



HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

**AUGUST
2020**



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 7 major sectors
 - Manufacturing
 - IT / ITES
 - Pharmaceuticals and Life Sciences
 - Infrastructure



- Business Services and Consulting
- Retail
- Ecommerce

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.

HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

CONTEXT & OBJECTIVES

SAFELY
BACK TO
WORK

EXAMPLES
OF SAFE &
NEXT WORK
SOLUTIONS

INDUSTRY
EXAMPLES
OF PRACTICE

OVERVIEW OF
MEASURES

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.

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.



Risk Management & Mitigation



IMPACT	JOB TYPE	MITIGATION	POSSIBLE JOBS AT RISK
 <p>LOW RISK</p> <ul style="list-style-type: none"> • Low Human Impact • Low Economic Impact 	<ul style="list-style-type: none"> • Jobs without frequent or close contact with the general public • Workers with minimal occupational contact with the public and other co-workers 	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • Remote workers • Office workers without frequent close contact with others • Workers providing teleservices
 <p>MEDIUM RISK</p> <ul style="list-style-type: none"> • Can impact daily lifestyle due to self-isolation • Average Economic Impact 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Frontline workers in retail, home deliveries, healthcare, hospitality, construction • Police and security • Public transport • Sanitation workers
 <p>HIGH RISK</p> <ul style="list-style-type: none"> • High Human Impact • High Economic Impact 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

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.



HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

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” VS “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

- 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

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 aspects of sustaining the journey

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

EXAMPLE TOOLS



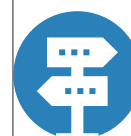
Back-to-work-readiness scorecard: review of floor plan, PPE guidance, policies and training methods



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

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

ILLUSTRATIVE EXAMPLE

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



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

HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

EXAMPLES OF SAFE & NEXT WORK SOLUTIONS

CONTEXT &
OBJECTIVES

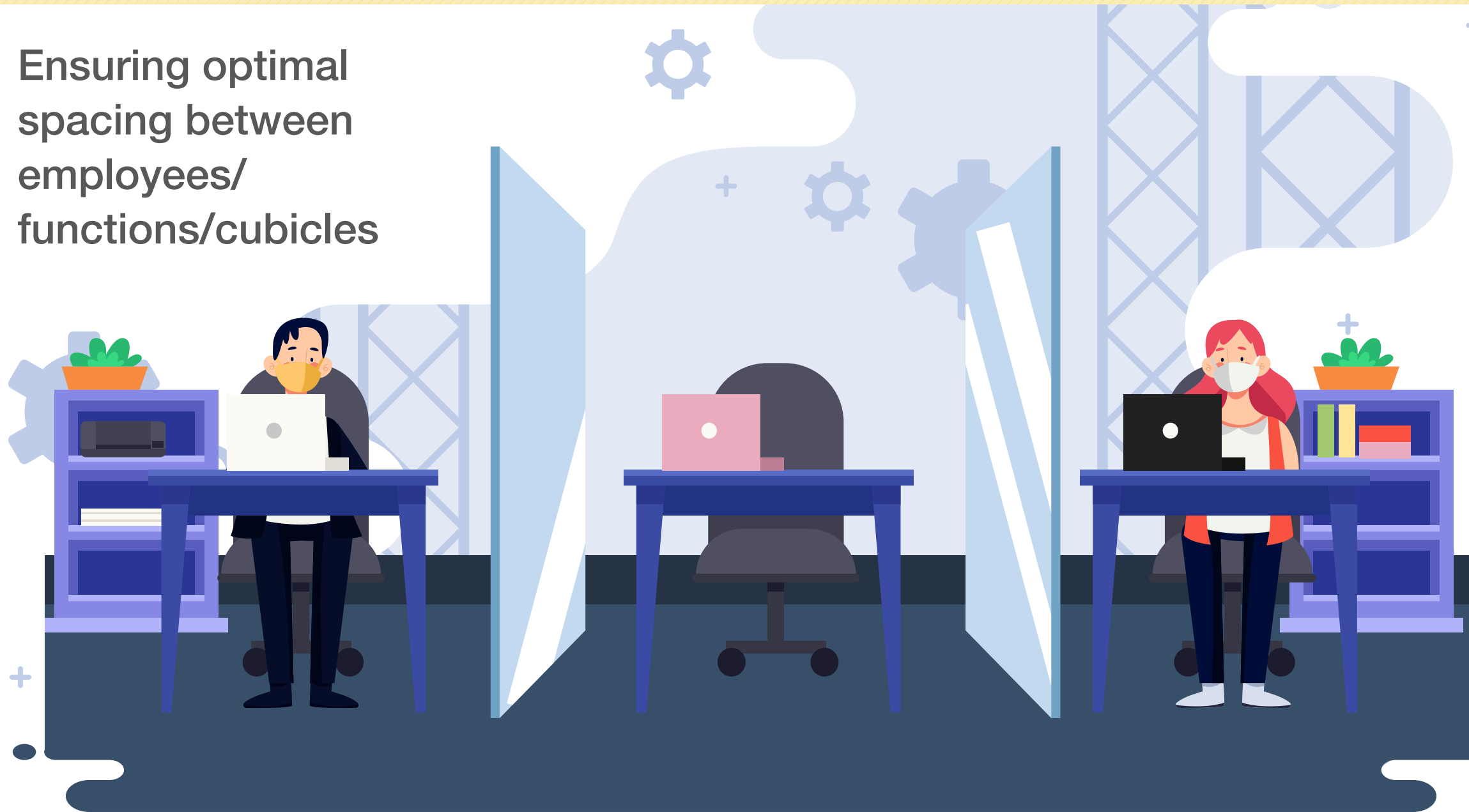
SAFELY
BACK TO
WORK

INDUSTRY
EXAMPLES
OF PRACTICE

OVERVIEW OF
MEASURES

Re-modeling/Re-tooling of the workplace

Ensuring optimal spacing between employees/ functions/cubicles



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

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” OSHA – “Guidance on Preparing Workplaces for COVID-19”

Improved **Air Filtration** & Ventilation

More efficient removal of hazardous particles from the environment



ILLUSTRATIVE

CONCEPT DESCRIPTION

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

IMPACT

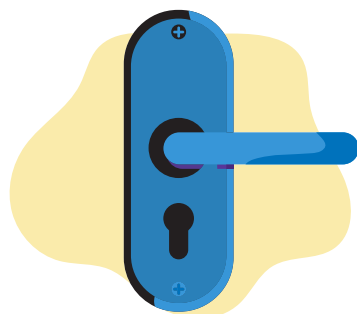
- Reduces the concentration of airborne viral or bacterial particles which may help reduce the likelihood of worker infection

