AROGYA WORLD
HEALTHY WORKPLACE
COVID COMPENDIUM 2021



AROGYA WORLD

Foreword

COVID-19 took the world by surprise and changed our day-to-day life in unprecedented ways. Businesses were hit and the safety of personnel and their families became paramount. Responses were varied. All sections of society – including employers and employees joined hands to play a role to protect themselves and each other and help prevent the further spread of the disease.

In the aftermath, businesses that have survived are those that looked towards the longer term and ensured the mental and physical health of their employees through the crisis. This task, however, is far from complete. Recovery will require a multi-disciplined approach to serve the diverse needs that have come up due to physical isolation, job loss, exposure to the virus, worry and uncertainty about the future, and the grief due to the loss of loved ones and co-workers. But like all challenges, this pandemic – and our responses - have taught us lessons for the future.

Arogya World, as part of its **"Emerging Stronger From COVID-19"** efforts, has put together a compendium of responses at workplaces, **how companies have - and are - involved in managing and mitigating the effects of the crisis, and what concrete measures are being taken for the future.** Our objective was simple - **TO INSPIRE!** We requested India's progressive and employee-centric companies to share their effective practices on how they are protecting employees while sustaining healthy business operations and work environments. The narratives presented by the companies covered two aspects;

- **Agility and adaptability** of the company's COVID-19 response, interventions focussing on the physical and mental health of employees while they are working from home and steps taken to ensure a safe return to work(vaccination, support protocol for employees and families); and
- **Planning for sustainability,** and innovation of continued operations, while ensuring employee health and safety.

This Compendium highlights these best practices so that others may learn from them and implement similar practices during the COVID-19 crisis and other emergencies.

We got ***narratives from 26 companies*** and are proud to share that most companies did well in addressing employees' basic needs from a ***safety and security perspective*** in these unprecedented times. Some key highlights include:

- **1.5 million+ individuals** and their family members were positively impacted across these 26 companies.
- **24x7 helpline,** emergency assistance, hospitalization, vaccination, financial support, and insurance coverage were immediately designed and implemented.
- **Awareness programs** around physical activity, mental wellbeing, nutrition, home health care, and similar programs were offered.

Some companies went beyond and thought out of the box by providing child care centers to those children whose parents were COVID positive. Further, Leadership connects to establish a strong correspondence between employees and the Management, enhanced engagement, wellbeing, and work effectiveness in the virtual world. As a result, employees felt heard, and were encouraged to contribute willingly, thereby impacting the companies' bottom lines.

Going ahead, **Arogya World** believes that as the business environment is evolving, so are **health and wellbeing needs.**

- Companies will have to plan and define a more sophisticated approach as the **"war for talent"** intensifies.
- Companies will have to **rethink and relaunch segmented health and wellbeing** interventions while respecting work-life timelines, which have diminished in the last two years.
- This pandemic impacted individuals with existing comorbidities, making people with **diabetes** and other **noncommunicable diseases, NCDs,** one of the most vulnerable groups. People with diabetes are more prone to have negative health outcomes from COVID, they are more likely to require hospitalization, and ICU use. Companies must get a good handle on the NCD risk factors in their employee population and take definitive steps to prevent NCDs and improve the physical and mental health of their workforce.

We are very thankful for your valuable contribution toward the compendium and hope that we can all follow some of the practical innovations introduced by Indian companies to cope with, and bounce back, from the effects of the COVID pandemic. We thank our colleague Kriti Pradhan for her very hard work in producing this compendium and e-Book.

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Healthy Workplaces
Arogya World

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ADITYA BIRLA
FASHION & RETAIL

Aditya Birla Fashion and Retail Ltd (ABFRL) is an organization of repute in the apparel industry employing a female-majority workforce of around 14,000 employees across 9 units in Karnataka, Tamil Nadu and Odisha. The brands include Louis Phillippe, Van Heusen and Peter England – undisputed leaders in formal western wear. As the Pandemic hit India in March 2019, the labor-intensive apparel industry was massively impacted. However, the senior leadership at the Company were swift and insightful in responding to the crisis that threatened to upend an entire nation.

It was a very challenging period. As the country went into lockdown, the garment industries in Bangalore were entrusted with the major responsibility of manufacturing PPEs coveralls and masks for the medical fraternity in India by the Government of India. So practically after a short period during the lockdown, these industries were functional to ensure mass production of PPEs.

A systematic **3 pronged approach** was adopted:

1. **COVID-Proofing the Workplace –** Building and maintaining a rigorous and safe working protocol for employees to build their confidence
2. **Prioritizing Employee Wellbeing –** Constitution of the CAER Program and daily monitoring of it by the CEO himself and change in policy for employee wellbeing.
3. **Ensuring Business Continuity –** Securing financial sustenance at an individual and organizational level through resilience and adaptability.

They focused on balancing lives and the livelihood of their employees as they had a substantial workforce who needed to survive during the pandemic. Their medical team was given the highest authority to ensure the factories' medically sound and responsible working.

Various teams were operational and assigned specific roles to ensure that they were correctly informed and vigilant, irrespective of linguistic or geographical differences. **Screening, Social Distancing, Hand Sanitization, Disinfection** of workplace and goods and also focussed on healthy immunity-boosting diet and appropriate dosage of vitamins.

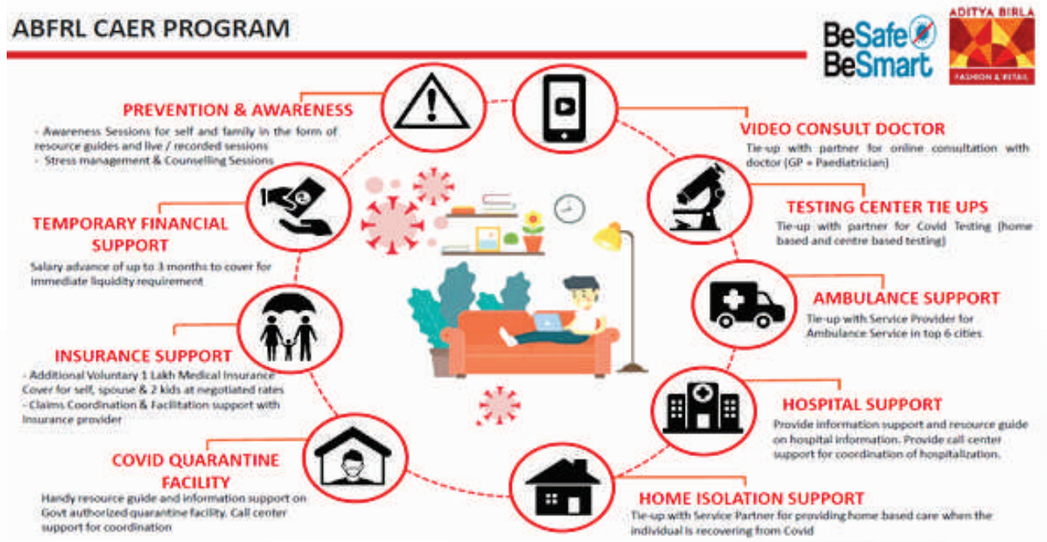
Prioritizing Employee Wellbeing was their priority, especially to care for the infected with COVID. So they implemented the CAER program in the units.

From home quarantine support, counseling, hospitalization & vaccination support, providing oxygen concentrators, hospital transfers, COVID/loss/ grief leave, the interventions focused on creating a comfort for the people and their ecosystem. **People with chronic disease and in an immuno-compromised state were given work from home option or leaves.**

ABFRL are committed to ensuring the safety of our communities. Amid the growing concerns for the COVID-19 crisis in the country, ABFRL has undertaken various initiatives to prepare the communities in the villages on preventions and risk, social distancing and community-based measures to mitigate the spread of COVID-19. Activities undertaken in 8 model/focus villages.

1. Awareness through the health workers of eight focus and model villages through announcement and distribution of IEC materials/pamphlets on the Dos and Don'ts.

COVID Case Supports: CAER program



2. PPEs given to the government and private hospitals
3. In Karnataka, 3 SHGs were trained to stitch facemasks with the requisite skills and material. As a result, these groups stitched **35,000 facemasks** distributed to the community members.
4. Some of their doctors volunteered for the triaging for BBMP.

Ensuring Business Continuity: Innovation in the products and Securing financial sustenance at an individual and organizational level through resilience and adaptability.



