling

5 The Corona protocol updates should be communicated to every employee through regular newsletters, reinforced by posters, banners and flyers at entrance lobbies

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Administrative Controls

1 Put together a task force to manage testing and contact tracing protocols if any employee shows signs of infection

2 Implement rotation shifts to reduce crowding in common areas and to ease pressure on public transport

3 Provide clear instructions on physical distancing in work areas and other facilities such as elevators, cafeteria, lobby etc.,

KEEP YOUR
2 m
← DISTANCE →

4 All employees should go through temperature screening and sanitization tunnels (where available) before entering the worksite

5 Put together a protocol to clean all high touch points [e.g., taps, washroom facilities, toilet flush and seats, hand rails on stairs, door handles/push plates, lift buttons, workstations, keyboards, printers, office equipment, machinery and equipment controls etc.) every hour

6 Efforts should be made to accommodate employees with certain underlying conditions like Heart Disease, Respiratory Disease, Diabetes, Liver Disease, Obesity, Pregnancy, Immunosuppression etc., to minimise the infection risk. For example, a few companies have given them mandatory work from home options.
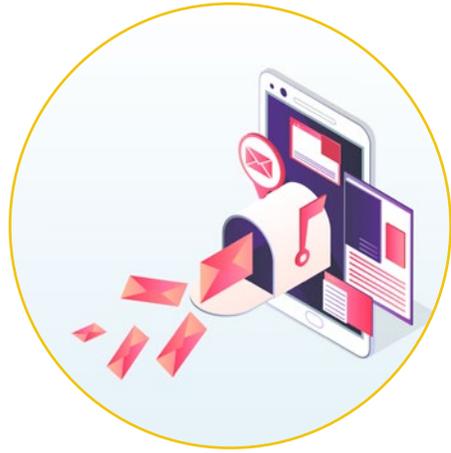
7 Perform random checks in all departments on full list of measures to make sure protocols are put into practice

Local governmental rules and decisions should always be followed carefully

Engineering Controls

1 Instead of briefing employee on safety face-to-face, provide the safety instructions digitally.

2 Reduce line speed so that less people are needed to run the production line to facilitate the 2-meter distancing rule.


KEEP YOUR DISTANCE

2 m

3 Provide markings on ground to identify distance and walking paths in: lobby or reception area, driver reception areas, workstations areas, cafeterias, kitchens and all common areas.

4 Reduce the number of chairs in meeting or break rooms/ areas by 50 percent to ensure physical distancing.

5 Close down all non-essential machines such as vending machines.
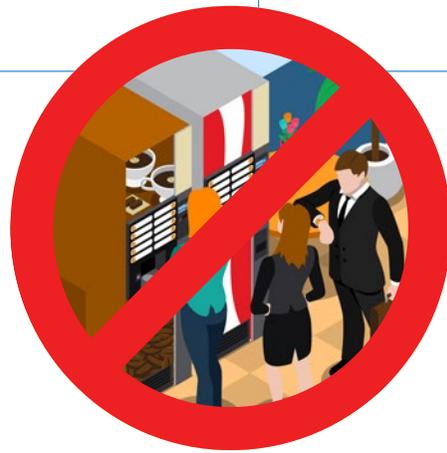
6 No sharing of tools and equipment should be allowed until they are sanitized between uses.

**7** Consider upgrades to improve air filtration and ventilation.

Local governmental rules and decisions should always be followed carefully

Substitution

1 Bar physical meetings as much as possible – conduct all meetings online

2 Hiring and on-boarding of new employees via digital communication channels and, where physical transfer of items must take place, maintain social distance.
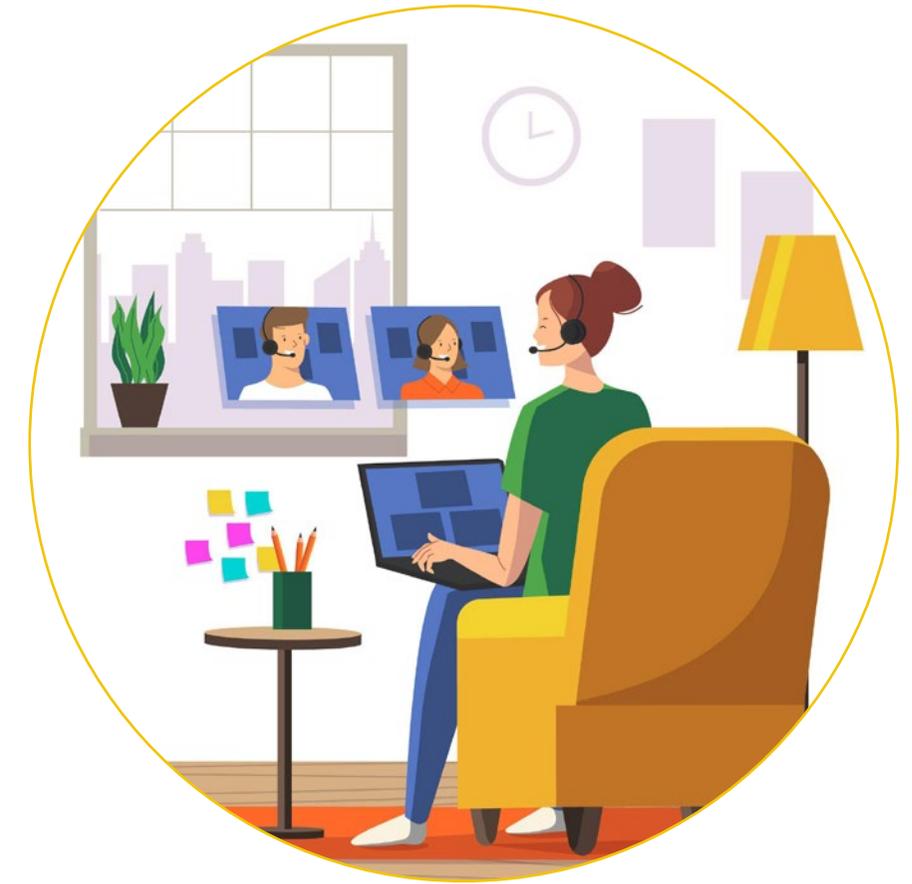
3 Disseminate rules for work from home

Elimination

1 Workers should be encouraged to do a self-assessment and advised to stay home if they feel sick or display symptoms of COVID-19

2 Non-essential physical work that requires close contact between employees should not be carried out

3 Employees have to arrive in work clothes and cannot change on site

Education & Awareness

WE KINDLY ASK THAT YOU WEAR A MASK

COVER YOUR MOUTH TO STOP THE SPREAD

WHATEVER YOU WANT TO SAY SAY IT FROM 6 FEET AWAY

MAINTAIN SOCIAL DISTANCE TO SAVE LIVES

SAY NO TO HANDSHAKES

JOIN THE NAMASTE CLUB TO FIGHT CORONAVIRUS

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