More **Touch-free** Handles/Interfaces

Limited handles and physical interfaces
and introduce motion control

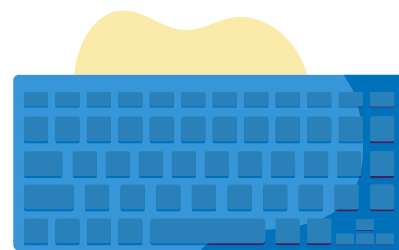


MONEY



DOOR HANDLES

INFECTION HOT SPOTS



KEYBOARD



BATHROOM FAUCETS



KEYS



COFFEE CUPS



PHONES



ELEVATOR BUTTONS

CONCEPT DESCRIPTION

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

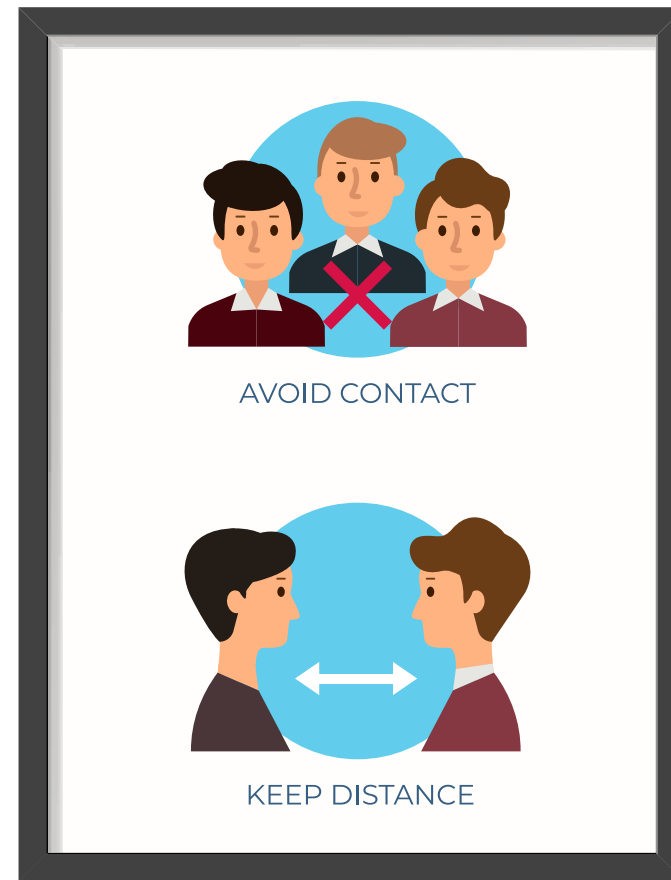
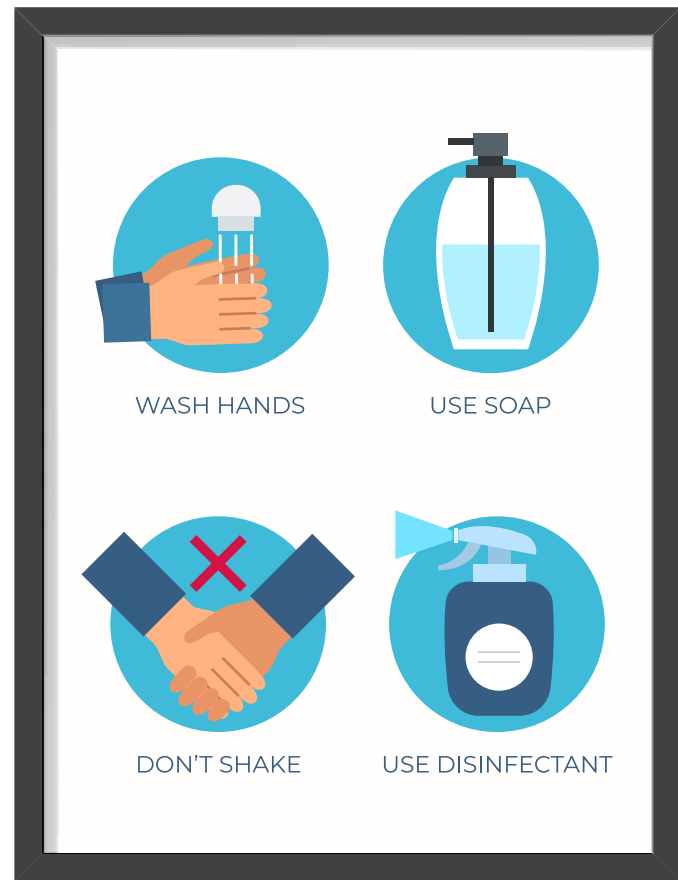
IMPACT

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

ILLUSTRATIVE

Visual Social-distancing/Sanitization Cues

Providing quick checks/reminders to maintain distancing and hygiene



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

ILLUSTRATIVE

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

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

Serving pre-packed food in re-usable boxes



2 PRE-PORTIONED RE-USABLE / DISPOSABLE BOXES

1 CANTEEN TABLES SPACED



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

ILLUSTRATIVE

Hygiene Zones with Checkpoints

Workspace separated into zones with mandatory sanitization between each zone



ILLUSTRATIVE

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

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.