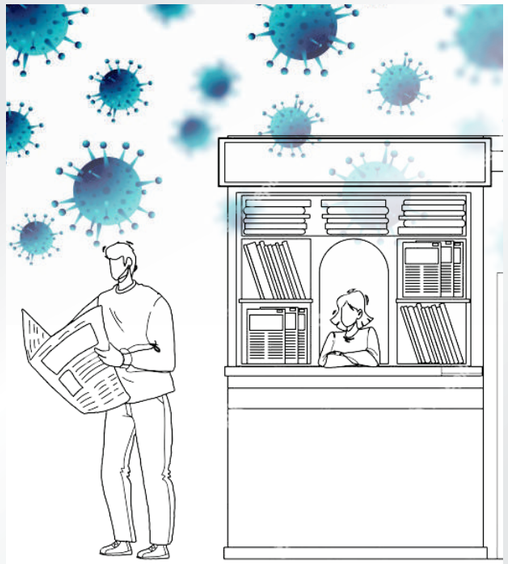
ABP

ABP is a Bengali Daily Newspaper owned by the ABP Group. They have a circulation of 1 million copies. They have a little over 1200 employees. ABP believes that their employees' health is of utmost importance. The organization worked hard to contain and slow down the spread of the pandemic within their organisation through the dissemination of appropriate and relevant information through their media avenues.

With 92% of their employees working from home, the company ensured that all their employees were equipped with the right systems so as to continue their work schedule seamlessly. **For the 8% employees** who were required to work from office all **the health and safety protocols were strictly followed.**

They had their own **COVID Volunteer Group** which ensured that all their employees and their family members were attended to when required which meant providing any kind of support from testing, to hospitalization, medicine requirement, doctor consults, vaccination, ambulance requirement or any other support. Needless to say that besides this creating awareness around physical, mental, emotional, spiritual, nutritional wellbeing was a given. They had several service providers who conducted these sessions.

As a **Giving Back To The Society initiative** they conducted a vaccination drive for Senior Citizens. As a company who truly cares about their employees, they have decided to continue working from home till the threat is over. For those who cannot work from home the company has provided staying facility on the premises and they continue to focus on their employee health and mental wellbeing by conducting relevant programs.



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In March 2020, the pandemic shook the world and affected everyone somehow or the other. It impacted not only the physical aspect but also took an equal toll on people's mental health. While everyone was trying to deal with this new situation, each day was a new challenge and, at the same time, new learning.

Aurus proactively tried to help the employees deal with the situation. COVID-19 was a new illness with many unknowns regarding the spread of the virus, symptoms, and treatment protocols.

- Initially, the focus was **education and awareness about the disease and the precautions to prevent it.** This was done through regular informative E-mails and online talks by doctors actively treating patients with COVID -19.
- Work from home was a new norm that everyone was trying to adapt. To facilitate this initially was a difficult task for everyone; however, the concerned teams managed it well, ensuring that each employee could continue working, and no one was laid off during that period.
- The **CEO of the Company** conducted regular Townhall meetings with all the employees and made sure to inquire about their health and their family member's well-being. In addition, they were given insights about the Company, the ongoing projects, etc., which helped the employees understand the situation better.
- Various online classes on Yoga, Meditation, and lectures by the Nutritionist were conducted to make sure exercise and a well-balanced meal were a part of their daily routine. In addition, to increase employee engagement, breakout sessions where the employees could choose a theme and have a conversation around it helped each one to connect apart from having regular work conversations.

During the second wave of COVID-19 when the entire country was grappling with a lack of beds, medication, oxygen, etc. a **24/7 COVID task force** tackled the situation for the employees. This task force included 12 employees who volunteered to help anyone who required the information concerning the availability of beds, medication, food services, etc.

When the government rolled out vaccinations, vaccination drives at the office premises for all the employees and their dependents was carried out. In addition, to ensure a safe return to office, infrastructural changes like installing sanitizer stands, social distancing on the work floor and cafeteria, regular sanitization of commonly touched surfaces etc. were ensured keeping in mind the COVID-19 safety protocols.



Bayer is a Life Science company with a more than 150-year history and core competencies in the areas of health care and agriculture. Their vision is Health for All and Hunger for None. Since the beginning of the COVID-19 pandemic, a cross-divisional and **cross-functional collaboration at Bayer India, resulted in effective COVID management that extended from their 13000 employees, associates to the entire value chain and our communities.**

Being a Healthcare Company their core focus was on **wellness and wellbeing programs** for their employees and their family members. They seamlessly deployed these programs by

- Creating **'Safety Nets'** (employee voluntary groups) to provide support during any emergency across all States connecting and empowering local employee volunteers to help each other access emergency medicine, hospital beds, blood and plasma donors.
- Increased **employee engagement** through gamified activities
- Created **awareness** around nutrition and portion control
- **Remote working** was implemented since the beginning of the pandemic and flexible, hybrid workplace became the new normal. Flexibility was offered to many staff even at manufacturing and R&D sites, to the extent possible.
- Additionally, all **employees and dependents were reimbursed above insurance limit** for hospitalization expenses, home/hotel-based hospitalization and for home treatment/ institutional quarantine expenses. Introduced a **Caregiver leave policy,** whereby employee could avail 14 working days of leave to support family members affected by any COVID-19 related incidents.
- Extended unlimited sick leave to all employees. All vaccination related costs including travel were reimbursed for employee and families.

Impact

They enhanced **wellbeing focus** resulted in enhanced **employee morale, motivation** and engagement through the pandemic as seen in various employee surveys (92% approval).

All above efforts were extended to the value chain benefiting their growers, suppliers, channel partners and rural communities. The best practices were showcased in various esteemed industry forums. Mental health helpline to support ~ 10,000 frontline healthcare workers & farmers was launched. **The Bayer Vapi manufacturing facility converted existing nitrogen plant to medical-grade oxygen plant for nearby hospital at short notice.** Many other CSR projects were implemented across the country to support community health.

Overall, Bayer India brought company vision to life during the pandemic. They delivered **business continuity and double-digit business growth** during pandemic by making Seeds and Crop Protection products available to farmers and medicines to patients in a timely manner. This helped to **ensure the health crisis does not turn into a hunger crisis.**

They maintained lowest possible infection rate with no site transmissions by going beyond awareness and strong focus on Behaviour-based Safety (e.g., COVID-appropriate behaviour) and reinforcing positive safety culture.

A leading supplier of technology and services in Mobility Solutions, Industrial Technology, Consumer Goods, and Energy and Building Technology, Bosch, has also established the most significant development center in India, outside Germany, for end-to-end engineering and technology solutions.

Bosch and its employees have shown immense strength in the recent tough situation. Bosch India team proved to be highly **agile, effective, and efficient** in handling the unprecedented situation in the current pandemic. From quickly **designing programs to address the concerns to implementing them** within a stipulated timeframe, Bosch India led the way.

- **Clinical support** namely coordination with hospitals, doctor consults, medicine supplies, home care, providing refurbished ventilators etc which was extremely important and critical.
- **Administrative support** included coordination with an ambulance, a 24X7 hotline for employees and their dependents, coordinating and providing free vaccination to employees and their dependents (> 28,000 individuals), amongst other things.
- **Financial support** through loans, and more importantly, Sakti Support – gained phenomenal patronage. Boschlers received immense support, monetary and leave donations for major and critical illnesses of employees and dependents, & to support COVID related medical expenses.
- Interest-free emergency loan up to 4 lakhs, and employee benefits like COVID/caretaker/ bereavement leaves, Insurance inclusion, amongst other interventions, proved to be a boon.
- **Childcare support for children of COVID impacted parents** were exceptional support provided by Bosch.
- **Sensitization of Managers** on effective identification, management and referral of associates needing help
- The communication plan included weekly internal corporate communication **'From the desk of Counsellor'** addressing mental wellbeing topics to help associates cope with the pandemic. Mental Health Ambassadors group formed further helped in increasing awareness.



> **While Bosch India, with its continuous actions and communication approach, kept employees informed about the situation, the employees played their part by being patient and safe.**

Kempegowda International Airport, Bengaluru (BLR Airport), named after founder of the City – Hiriya Kempegowda – has the unique distinction of being the first Greenfield Airport in India, established on a Public-Private Partnership (PPP) model. This heralded a revolution in Indian aviation, as more airports in the Country were privatised, thereafter. Their employee strength is more than 4500+ and more than 24,000 contractors.

BIAL being the 3rd largest airport in India with respect to passenger and cargo is a very busy airport.

Employee safety and passenger safety was at the helm of their HR strategy. COVID Care Center, Sanitization, social distancing, use of PPEs like masks and face shields, temperature screening, virtual meetings, standby staff, e-training were a given.

Adapt, Accept, Advance was the concept they embraced and ensured that accurate updated information was available to support the continuity of operations. A steering committee (War Group) to manage the situation efficiently, was instituted.

They simplified the government advisories and continued their work with 'business as usual' taking into consideration and following appropriate safety protocols.

The airport transformed into an essential service center through which they managed labour camps, supported migrant labour, coordinated with the appropriate government authorities to ensure that everyone in need was supported and safe.

They also developed a **'Work from Office' safety manual for their staff** which included a detailed description of resources, Do's and Don't's and much more.



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The new reality of the corporate world has brought more attention to employee wellness. Conneqt's holistic approach to devising innovative ways to integrate employee wellbeing into the flow of work was a clear and essential step towards COVID preparedness. Over the last one and half years, Conneqt utilized the opportunity to **rebuild organizational wellness policies into holistic wellness programs for employees.**

- Programs and facilities designed across five wellbeing dimensions **– physical, mental, financial, social, and personal –** to address the requirements of employees and their families.
- Work-life integration enabled through sports activities, weekly fun activities, family-oriented fun activities, Mandatory leave consumptions, CSR activities, wellness programs extended to employees and family, etc.
- Collectively re-engineered a way of working by introducing a hybrid workplace structure with multiple digital connect platforms focused on employee wellness.
- The benefit of hybrid workplace structure helped enhance **channels of promoting wellness program through Leadership, Webinar, Expert Talk Session, Free Health Camps, Engagement interventions, Policies, Special Committees, consistent Communication, etc**

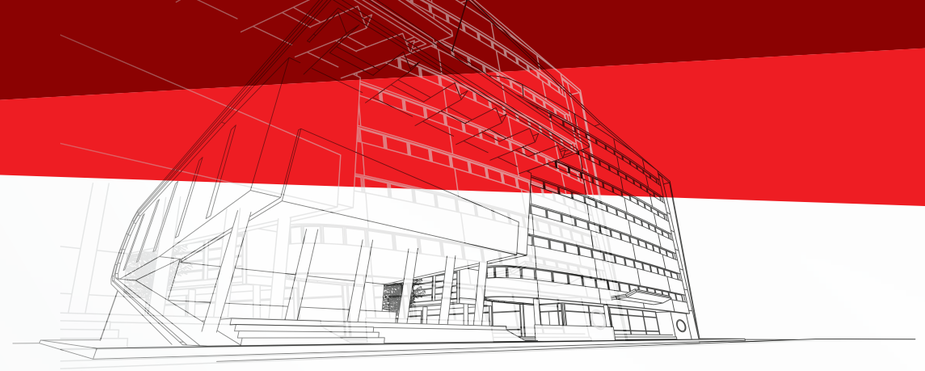


- Numerous programs focused on basic healthcare needs such as free vaccination drive for employees and family, insurance and medical support with additional top-up support, Covid special aid like Special Taskforce, covid helpline, special paid leave, a job opportunity to an immediate family member in case of demise, to Braveheart allowance.
- **Mental wellness programs,** namely professional counselling through EAP partner Yourdost at no cost to the employee, webinar sessions on managing stress effectively, facilitating mind-body nutrition, promoting healthy eating, curated policies etc.
- Special projects such as **Step-1** wherein Conneqt trained volunteers contributed 900+ hours and assisted, patients of Delhi and Ghaziabad in a span of 6 weeks during devasting wave-2.

These initiatives cover **all 5 wellbeing** dimensions and are aligned with **Conneqt's organisation wellness** strategy, which is the key to success.



Organisations considers that any foundation of wellness program can only thrive through supportive, healthy culture. Leadership involvement and Communication are key in this endeavour. While Leadership invests time, effort and budgets every financial year, the corporate communication team additionally focused their energies on "how and what" to communicate in times of COVID. The vigorous data insights supported our wellness program endeavours, analysis of which has shared specific prospects for designing wellness interventions.

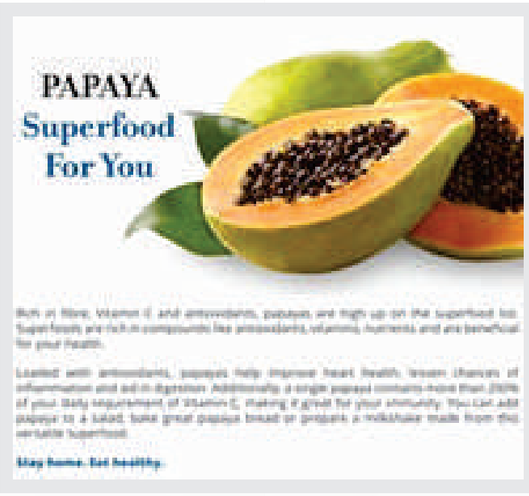


The Dalmia Bharat Group, founded in 1939 by the late Shri Jaidayal Dalmia, enjoys leadership in core sectors such as Cement, Refractories, and Sugar and employs over 8500 people collectively.

COVID-19 crisis was the biggest disaster that hit the organization. Yet, with no pre-defined strategy, the **company adapted to the situation and learned to cope with it one day at a time.**

- Developed a **24x7support line** through which they provided the support required for their employees and their families.
- Various initiatives focused on **physical and mental wellbeing** were available to support all stakeholders. These included virtual sessions on yoga, nutrition, emotional and spiritual wellbeing, financial wellbeing.
- Enabled a platform to share employee experiences and stories and conducted doctor consultations and counseling sessions for employees and family members, amongst other interventions.
- Administratively, standard operating procedures for the new normal were created in great detail for all kinds of workplaces like shop floor, offices, home, factories, sales offices, and all other sites. Stringent safety protocols for employees coming to their shopfloors, plants or other workplaces were implemented, including temperature monitoring, social distancing, wearing masks, etc. **The medical rooms were upgraded** with all the required equipment, other medical supplies, and isolation rooms in plants.









> **Our belief - Motivation gets you started; Commitment is what keeps you going.**

GlaxoSmithKline

GlaxoSmithKline plc (GSK) is a British multinational pharmaceutical company headquartered in London, England. Established in 2000 by a merger of Glaxo Wellcome and SmithKline Beecham, GSK was the world's sixth largest pharmaceutical company according to Forbes as of 2019, after Pfizer, Novartis, Roche, Sanofi, and Merck & Co. GSK is the tenth largest pharmaceutical company and #296 on the 2019 Fortune 500, with more than, 4000 employees in India.

The organization's top priority was ensuring **employee health and safety.** The surge in COVID-19 cases was an inflection point and as the situation evolved, they implemented series of proactive steps to mitigate risks and protect the employees.

- GSK continued to support their customers by establishing remote work options to minimize employee exposure to the pandemic and were closely tracking the daily COVID-19 cases and mapping the recovery rate. **A COVID care framework** was put into action led by an internal volunteer group to support each other and help with necessary resources
- They quickly evaluated **medical and healthcare service providers** and onboarded them for timely assistance. These included **'24/7 Family Doctor Support' for anytime-anywhere medical teleconsultation** with qualified doctors via call/chat/video. Additional 8 (video, call, or chat) instant specialist doctor consultations per month for all policy holders was also provided.
- They introduced **Home Isolation packages** for employees and their dependents which involved a 10 days comprehensive care driven plan by well trained nurses and doctors for asymptomatic to mild to moderate symptomatic COVID-19 positive patients.
- Further, there were tie-ups with hotel facilities, if needed. The team organized O2 concentrators available at GSK offices in 9 cities to meet emergency situations and set up **vaccination camps** across offices in partnership with hospitals.
- Additional COVID-19 focused insurance with comprehensive coverages for employees and dependents was provided.
- GSK introduced wellness days/ no meeting day to **improve the mental health** of the people and to focus and prioritize work. Over 15 sessions were organized to support employees on recovery and precaution tips like nutrition, breathing techniques, yoga, immunity, mental resilience etc.
- A series of initiatives were undertaken to manage the impact on people for WFM facilitation, including **counselling support** and **health awareness** sessions to sustain efficiency. At the same time an effort to enable people to work better through digital technologies. The organization invested in resources to support employees and their families.
- Many programs were initiated during the pandemic time, especially launch of **Health and Wellbeing App.** It empowered them to completely personalize their health and wellbeing experience, helping them understand more about their health. A fully personalised health and wellbeing experience. Is available through this app in more than 20 countries. This app is helpful in driving positive behaviour change and health outcomes, heighten awareness and engagement with H&W offerings and differentiates GSK from the competition in terms of integrated access and personalisation on a global scale. The platform promises to deliver tools and features that will help in building a strong mind and healthy being. It gives a consistent employee experience reaching all employee groups for goal setting, challenges, healthy habit tracking. Data and insights promote the global and local initiatives.

Partner for Prevention (P4P) is a initiative which provides benefits to eligible family members with access to a core set of preventive healthcare services at little to no cost. Each service in P4P has been carefully chosen because it has been proven effective in avoiding illness or detecting it at an early, treatable stage. Employees can avail vaccination/ immunization, doctor consultation, health packages, screening & smoking cessation etc. The services included in P4P were selected to ensure they have the greatest benefit to employees and their family's health. The choices also aligned to the recommendations of the World Health Organization. Local teams work with employees and manager to help make adjustments so they can make the most in various areas - from travel vaccinations and returning to work after an illness, to mitigating risks in the workplace to help them feel more comfortable in their work space.