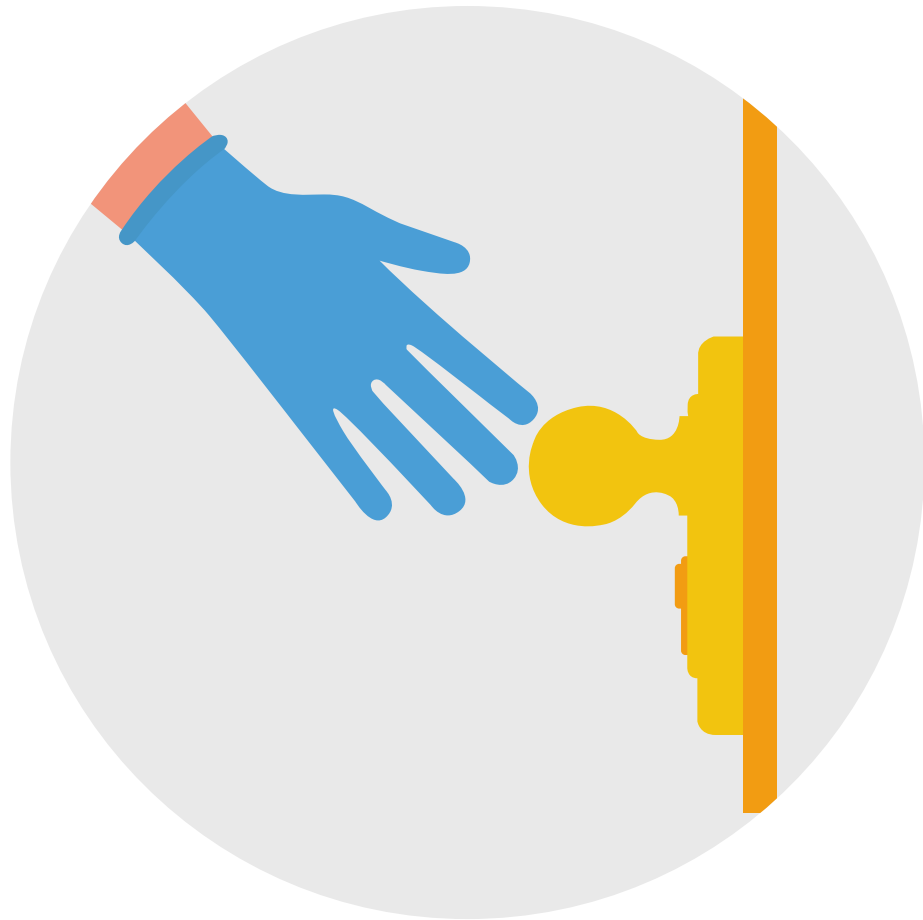
IMPACT

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

ILLUSTRATIVE

Hotspot Surfaces Marked with Colour

Frequently contacted surfaces highlighted and prioritized for cleaning



ILLUSTRATIVE



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

ILLUSTRATIVE

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

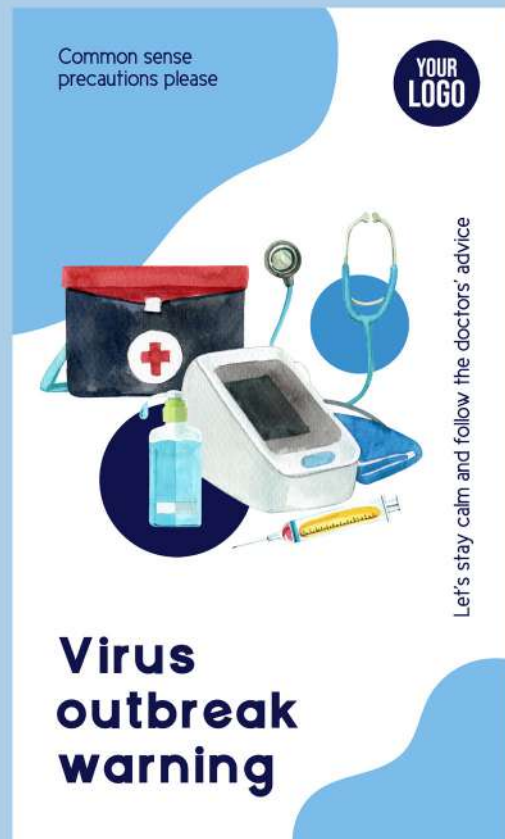
- This Team Guard would be responsible for ensuring their teams have what they need in terms of knowledge and equipment to maintain personal and workplace hygiene

ILLUSTRATIVE

Local governmental rules and decisions should always be followed carefully

Printed Media Campaign

An information and learning campaign comprising printed info-packs



CONCEPT DESCRIPTION

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

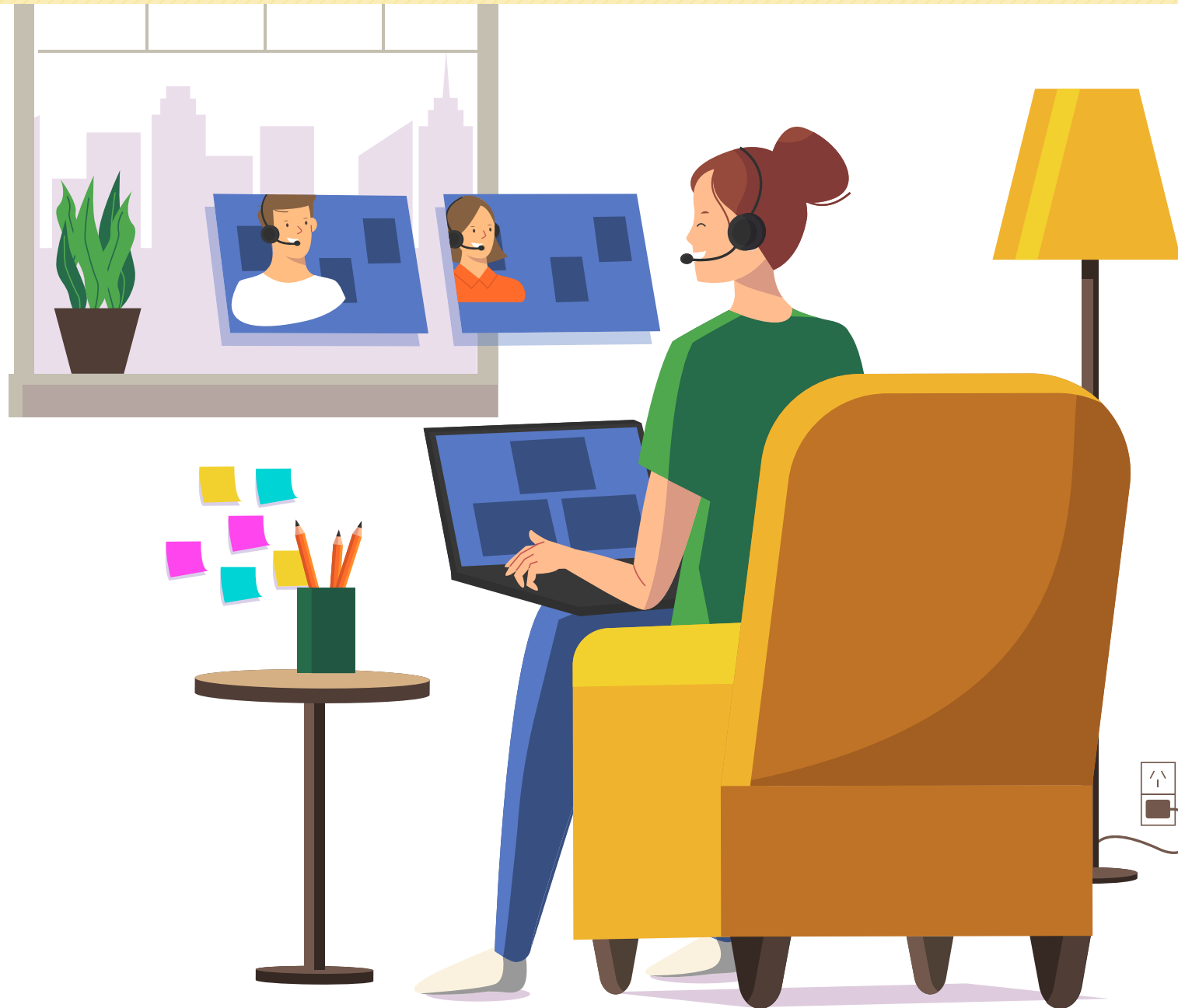
IMPACT

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

ILLUSTRATIVE

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.

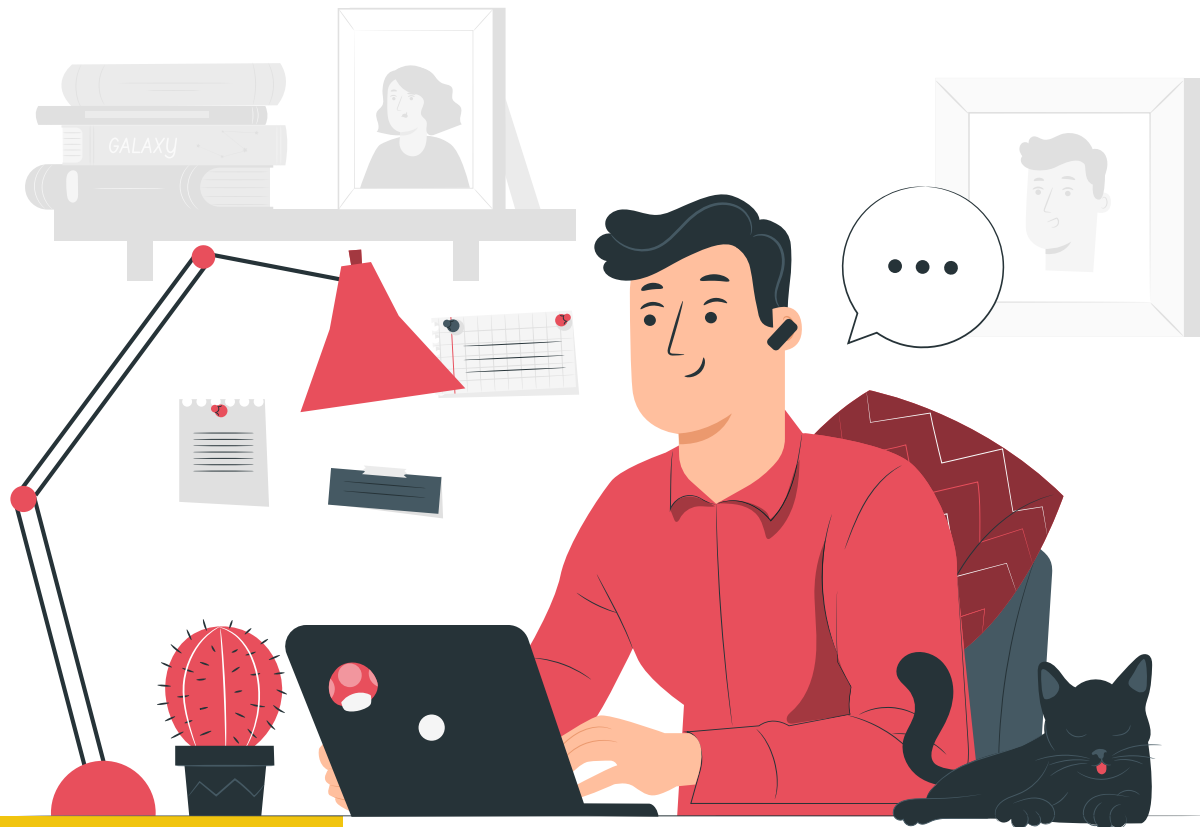
IMPACT

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

ILLUSTRATIVE

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

ILLUSTRATIVE

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.

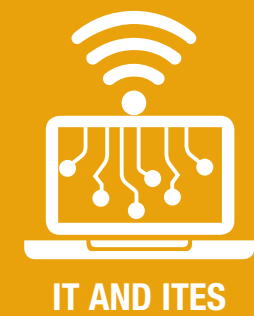
IMPACT

- 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

ILLUSTRATIVE

Local governmental rules and decisions should always be followed carefully

Safeguarding measures - overview



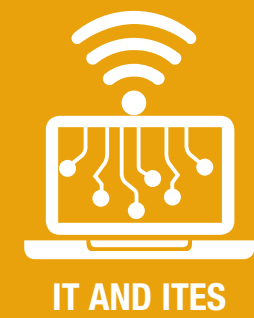
	THEME	SAFEGAURDING MEASURES
	WORKFORCE PROTECTION	<ul style="list-style-type: none"> Travel/movement to work (including from home measures) Entry to worksite Employee health policy measures
	EMPLOYEE PROTECTION	<ul style="list-style-type: none"> Personal Protective Equipment Workplace distancing and workstation barriers Sanitization Worksite facility conditions Public health knowledge and capability-building
	NON-EMPLOYEE PROTECTION	<ul style="list-style-type: none"> Social distancing measures Sanitization measures Limitations against exposure to individuals Preventions against material contamination
	BUSINESS PROCESS ADAPTATIONS	<ul style="list-style-type: none"> Physical workspace adaptations Digital workspace adaptations (including work from home measures) Operational and productivity process adaptations Communication and continuous improvement adaptations
	EMPLOYER-LED PUBLIC HEALTH INTERVENTIONS	<ul style="list-style-type: none"> Detection and tracing Personal behaviour reinforcement

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

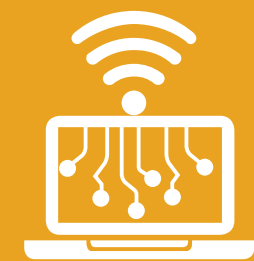
WORKFORCE PROTECTION

MEASURE CLASS	MEASURES
Travel / movement to work (including work from home measure)	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> wearing face masks. The back seat area should be sanitized after every use. Commuter rules <ul style="list-style-type: none"> ~ 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	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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.