The organization is committed to providing an environment where employees can get support and thrive. The **Health and Wellbeing Group** on the **Keep Growing Campus (KGC)** provides a series of trainings related to mental health and wellbeing:

- **Mental Health Matters** is offered to all managers, champions, and all employees
- **Mindfulness series** - Practicing mindfulness means being physically and mentally present and to bring attention to the experiences occurring in your surroundings. The practice of mindfulness has been shown to exert a powerful influence on one's health, wellbeing and happiness. It really helped employees to cope up during the pandemic.
- The onsite counselor assisted many employees and their family members during the pandemic.



Gokaldas Exports is the One Stop Shop for world's most acclaimed apparel brands. It is one of the largest manufacturers and exporters of apparels in India, with an annual turnover of about US$200 Million. 25,000 people across 23 units work to ensure that whatever the global trend, Gokaldas Exports is always in Fashion.

Gokaldas team started their prep as soon as the first case was detected in Bangalore, given that their largest manufacturing footprint is in the city of Bangalore. They started putting in place advance measures for containment of the spread of virus among employees.

- They prepared an **emergency response plan** in advance, to support employees impacted by COVID-19
- Screening of employees for symptoms, including temperature check before entering the premises,
- Strict visitor protocol was established; the objective was to limit the number of visitors, restrict the visitors to pre-determined meeting places only, monitor travel history of visitors and screen all visitors before entry to the work place.
- They started creating awareness campaigns to break the myths. Being in the garment industry, they were approached by the Ministry of Textiles to provide PPEs.

Working during the most challenging phase of the pandemic indirectly helped them to inculcate **COVID appropriate behaviour** among their employees and become a very resilient organization **complying with all the national and international guidelines on health and hygiene,** to combat the pandemic.



As guided by their corporate team they put a plan in action which was focussed on employee health and safety and adhering to the government norms.

- They followed a **5 T policy which means – Test, Trace, Track, Treatment, Technology.** A COVID Task Force was constituted in every unit and its task force members were trained to handle all exigencies.
- The workplace modifications, training on hand washing, social distancing , use of masks and PPEs , sanitization and all the COVID appropriate behaviour protocols were diligently followed.
- In order to boost the immunity among the employees, **Kashaya** (ayurvedic tonic) was prepared in-house in the factory, in a hygienic manner, and given to employees twice a day.
- In addition to the above all employees were fully supported with all **medical and other emergency requirements** like vaccinations, ambulance, oxygen concentrators, insurance coverage and support to families of the deceased.

To summarise, COVID-19 was an unprecedented event and during these trying times some valuable learnings were document in the form of SOPs which covered the following points -

- **The strength of team:** The COVID-19 Task Force played a vital role in maintaining the health and safety of their employees. The overall team of employees and management worked together with utmost unity and support.
- **Heath is wealth:** Employee wellbeing and health has a direct bearing on the organisation, its sustainability and profitability. This pandemic reiterated and reinforced this belief and they will continue to take all necessary actions to work on employee wellbeing as a priority.
- **A stitch in time saves nine:** As the saying goes addressing issues proactively always solve many future problems. Their proactive approach to screening and caring for the health of employees resulted in reduced impact on the business.
- **The power of communication:** A majority of their workforce is women with very basic education background. Awareness on health and impact of a pandemic was minimal among them. A sustained communication strategy involving various media such as posters, podcasts, daily messages helped them to improve their understanding about the pandemic and prepared them in advance to live with the virus.



HSBC Bank India, an Indian subsidiary of UK-based HSBC Holdings plc, is a bank with its operational head office in Mumbai. It is a foreign bank under the Banking Regulation Act, 1949 and thus is regulated by the Reserve Bank of India (RBI). They have close to 36,000 employees in India.

HSBC is always at a heightened state of preparedness for crisis management, especially given the number of incidents they experienced over the years. The first priority was to keep the **people safe** while **enabling them to working from home** and at the same time looking after **customers** by providing them with **uninterrupted services.**

As part of their efforts in supporting their workforce through these extraordinary and challenging circumstances, they ensured

- **Providing the right resources** to their people managers including **tools & technologies** to connect with teams and adapt to virtual team management and new ways of working
- They were constantly in touch with their teams on the ground and provided them with guidance on how can they protect themselves and their loved ones
- Most importantly looking after their well-being by providing with right resources and sessions like Mindfulness sessions, Employee Assistance programme and sessions on financial well-being.

Their aim is to prepare a work-force that is ready for the future. HSBC aims to be the Bank fit for the Future.

- Future of work is changing rapidly they firmly believe that constantly **up-skilling** their people to skills and technologies. Identifying those skills on time-to-time and providing them with right resources to grow in their career is the way forward



> **Their aim is to prepare a work-force that is ready for the future. HSBC aims to be the Bank fit for the Future.**

Indegene Inc. is a company offering research and development and management services to healthcare and pharmaceutical enterprises. It was founded in 1998 and is based in Bangalore, India. Their employee strength is close to 4000. Indegene has offices in North America, Europe, China and India. [5]

Indegene being a healthcare organisation truly believes in **'Walking the Talk' 'MyHealthMatters'** is their flagship program which is being managed by a committee consisting of the senior leadership members and they believe in tracking the impact of their health and wellness programs for their employees and their family members.

The core focus of this organisation was not only take care of the **physical and mental health** of their emloyees and their family members but also to ensure the **health and safety of each employee** especially during the COVID crisis. They formed a **COVID Response Team** which successfully tackled all the queries, concerns and issues of their employees and their family members which included services like provision of ambulance, hotel service, transit center, vaccinations, medications, hospital availability, insurance coverage and similar such requirements.

The **Enterprise Leadership** leads from the front by example and ownership. They believe that every role, team and committee needs to be empowered to meet the evolving needs of employees. The team makes time for governance meetings to understand the changing needs, relook and reboot initiatives and figure out how can there be improvement to help Indegeons have a better life.

The **#MyHealthMatters committee** comes up with different initiatives and focus areas every year. The budgets are allocated and reviewed as the needs change. The focus remains the need of employees across the global offices. They have redesigned several policies to make them relevant to these times.



> **They believe that every role, team and committee needs to be empowered to meet the evolving needs of employees.**

INDIA STEEL WORKS LTD

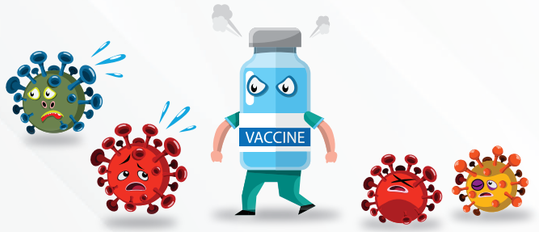
The lockdown imposed on March 23, 2020, added woes to employers and the service class people as well, who suffered job loss and salary cuts.

While the Indian businesses were struggling to survive in these tough times, India Steel didn't lose hope; **pivoted the business operations to diversify their portfolio and persisted in growing during FY 2020-21 and 2021-22.**

The pandemic did not diminish the confidence of India Steel employees. On the contrary, it helped them **think out of the box,** which allowed them effectively implement many initiatives through collaboration and participation of every employee.

- From creating a **COVID-19 SOP** to maintaining discipline during a pandemic, everyone followed the basic precautionary measures like social distancing, using face masks, handwash, and frequent use of sanitization to ensure that the workplace is safe and free from the Virus. As a result, ISS proudly shares that no major incident was reported during the first wave in their organization. This was possible only because of the effective implementation and participation of their employees.
- Appropriate SOPs were prepared, **social, mental support platform** was made available to employees, there were **no pay cuts** in fact, there were increments that **helped employees feel secure** in their role.
- The primary "must follow "rules were social distancing, sanitization, face masks, vaccination, infrastructure revamping, and handwashing practices were the primary "must follow" rules.
- Work from home arrangement, consistent **interaction with leaders** and supervisors, emotional wellbeing programs, nutrition, immunity-boosting foods awareness programs were conducted.
- Isolation rooms, doctor consults, COVID leaves, and similar initiatives were implemented successfully.

COVID-19, undoubtedly, is a challenge for business. But for some companies, the outbreak opened a window of opportunity. For ISS also, it was a better period as the **highest ever profitability was recorded during the pandemic period.** Even though the operational cost went up drastically, primarily to manage COVID infections, their progress was remarkable.



“This period was an opportunity to advance technologically; digitalization in operations helped in the organization's transformation.”

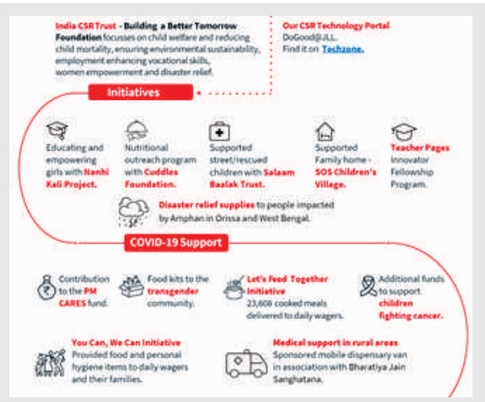
JLL

JLL is a world leader in real estate services with an employee count of 12,000 employees across the country.