Safeguarding measures



IT AND ITES

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

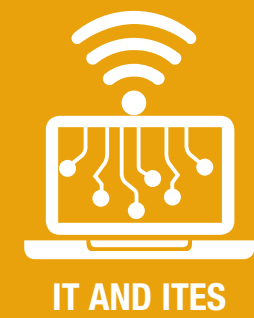
EMPLOYEE PROTECTION

MEASURE CLASS	MEASURES
Personal Protective Equipment	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

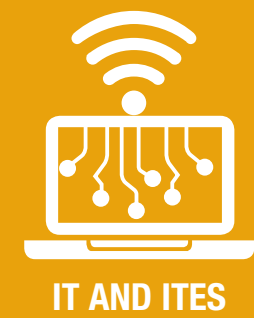
Worksite facility conditions

- 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

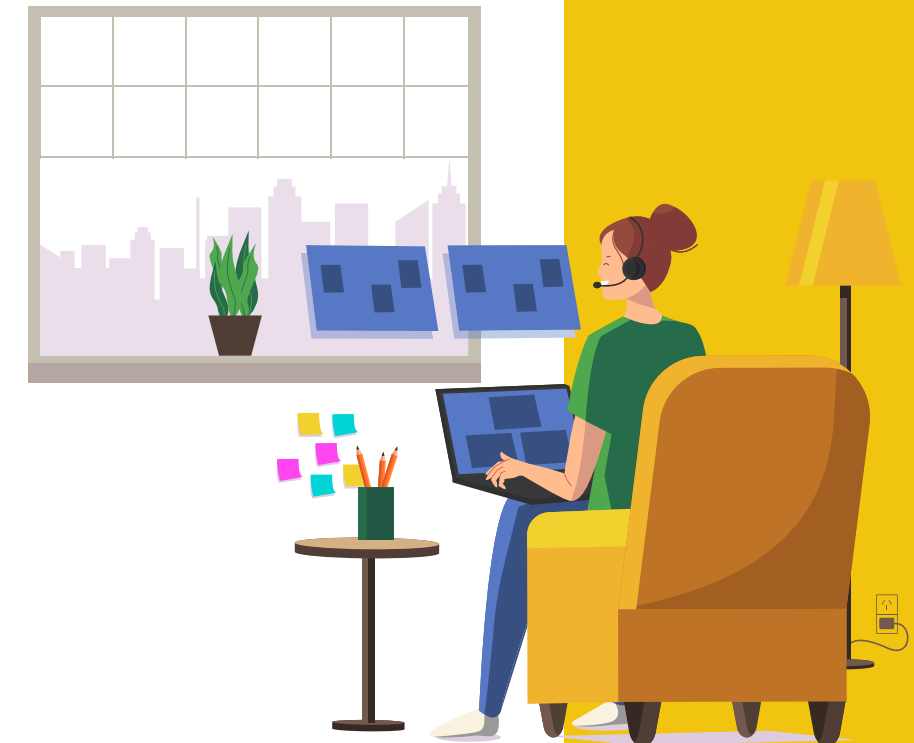


THEME

BUSINESS PROCESS ADAPTATIONS

MEASURE CLASS	MEASURES
Physical workspace adaptations	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 included 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	<ul style="list-style-type: none"> 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 <p>inventory levels which should be aligned with forecasted building occupancy.</p> <ul style="list-style-type: none"> 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: <p>Preparation, Slow gradual return and New Normal, supported by a holistic training and communication campaign (the duration to be determined by the local management)</p> <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 are 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 <p>across the company.</p> <ul style="list-style-type: none"> 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 <p>when returning home from work or accessing other services where contact may be had with the public</p> <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> - 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.



Safeguarding measures



IT AND ITES

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.



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	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> ~ 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: <ul style="list-style-type: none"> - 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 <ul style="list-style-type: none"> - 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)
Personal behavior reinforcement	<p>practices around health and safety</p> <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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

The high-risk exposure contacts shall be quarantined for 14 days



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



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



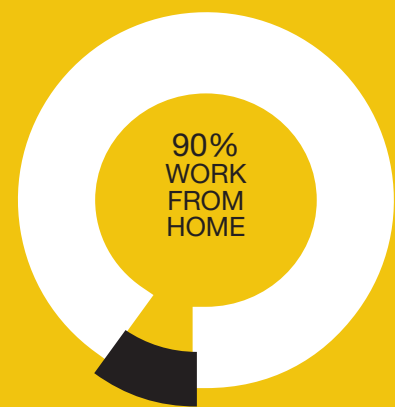
PHASE 3 This is the phase when most of the restrictions will be lifted and the number of COVID-19-positive cases will have been drastically reduced. By this time, about 70–80% of all workers will be allowed to return to their respective offices, and normalcy will be restored. Arrangements will still 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”.

PHASE 2 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.

The Indian Tech Industry — COVID-19 Resilience Practices

WORKPLACE PREPAREDNESS

Maintenance, Hygiene, Sanitation, Employee Communication



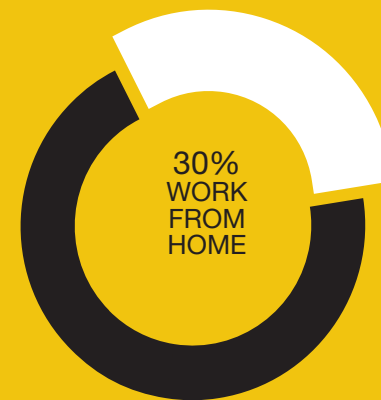
10%

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



30%

An additional workforce return to workplace

Total: 70% Ensuring similar productivity level regardless of location



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.

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

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.

Local governmental rules and decisions should always be followed carefully



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.

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.