JLL stood up to this crisis situation and supported employees, their dependant as well as the community at large through various initiatives.

- **A Command Center** was set up as a platform to provide information about COVID-19 and report if self or family members are experiencing some symptoms.
- **'Santulan' an employee assistance program** was introduced to support employees and their dependants to address anxiety, stress or any other issue related to mental health.
- **A Resource Center** was introduced as the single source information to all JLL guidelines and other policies or processes.
- **Tele-Medicine -** The facility of remote consultation with the doctors for their people and their families.
- **JLL Cares,** is a story-sharing platform where employees can share their stories.
- Exclusive tie ups with vendors to provide pest control and disinfection services at home.
- Several interventions like **COVID cover** (Benefit Policy) for employees who tested positive to facilitate health monitoring and included hospitalization support, testing, ambulance, Insurance cover, oxygen concentrators, well-being webinars, workshops and vaccination support.

A CSR Initiative from JLL -





“COVID Sentinels instituted to award JLL COVID Warriors by recognizing their efforts during their quarterly corporate awards.”

Juniper Networks, Inc. is an American multinational corporation headquartered in Sunnyvale, California. The company develops and markets networking products, including routers, switches, network management software, network security products, and software-defined networking technology. They have more than 9000 employees.

Juniper Networks has been leading the conversation when it comes to their employees' safety, emotional and physical well-being.

The leadership team of Juniper Networks further states, " With total health and well-being as a priority, we ensured that our employees are comfortable working remotely. We also enabled access to online ergonomic consultations and mental well-being talks to further support our key assets - their employees. **Arogya World's Healthy Workplace Program further helped us evaluate our areas of strength and aspects that we needed to focus on and we could implement the interventions with speed- which was the need of the hour".**

The COVID-19 pandemic impacted everyone around the world. This impact pushed people to work in a radically different setting. Moreover, the devastating consequences of the virus and its impact on mental health added to everyone's anxiety. Employees' safety, their emotional and physical well-being is a priority for Juniper. Arogya World's Healthy Workplace Program helped them evaluate their areas of strength and aspects that needed more focus towards physical health and mental wellbeing of their employees.

As employees started working remotely, thousands of ergonomic chairs and IT resources were shipped to their homes to help them work productively with comfort and ease. Access to online ergonomic consultations and mental well-being seminars were also provided.

With the ferocious second wave of the pandemic, many of the employees and their families were affected. The management ensured that all impacted employees and their families were attended to and appropriate support was provided.

As there was an increased number of distress calls, they set up an in-house tool that provided important information like bed availability, contact details of oxygen & medicine suppliers across cities in India. Employees could also contact a helpdesk that guided them with COVID-related information - a 24/7 COVID care emergency helpline. Juniper assistance was not limited to Bangalore - they helped employees across the country.

Juniper witnessed the undaunting human spirit to help each other and that is what kept them moving ahead. They believe that tough times don't last, tough people do.

> **"As employees started working remotely, thousands of ergonomic chairs and IT resources were shipped to their homes to help them work productively with comfort and ease."**

Headquartered in Mumbai, Larsen & Toubro Limited is one of the largest and most respected companies in India's private sector. With over 80 years of a robust, customer-focused approach and a continuous quest for world-class quality, L&T has unmatched capabilities across Technology, Engineering, Construction, and Manufacturing and maintains leadership in all its major lines of business.

Like most other organizations, L&T has been very agile in responding to crisis and supporting its employees through challenging times while maintaining their business continuity.

Some of their key initiatives included overall **COVID awareness,** vaccination, quarantine support, medication, counseling, hospitalization support, emergency care, mental wellbeing survey, webinars on addressing the stigma associated with mental health issues, **focussing on nutrition** and portion control, and similar such initiatives.

INTERVIEW: R SHANKAR RAMAN, chief financial officer, L&T

'We want to get back on the RoE growth trajectory'

The government's Gati Shakti and PLI scheme are expected to improve domestic order inflows for Larsen & Toubro (L&T). Given that the company's revenues are back to pre-Covid levels, the company is now targeting to return to its RoE (return on equity) trajectory. L&T's chief financial officer, **R Shankar Raman,** *in an interview with* **Malini Bhupta** *explains the road ahead. Edited excerpts:*



L&T continues to follow its strategy of internationalisation. What is the reason for strong order inflow from overseas during this time when the pandemic has struck hard across the board?

Not being entirely dependent on India is a long-term strategy for the company. This is not a tactic for a certain point in time and the idea was that if the company has to scale, it has to look at opportunities outside India as well. Being an investment-led business, the projects are done to create capacity. After a period of capacity creation, there is a period of lull when capacity gets utilised and this cycle repeats. We felt that if the company has to be consistent in its performance, it has to broadbase its businesses. On a longer-term basis the mix of 70:30 between domestic and international orders will continue.

In Q2 FY22, the international share has been pronounced because the nature of the orders were such that they were lumpy. We do believe that in subsequent quarters we could see lumpy domestic orders, which could move the share of domestic orders up. Our assessment is that over a period of a year, international orders will be in the range of 25-35% of total order flow. The fact is that we are straddling a wide array of sectors. In current times since oil prices have started moving up, investments in oil are seemingly justified. This has led to a spurt in hydrocarbon orders. The value addition for product streams have widened. The hydrocarbon industry in the Middle East is now investing in downstream capacities onshore and not just in offshore wells.

Private capital expenditure has not been picking up pace for a variety of reasons. Which sectors are seeing a pick-up in capital expenditure?

Statistically speaking, private capex in our pool of projects was pretty low at 12%, but have inched up to 19-20% today. The reason why they have recovered is due to strong prices of steel and derivative products. All steel majors are investing in capacity augumentation. China pulling back on exports and the trade pact between the US and China cracking, there was an opportunity for Indian steel makers to export. It has contributed to the step-up in private sector capex. In the past, private capex was heavily driven by the infrastructure sector. Over 5-7 years, players realised investing and holding infra assets was not easy since exits proved challenging. As the private sector started vacating this space, these assets were sold to private equity funds, pension funds, and sovereign wealth funds, which hold many of these infra assets. Private infra players have started using capital unlocked to repay their debt. The government has not been successful in reviving broad-based private sector investment momentum in the infrastructure space. The good performance by the IT sector despite the pandemic has attracted the attention of growth capital. Most IT majors have started once again developing their own campuses and delivery centres, BPOs and KPOs. The other connected sector has been data centres. The stable environment India provides has attracted global technology majors and hyperscalers to look at India. We expect the minerals & metals sector, data centres and technology majors to drive initial private capex.

Five years ago, the company had committed to achieving some financial targets. Have you achieved them?

The overall target was RoE improvement, from 9% at the start of 2016-17 to 18% by FY 20-21. Up to FY19, we were well on our way to reaching the target. A normal FY20 and FY21 would have seen us getting to 18% RoE. We never look at stock price as a target. We believe that value creation will be through higher RoE. There are several sub-parameters to our targeted RoE. We had to make sure profit after tax was strong and our balance sheet stable. The dividend payout to shareholders was conservative at 25% of profits earned. We have stepped it up to 45% as profit pool increased and new opportunities for investment were not immediate.

We attempted to do a buyback as we had good net worth but Sebi thought otherwise, because we run a financial services company that is levered. And in group consolidated debt/equity ratio the debt of the financial services business gets consolidated in our balance sheet, even though there is no recourse to the parent company. Today, financial services is geared moderately at 4x compared to the 6x it was back then when we attempted a buy-back. We want to get back on the RoE growth trajectory. Shareholder value creation through better payouts, higher RoE and possible buy-back and regulations permitting will be on our agenda. A lot of this also depends on our successful divestment programme of non-core businesses/assets.

What are the factors that will work to the advantage of public projects?

The lead will be taken by public programmes funded by multilateral agencies. The best thing to do is to develop programmes that tick the developmental agenda of these multilateral agencies. Private sector capex will pick up and we have to be patient until the environment for return on investment becomes predictable. If you look ahead there are several challenges. First, the government programmes have to be well conceived and should be implemented without bureaucratic hurdles. The steps that the government has taken on an integrated infra development programme under its Gati Shakti initiative is to eliminate development in silos. If this happens then we are at a good place to start with, as capital would become available. It needs good programme management with availability of good contractors to execute. However, the government generally seeks safety in numbers. If there are many entities bidding, then price discovery is believed to happen better. This, however, is not necessarily so in infra project development. If it is purely price-led infrastructure development, then there are chances that there will be delays, technology could be sub-standard and lifecycle cost of projects would be higher. The policymakers in the government need to look at the bigger picture as resources are available.

Do you see ordering coming out of the PLI scheme?