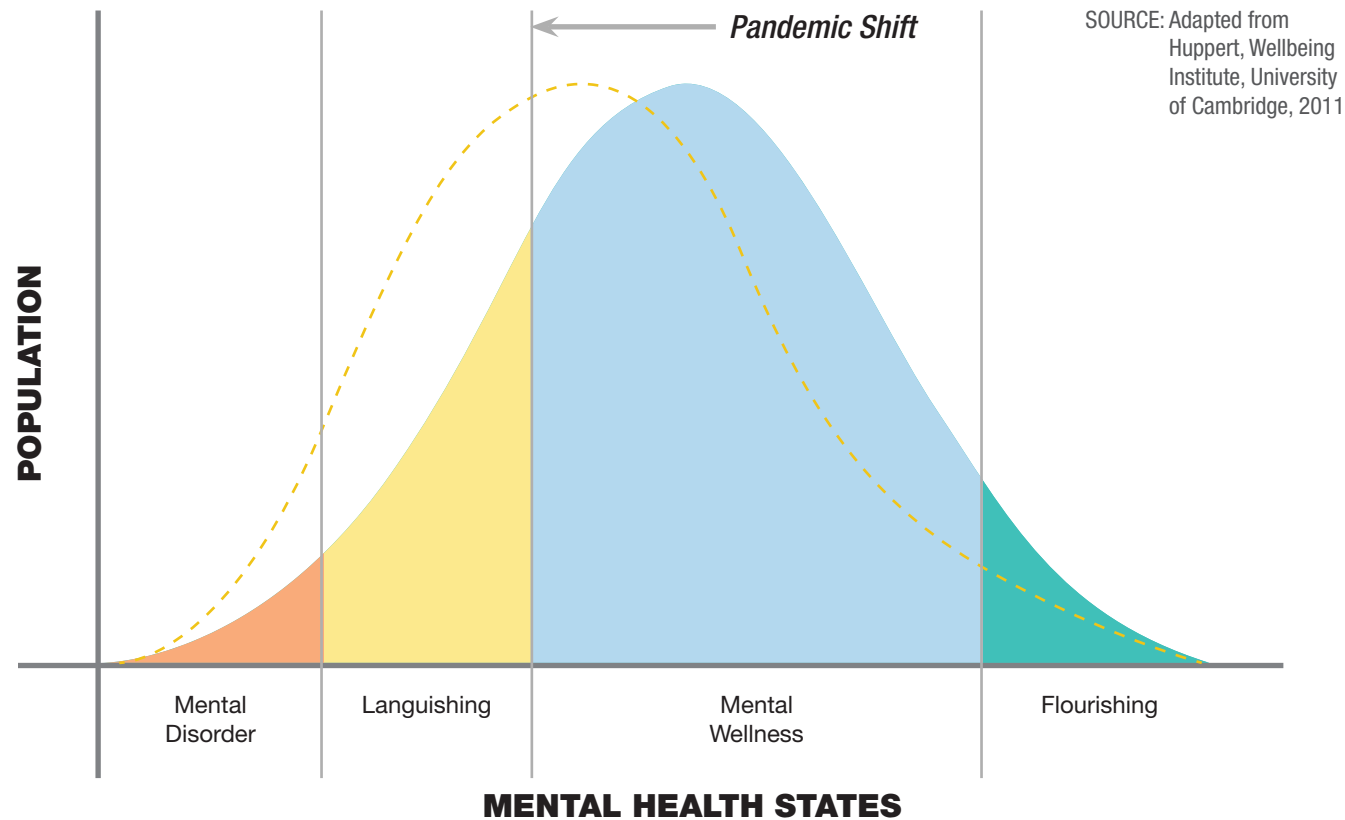


Ensuring Mental Wellness with Getting Back to work Safely

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



Local governmental rules and decisions should always be followed carefully

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

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

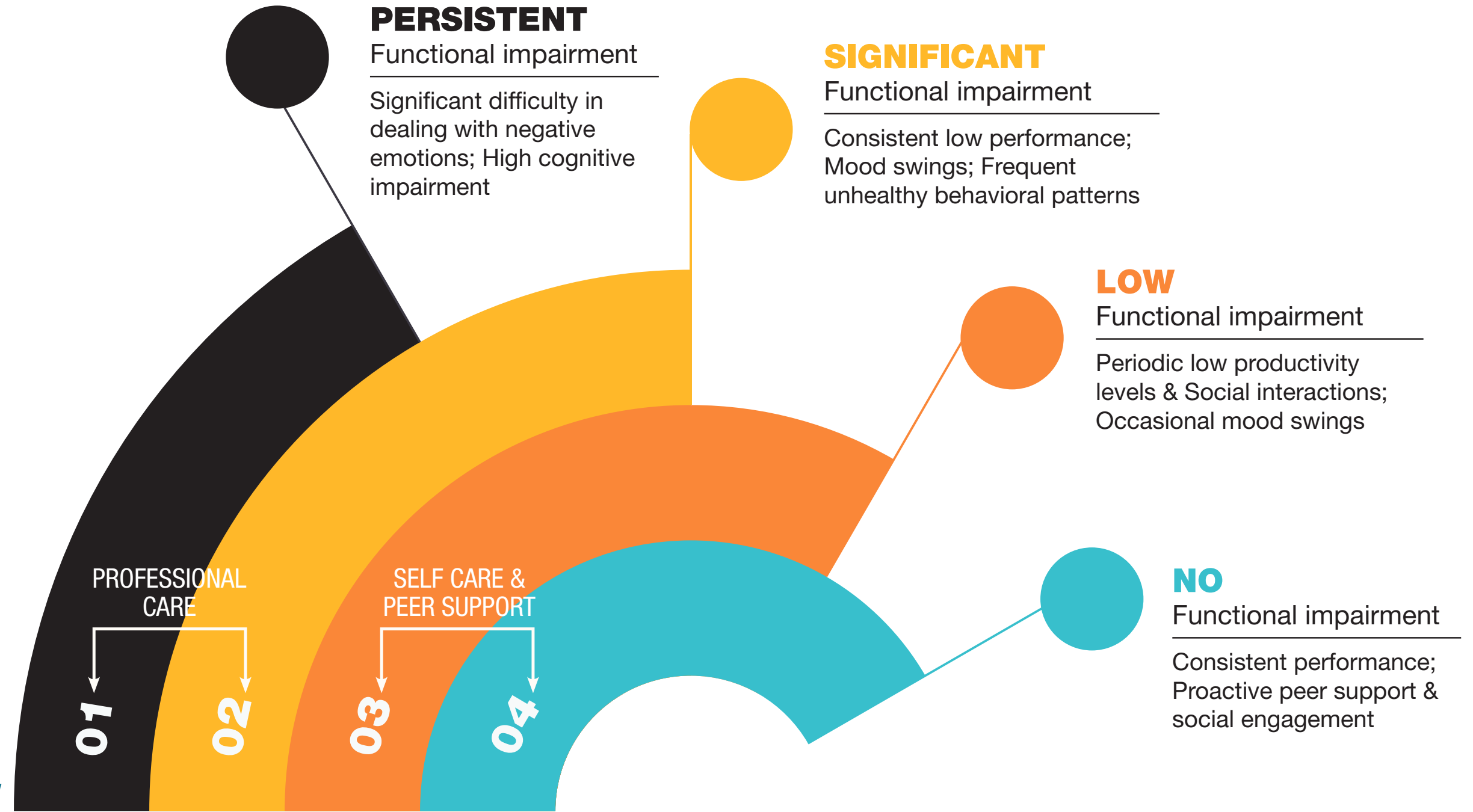
BEHAVIOURAL
Avoiding social interactions even virtually, Alcohol, Smoking, Procrastinations.