If you look at the outlay for PLI schemes, it is about $2.2 billion across 13 sectors. This would mean distribution of approximately ₹1.65 lakh crore across sectors. Electronics components and telecom is one of the biggest beneficiary of the PLI schemes. Such spread of allocation creates fractured opportunities. The opportunity has to be of scale for cost efficiencies to work in our favour. These are early days and capacity creation has not begun significantly on the ground yet. The other sector of focus for the PLI schemes is automobiles. The big factories, like the upcoming Ola factory that we are building, is something we will look at. The other area of interest is battery-storage facilities. We will look at EPC opportunity in this area, as we have the capability. All in all, nearly $12-13 billion of EPC opportunities could arise through the PLI schemes over time.

> **"Like most other organizations, L&T has been very agile in responding to crisis and supporting its employees through challenging times"**

nexus MALLS

Taking inspiration from their core values of Innovation, Caring, Customer Centricity & Excellence, #WeCare initiative was introduced throughout the organization as a part of COVID-19 preparation to mitigate the health-related risks. For Safety of their employees and customers, they appointed Bureau Veritas & a Technical Experts Team from National Institute of Occupational Health(NIOH ;affiliated to ICMR) to certify the Malls for WE ASSURE PREMISE SAFETY initiative.

#WeCare Initiatives:

- They appointed highly qualified doctors and paramedics in place to maintain a real-time track of COVID-19 suspects & cases across their locations.
- Medical and the HR team were continuously checking and monitoring employees and their family members receiving treatment and those recovering from COVID-19.
- There were various webinars conducted on Wellness covering protection from COVID-19, including a session on Office Ergonomics.
- In addition, they organized safety trainings for employees on correct use of masks, PPE & their efficient disposal. In a similar manner Safety Training Workshops in Hindi were conducted for our retail outlet employees

At the arrival of second wave, when all the hospitals were brimming with patients & no beds were available, a **24*7 helpline** was introduced exclusively for Nexus employees to reach out to the management; for any assistance required.

- A **first response medical and isolation room** equipped with Oxygen Concentrators / Cylinder nebulizer, Pulse Oximeters, Infrared Thermometers, PPE Kits, Wheelchair, Stretcher, all round access to ambulance along with paramedical support(nurses) was established in each mall location to **tackle all emergency situations for employees and our customers** as well; under the **WE ASSURE PREMISE SAFETY** initiative.
- They conducted free vaccination drives which covered over 75,000 people on premises across the country with the help of the local administration and hospitals.
- To provide financial support to the employees, apart from the corporate insurance, Group Personal Accident & Term Life Insurance, COVID LIFE & COVID Health Insurance Policies were also announced for all employees.

These initiatives, at Nexus Malls have helped them to tackle the toughest times together and they are well prepared for any unprecedented catastrophes in the future, if a need arises!

> **Their standard operating procedures were verified by Bureau Veritas, Technical Experts Team of NIOH(ICMR) and have also been recognized by Arogya World.**

एनटीपीसी NTPC

NTPC Limited, formerly known as National Thermal Power Corporation Limited, is an Indian statutory corporation. It engaged in generation of electricity and allied activities. They have more than 19,000 employees across the Country.

NTPC being a public sector organisation addressed the crisis situation with utmost agility and speed.

- They **activated their crisis management team** and developed stringent SOPs which were communicated to their workforce
- Gate control was strictly implemented on all Project Townships and plant gates to contain pandemic spread.
- Offered staggered duties, work from, E ICU facilities in collaboration with Apollo Telehealth Services, 24X7 helpline for all beneficiaries manned with highly trained professionals
- In-house COVID testing facilities, strict safety protocols are being followed.
- A business continuity plan with contingencies was prepared.
- NTPC utilised all its 45 hospitals and health units for treating COVID-19 patients. Created 182 isolation beds and 88 COVID beds with Oxygen and ICU set up. **COVID portal was developed for centralized screening of all NTPC patients** to effectively maintain a database for surveillance and monitoring of cases.
- NTPC encouraged their employees to use the e-Paramarsh application for telemedicine to reduce exposure. Through this application, patients can register online with online doctor consultancy, and also get medicine prescriptions online.
- They also rolled out an initiative called **"TeleMedicine" and provided access with super-specialists through tele-video conferencing.**
- Awareness sessions were conducted for all employees and contract workers through webinars and other online platforms regarding COVID spread, prevention and treatment.
- Vaccination drives were organised at the respective project sites so that all employees and their family members could get vaccinated and extended this benefit to local communities.
- Several programs like Snehal, Kshitiz, Sparsh, have been organaised, that focus on spiritually, mentally and physically healing.
- **Snehkiran, is an initiative which provides relief fund** to help families of deceased employees.

These efforts and initiatives and seamless delivery of the same created a sense of confidence amongst the employees.

> **NTPC will continue to focus on employee and contractor holistic wellbeing (Mental and physical) and not losing sight around vaccinations for employees and communities.**

Nuvoco Vistas Corp. Ltd, is the fifth-largest player in India and the largest cement company in East India, in terms of capacity and more than 1600 employees.

They believe, regardless of whether the pandemic ends by itself, or herd immunity is developed or the vaccine saves lives, the life before March 2020 has permanently changed

Nuvoco focussed on its Strategic Elements (mindware), Organizational Elements (software) and Operational Elements (hardware) which included

- Non-negotiable safety/COVID prevention principles,
- High level of management commitment,
- Supportive team,
- Effective communication,
- COVID safety training,
- Contact tracing and isolation.

They followed elimination, substitution, engineering controls, administrative control and use of PPEs as their principles which included

- Eliminating meetings which are not required,
- Substituting physical presence by virtual presence,
- Adapting video conferencing and online trainings as an engineering control,
- Updating SOPs,
- Ensuring sanitisation and social distancing as administrative controls and
- Encouraging use of masks, gloves, face shields as PPEs for safety.

Various signages were displayed at their offices to reiterate the safety norms.



**"Do not wait;
the time will never be 'just right.
Start where you stand, and work with
whatever tools you may have at your command,
and better tools will be found as you go along."**

~ George Herbert

Procter & Gamble (P&G) is committed to being a force for good and **a force for growth – creating a unique collaboration amongst employees, brands, partners, and the communities they serve.** They have built citizenship into their business, enabling them to help their employees, partners, customers, consumers, and the ecosystem at large.
During the pandemic, agility and adaptability were crucial drivers, encouraging them to "think out of the box". As a result, to ensure the health and wellbeing of their employees, P&G introduced:

- A **24x7 platform** supports their employees and families to address any concerns or challenges virtually. Through this platform, they addressed **10,000+ people.**
- Empanneled pan-India specialized vendors to enable ease of vaccination, online audio/video consultation, COVID19 testing, Oxygen concentrator back-up, Hospital bed availability, Ambulance support, transfer of employees from tier 2/3 towns to Tier 1 cities to provide **timely and appropriate care.**
- P&G further invested in multiple modes of transport (included road/air ambulance) to save the lives of covid impacted individuals, be it employees or their dependants or contractors, external business partners, and distributor staff.
- They initiated influenza Vaccination, Health Check-up, personalized health consultations @ Home – for employees and their families.
- "Quarantine leave" was designed and implemented to support employees once they returned from leave after high-risk domestic travel in public transport; to mitigate risk to other people on site. The company supported quarantine leave for all close contacts of Positive cases identified after contact tracing.
- As a part of P&G's #PGSurakshaIndia program, they donated INR 50 Cr towards 10 lakh vaccine doses for 5 lakh citizens —vaccine doses to help 100 citizens for every one employee they have in India.
- Several communication campaigns reinforced P&G's commitment to creating awareness about covid. The **#StrongerTogether** campaign led by trained physiotherapists & nutritionists provided guidance and daily follow-up by Medical Team to individuals suffering from 'Long COVID'. **#DontLetYourGuardDown** campaign launched across all manufacturing and office sites – was a gamified awareness campaign that continues to spread awareness on COVID appropriate behaviours and protocols to be followed at the workplace.

During the second wave, P&G contributed generous amounts towards the relief program, vaccination support, and donated masks, sanitisers, and oxygen concentrators to frontline workers and underprivileged communities.

The efforts are on and in P&G's words - while the pandemic remains, so does our commitment to step up and continue to help.



Reliance Industries Limited (RIL) is an Indian multinational conglomerate company, headquartered in the city of Mumbai, India. RIL's diverse businesses include energy, petrochemicals, natural gas, retail, telecommunications, mass media, and textiles. Reliance is one of the most profitable companies in India, the largest publicly traded company in India by market capitalisation, and the largest company in India as measured by revenue after recently surpassing the government-owned Indian Oil Corporation.It is also the tenth largest employer in India with over 236,000 employees.