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



Management Strategies

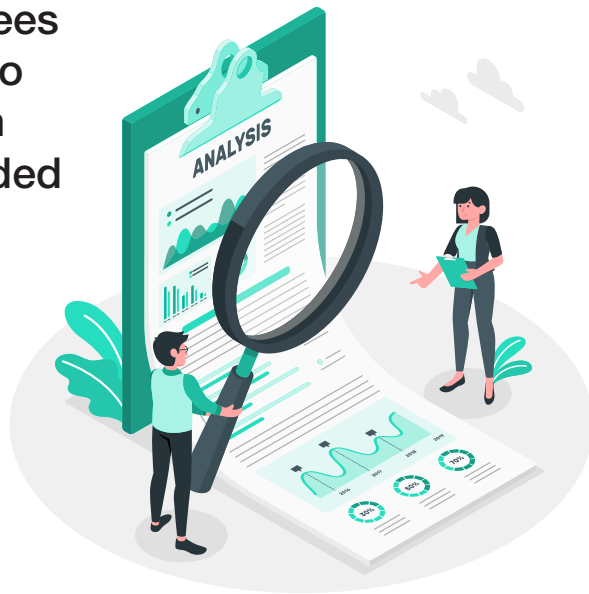
- Employers need to adopt a holistic management strategy to ensure mental wellness of employees returning to work. Depending on the level of functional impairment of each individual, self-care, peer-support and professional-care interventions would be effective.



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

- Job Control
- Physical Presence
- Resources & Engagement

Team Related

- Interpersonal Relationships
- Peer Support
- Leadership

Organisation Related

- Job Security
- Stigma
- Psychological Safety Climate

Personal/ Home Related

- 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

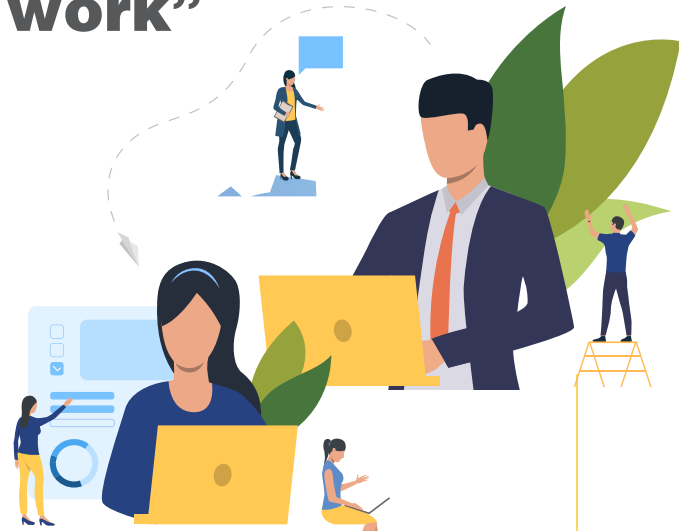
working from office earlier than others.

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.

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

INTERVENTION STRATEGIES

1 Reduce Risk Factors

- Flexible Work Hours
- Strict Safety Guidelines
- Transparent + Over-communication

2 Promote Protective Factors

- A) Building Individual Resilience
- B) Peer-support & Team Culture
- C) Psychological Safety Climate

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



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

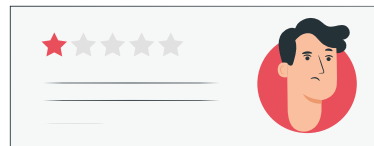
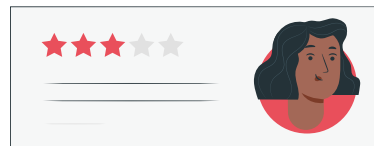
- Make wellness an agenda for senior management
- Senior management to walk the talk
- Introduce open forums for sharing feedback

- 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.

C EXECUTION AND IMPROVING ADOPTION

Approach for ensuring Emotional Wellness

with “Safely back to work”



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 organisation.

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.



D REVIEW AND CONTINUOUS IMPROVEMENT

HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

HIGHLIGHTS OF MEASURES BY HIERARCHY OF CONTROLS

CONTEXT &
OBJECTIVES

SAFELY
BACK TO
WORK

INDUSTRY
EXAMPLES
OF PRACTICE

EXAMPLES
OF SAFE &
NEXT WORK
SOLUTIONS

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

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.,



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.

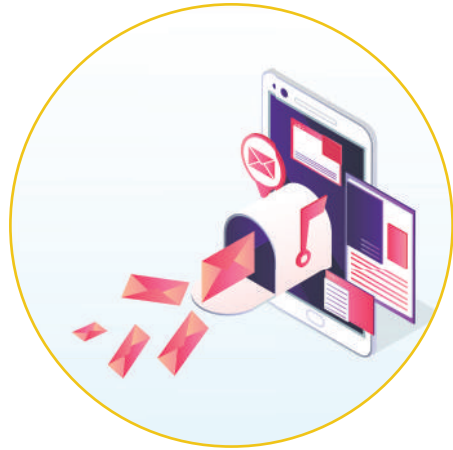


7

Perform random checks in all departments on full list of measures to make sure protocols are put into practice



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.

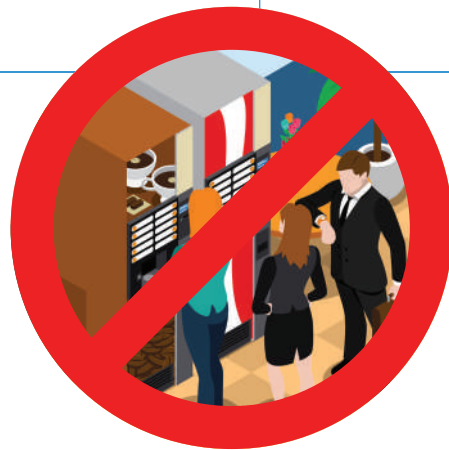


3 Provide markings on ground to identify distance and walking paths in: lobby or reception area, driver reception areas, workstations areas, cafeterias, kitchens and all common areas.



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.



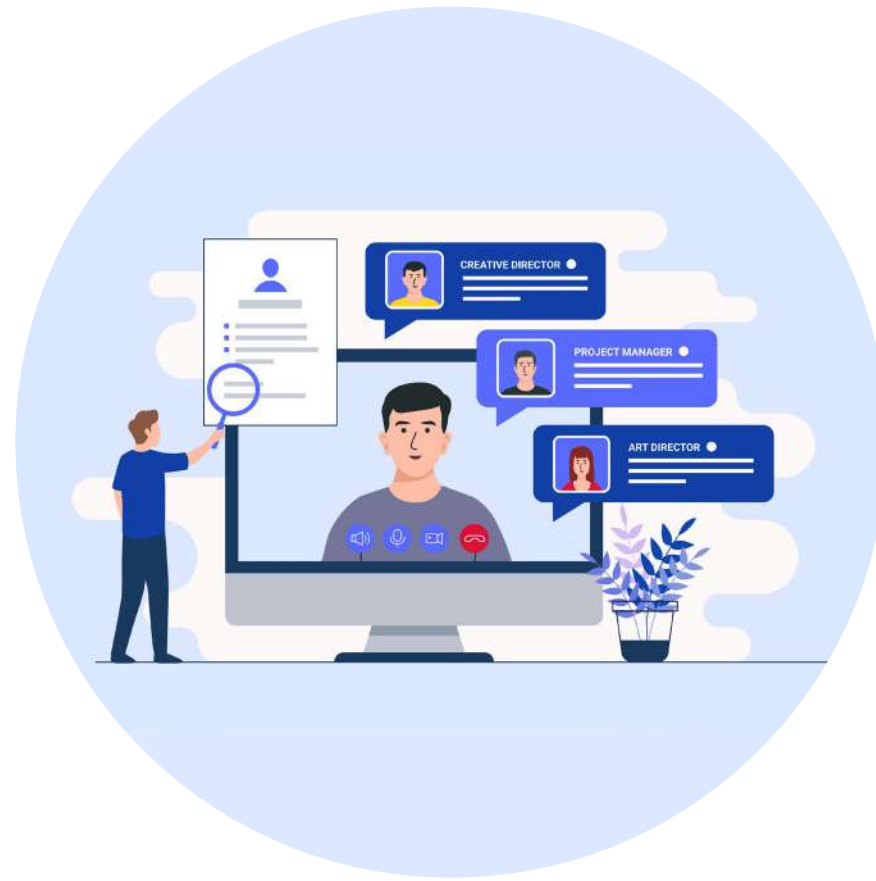
7 Consider upgrades to improve air filtration and ventilation.



Substitution



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

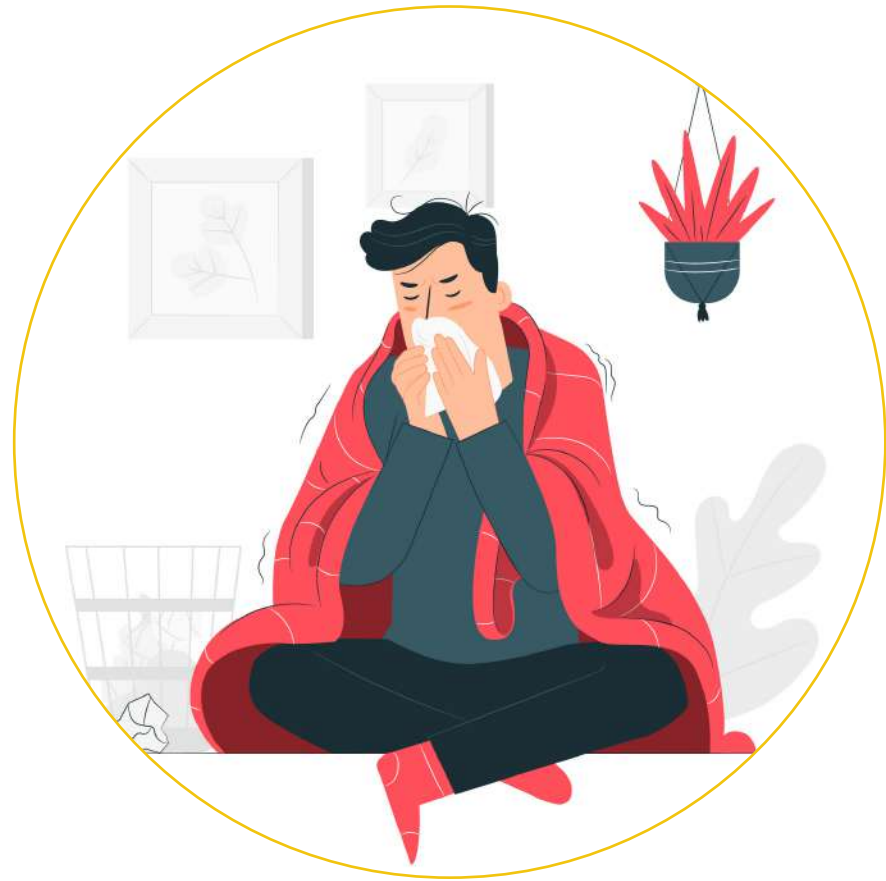


2 Hiring and on-boarding of new employees via digital communication channels and, where physical transfer of items must take place, maintain social distance.



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



**WANT
THESE
POSTERS
FOR YOUR
OFFICE?**

**click on the logos
on the next page to
download them now**

HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

The 'Safely Back to Work - Best Practices Handbook' has been created for the Manufacturing, Infrastructure, Pharmaceutical and Life Sciences, IT/ITES, Ecommerce, Business Services and Consulting, Retail sectors. To download the aggregate handbook or sector-wise handbooks, click on the logos below.

CLICK HERE



ACKNOWLEDGEMENT

India

The alliance to “Help India Get Back To Work Safely” was formed by the Indian operations of four global HR services companies viz., Randstad, The Adecco Group, ManpowerGroup and Gi Group, with the objective of to minimize the negative impact of COVID-19 on the economy. The alliance’s focus has resulted in the ‘Safely Back To Work’ – Best Practices Handbook, a collection of health and safety protocols that companies around the country can use to get their operations going safely.



Knowledge Partners



Organisation of Pharmaceutical Producers of India

Mental Wellness Partner



Worldwide

Returning to the workplace and reshaping a new future of work is key to ensuring the health and wellbeing of workers and a strong economic recovery. The “Safely Back to Work” Alliance initiated by Randstad, The Adecco Group and ManpowerGroup in March 2020 has successfully expanded its reach and network of participating partners and is now being led by our global industry association, the World Employment Confederation (WEC). As leader of this Alliance, WEC will continue to engage country federations, and private sector members, working closely with their local authorities and other relevant stakeholders, to support a safe return to work for workers and organizations globally, reinforcing the critical role of the private employment services sector in driving healthy resilient labor markets and economic recovery for countries, organizations and individuals alike in a post-Covid 19 environment. For more information or to join the growing Alliance, visit wecglobal.org for more information.