Mission – 'Corona Harega, India Jitega'

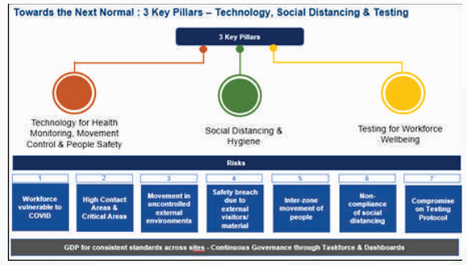
(COVID will be defeated, India will win):

When the COVID-19 pandemic began to make headlines, Reliance issued its first medical advisory on 31st January 2020, underlining the company's commitment to early assessment and advance preparation. Reliance employees personify the DNA of Reliance – to CARE, UNITE, INTEGRATE, & EMPOWER. Reliance rallied its resources on a war footing to help India and its own employees by all possible means. Multiple initiatives are being implemented to ensure health and safety of the country people and employees.

- They set up a **COVID-19 Task Force,** (central COVID Taskforce) under direct oversight of the Chairman's Office with representatives from all functions well before COVID-19 was declared a pandemic.
- COVID-19 Measures: Innovative and sustainable approach was designed and implemented to safeguard employees and family members along with business continuity. The organization adopted 3 key areas to combat COVID-19 pandemic – **technology, social distancing, testing and vaccination.**
- Major initiatives taken– Communication, Risk Reduction, creating Infrastructure, Health & well-being with focus on mental health.
- Daily temperature check with non-contact thermometer, Separate OPD for cough/ cold/ fever symptoms. Visitor entry strictly prohibited. Symptom's checker online questionnaire was developed to be filled by employees on a daily basis to identify high-risk cases and extend support as required. **NCD-risk employees moved to Work from Home arrangement along with other high-risk employees.**
- They developed **COVID care centers** across various location in India. **COVID leaves** were rolled out for the impacted individual.
- They conducted webinars on lifestyle disorders and how to manage post-pandemic, **Diabetes Control Mission,** BMI reduction program, lifestyle clinic etc. Teleconsultation via JioHealthHub app with specialists to provide convenient services to the employees, health and safety tips via regular communication, yoga sessions and similar such dedicated campaigns
- They rolled out the **"We Care Policy"** to support the family members in case of an untimely demise of their employee. They provided financial, educational and medical support to the family members. The employees also participated in a plasma donation campaign to support each other's' family members.
- The Frontline workers from Reliance's Retail and Telecommunication (Jio) business ensured smooth delivery of services across country.

"To make Reliance the world's most healthy company, protecting, promoting, enhancing employee health and wellbeing; providing outstanding health services and operating an exemplary HSE management system in all sites, services, and offices of the enterprise, improving productivity, and reducing health care costs; and with our results, inspiring our customers & partners", is an endorsement of healthy workplace strategy at the highest level."

– Shri Mukesh. D. Ambani



Reliance Foundation launched FIVE Missions to fight the virus:

- **Mission Oxygen** (production and distribution of medical oxygen) Reliance Industries rallied its resources on a war footing to become India's largest producer of medical-grade liquid Oxygen from a single location. Reliance ramped up production of medical-grade liquid Oxygen from near-Zero to 1000 MT per day, free of charge, which is 11% of India's total production of medical-grade liquid oxygen. Reliance supplied over 15,000 MT of medical-grade liquid Oxygen free of cost helping nearly 15 lakh patients. Reliance airlifted 24 ISO containers to transport Oxygen, creating a new transportation capacity of 500 MT for India.
- **Mission COVID Infra** (Building new hospitals, adding beds etc.) In collaboration with the Brihanmumbai Municipal Corporation (BMC), Reliance Foundation set up the first, COVID-19 dedicated hospital in India in just two weeks in March 2020.
- **Mission Anna Seva** (distributing food to the needy) Reliance Foundation's 'Mission Anna Seva' that aims to provide over 3 crore meals to marginalized communities and frontline workers facing hardships during the lockdown, is the largest free meal programme by any corporate foundation globally.
- **Mission Employee Care** Voluntary participation from the employees built the COVID Commando groups to ensure all general preventive measures are being adhered.
- **Mission Vaccine Suraksha** (vaccination drive across organization).

RedBus is an Indian online bus ticketing platform, providing ticket booking facility through its website, iOS and Android mobile apps. Headquartered in Bangalore, it connects bus travellers with a network of over 2500 bus operators across India, Malaysia, Indonesia, Singapore, Peru and Colombia.

When the world first heard the faint rumbles of a Coronavirus outbreak in China in late 2019, nobody even remotely suspected it to explode into a pandemic of such epic proportions. India too was no exception. The subsequent nationwide lockdowns and a host of other restrictions to counter the pandemic forced us into accepting a paradigm shift in conducting our social and economic activities. For a majority of their employees, coping with this new way of life proved to be a challenge.

FAST, the Facilities & Admin Services Team, at redBus stood up to this challenge first and foremost by arming itself with information that was reliable and updated. They kept themselves and the leadership constantly informed about developments on the COVID-19 It was therefore imperative for them (FAST members) to ensure that they kept themselves updated with the local, national and, global news to keep everyone abreast of the latest developments.

When the lockdown was nearing its end, FAST had already commenced various activities at the site level to ensure that proper controls were in place in order to make the **'return to office' process seamless and secure** for the employees.

They implemented the following steps to ensure a touch-free and safe workplace premises:

- Foot pedal sanitizing stands
- Social distancing markers
- Awareness posters across the office
- Sensor-based taps
- Foot-used door pullers
- Foot-pedalled water dispensers
- Air purifiers
- Maximum fresh air intake into the premises via HVAC systems
- Timely & Frequent cleaning of the air filters in HVAC
- Usage of cutleries/crockeries that were disposable

In order to extend support to their employees during this crisis, FAST put together a team in collaboration with the HR department. The **'COVIDCare Cell', a 24x7 helpline for their employees** where everyone collectively worked towards a common goal of ensuring safety and providing the best health care support for their staff and their loved ones during the crisis.

KEY INITIATIVES:

1. **COVID Cell** – With Contact numbers / Email ids were shared with PAN-India employees
2. **Procurement of Oxygen Concentrators** to support last-mile requirements/emergency crisis.
3. **Formulation of sub-committees** within the COVID Cell to handle specific tasks –

   (A) Hospital Admissions Team

   (B) Medicines Delivery Assistance

   (C) Oxygen Cylinders & Oxygen Concentrators Distribution

   (D) PAN – India Support
4. Daily **track of COVID positive employees/family** members
5. Daily follow up on the health condition of employees and take necessary action promptly.

Their HR team implemented a Virtual Wellness Calendar whereby a monthly activity or webinar was conducted to ensure employees did not get demotivated or stressed out during tough times.

They collaborated with an organization through whom they introduced a tool called YourDost, which is a platform that brings together a team of empanelled medical professionals and psychologists, with whom their employees could interact and receive expert guidance in order to cope up with work-related stress and discuss issues related to their personal, professional and academic life.

For redBus the COVID-19 pandemic was a humbling experience, which put them through a situation where they had to respond to a crisis of such extraordinary dimensions. However, they stood the test positively and are proud to say that FACT stood up to the challenge and helped redBus stay ahead of the curve in dealing with the crisis.



Tata Consultancy Services is a purpose-led transformation partner to many of the world's largest businesses. For more than 50 years, it has been collaborating with clients and communities to build a greater future through innovation and collective knowledge. TCS offers an integrated portfolio of cognitive powered business, technology, and engineering services and solutions. The company's 469,000 consultants in 46 countries help empower individuals, enterprises, and societies to build on belief.

The employee engagement program at TCS underwent a significant change to adapt to the new situation with the onset of the COVID-19 pandemic in 2020. They redefined their well-being programs to be relevant to the associates. The programs were designed to look at all aspects of well-being including **COVID-19 awareness, ergonomic health, health and safety at home and outside,** all delivered through digital channels.

The online programs and initiatives to create awareness among employees included the following: Various aspects of Ergonomics, road safety while returning to work, mandatory web based training which includes COVID awareness, occupational health and safety,

The wellbeing programs and initiatives started since the beginning of the pandemic in 2020 continued to ensure that their associates were well aware of the health and safety aspects to be considered during the pandemic.

Their COVID specific support for TCSers and their dependents included initiatives like COVID Corner on the HR site, 24X7 emergency and medical helpline, ambulances, quarantine accommodations, COVID care center within TCS premises, home healthcare, counselling, identifying safety champions/health marshalls and similar such facilities.

Another unique platform is **TCS Cares** which cultivates a culture of empathy and acceptance during crisis. TCS Cares is a global initiative formed in October 2018 with an objective to provide a safety net to associates in the times of an emotional crisis whilst promoting positive emotional and mental wellbeing. The TCS Cares philosophy and model is built around the 5 Pillars of **Awareness, Understanding, Acceptance, Support and Community which helps to create a framework of support, emotional safety and destigmatize mental health.** During COVID-19 pandemic, a need was identified to reinforce the awareness and support for the rising mental health concerns. The uncertainty factor and the sudden changes in work schedules led to a lot of distress and impacted the overall wellbeing of the associates. Burnout, anxiety, panic and severe stress were some of the core issues which were observed to rise during the crisis months.

APPROACH

Timely and relevant interventions and offering have been designed keeping in mind the specific needs of the continuously evolving pandemic environment where stress and anxiety levels were seen at an all time high globally. While there are plethora of offerings under the umbrella of TCS Cares such as – professional counselling, self help resources, sensitization and peer counselling programs etc. a need was felt to create more awareness and effectively implement the offerings. Focus was shifted to **increase the usage of Self-help resources, assessments, Webinars and Expert Q&A sessions.**

Some of the key initiatives driven during the Pandemic were strategic programs for various segments to cope with the pandemic associated impacts.

IMPACT

- ✓ **70% increase** in Utilization of Self-help resources during the COVID times .
- ✓ **163 families availed counselling services** during the pandemic
- ✓ **800+ HR BP and associates trained** as Peer Counselors during the pandemic, thereby creating 1000+ trained Peer counsellors and Emotional First Aiders during the crisis
- ✓ Due to focused awareness and mental health centric sessions, the counselling numbers showed 100%increase from last year to this year
- ✓ **~380 total lives were saved** due to timely referrals, interventions and strong emotional first aider networks,
- ✓ More than **50% increase in utilization of counselling services** during pandemic
- ✓ **3800+ managers trained and sensitized** through the Managing the Manager Trainings





- ➢ **Counselling extended to associate families** contributed to building a culture of empathy during crisis
- ➢ The number of high-risk cases showed a decline thereby showing timely reaching out for help and support Higher number of sensitized Leaders, managers, HRs and peers contributed to a safer space during the pandemic
- ➢ Better connect between Leadership, Managers and teams has been observed due to the sensitized culture
- ➢ **Culture transformation and stigma dissolution** through the dialogues which were initiated during the Mental Health and Wellbeing Sessions. These **"Cares conversations"** helped normalize mental health where associates feel safe to speak up about their own challenges and share their experiences
- ➢ Quicker and more effective outreach towards high-risk cases through the Referrals process, Self-harm prevention protocols and a robust network of Peer counselors, sensitized HRs and Managers

> **"With 92% of their employees working from home, the company ensured that all their employees were equipped with the right systems so as to continue their work schedule seamlessly."**

Tata Motors Limited is an Indian multinational automotive manufacturing company, headquartered in the city of Mumbai, India which is part of Tata Group. The company produces passenger cars, trucks, vans, coaches, buses, luxury cars, sports cars, construction equipment. They house almost 79000 employees.

A detailed reopening plan was prepared for shop floors, dealerships, transport, offices, canteen etc. as per guidelines from Ministry of Health and Family Welfare.

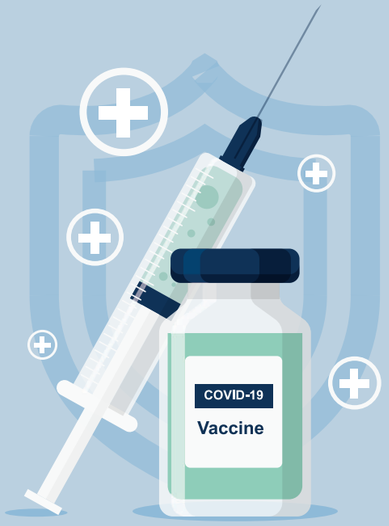
- Appropriate changes were carried out in workplaces, offices, canteens, etc,. so that social distancing is possible. Sitting arrangements in company buses was changed so maintain **social distancing. Awareness programs** were arranged for proper use of masks.
- They nominated **Health Stewards** (employee volunteers)whose role was to monitor the COVID appropriate behaviour of employees, give feedback to seniors for corrective actions, keep track of sick employees, track leaves etc.
- Employees with age **55 years** and more, employees with **existing comorbidities** and employees from non-manufacturing areas were advised to work from home
- Special **fully paid leave was given to employees** If they **were COVID positive** or if they are in high risk group contact or If they belonged to any containment zone or If they had any flu like symptoms (For initial 5 days even if they turned out to be negative)
- **Enhanced financial support** to employees or enrolled members for COVID related treatment to both white & blue collar employees. Expenses of tests for flexi, contractor and temporary employees with suspected COVID-19 symptoms were borne by TML.
- Close to 1 Lac testing was done from April 2020. Testing of all new recruits with RTPCR/ Antigen test before joining. Dedicated help line number for employees and dependents for COVID related queries.
- Support to employees and dependents for hospitalization by plant medical teams & admin teams at offices.
- A dedicated facility of ambulance is provided to employee & dependents. Cashless facility for hospital admission is provided to all employees.
- Salary advance paid for expenditure beyond limit in all cases.
- Counselling by experienced Psychologists was made available to employees and dependents. **24x7 helpline** is provided to all employees Webinars on different topics were organized for employees and dependents.
- Free **COVID vaccination facility** was provided to all employees and their family members. More than 70,500 employees have taken their first dose, and around 41,400 employees are fully vaccinated. 27,956 family members were supported during the vaccination drive.
- More than 60% employees (permanent/ flexi & Contractor fully vaccinated)
- Employees from non-manufacturing areas are given the option to come to office for 2 days in a week and on other days work from home.
- All employees who suffered from COVID-19 after 1 April, 2021 were subjected to physical & psychological survey to detect cases of Post COVID syndrome. Close to 200 were found to be suffering from physical & or psychological effects. All were contacted one-to-one basis & made sure they received appropriate treatment/ counselling.

Texas Instruments Incorporated (TI) is an American technology company with almost 30,000 employees headquartered in Dallas, Texas, that designs and manufactures semiconductors and various integrated circuits, which it sells to electronics designers and manufacturers globally. It is one of the top 10 semiconductor companies worldwide based on sales volume. The company's focus is on developing analog chips and embedded processors, which account for more than 80% of its revenue. TI also produces TI digital light processing technology and education technology products including calculators, microcontrollers, and multi-core processors.

During the initial stage of the pandemic, at Texas Instruments, **employees' health, safety, business continuity, and sustainability were of paramount importance. To navigate through the unprecedented situation, a group of representatives from all businesses** (HR, Wellness, Operations, Finance, Procurement, Legal, Protective services, Facilities, ESH, Supply chain management, and Communications) came together to form the Business Continuity Planning team (BCP) to assist in planning, decision making, and execution to ensure seamless facilities to all the employees, contractors and support staff.

The team took up several immediate measures in line with the guidelines provided by the government and authorities, not only to ensure safety but also to ensure business continuity. While the lockdown measures were in place, they enabled work-from-home assistance. Critical resources were working from office, at the lab and the maintenance team were provided access with complete adherence to the safety protocols.

- The company ensured that all employees who were working from home had the appropriate **infrastructure and connectivity to support.**
- **Workplace safety protocols** were strictly followed and measures were taken for critical resources through a **"touch-free facility"** such as automated water dispensers, leg-operated doors, cafeteria dispensers were installed at the site for easy access. Adequate sanitizer points were arranged across the site along with sanitizing wipes with PPE's.
- Free masks and sanitizers were issued to the employees and along with proper training and procedures for their disposals.

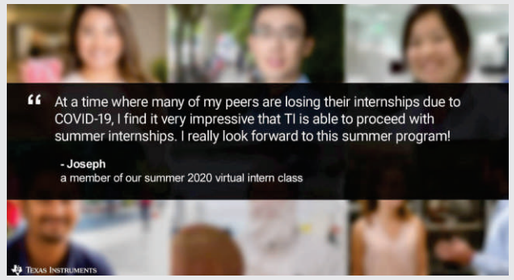




- Employees were provided with transportation with all COVID safety protocols. All vendors including food handlers and transportation drivers were getting tested biweekly at the site to eliminate the risk of virus transmission.
- Public transport was restricted and **company-provided transportation arrangements** were made for critical resources with a clear set of guidelines for employees as well the drivers. **Drivers** were subjected to a **mandatory PCR test** once in 15 days. Frequent sanitization of vehicles, availability of sanitizers were arranged along with hand safety guidelines were displayed in the vehicles.
- As per protocol, the Arogya Setu app display was made mandatory for contract tracing for anyone visiting the site.
- At the cafeteria, single seating arrangements were mandatory, guidelines on safety and hygiene practices for food vendors were in place, with the RT PCR test conducted routinely for the vendors.
- Contents on social distancing and safety measures were displayed at the lobby, cafeteria, reception, elevators, and utility areas.

Some of the other key initiates undertaken is listed below:

- **Vaccination Drives –** extended to employees and families
- Stock of **oxygen concentrators** for emergency use for employees and their family members
- **COVID Care Centre** during 2nd wave
- COVID Testing & Resources
- Ambulance support for the employee
- Home Care / Insurance options covering COVID
- Quick resource links were created for employees for references
- Site level task force was created with representatives from every business to identify, interact, and provide support in times of need



Overall, with all the quick changes of remote working, employees were getting accustomed to flexible work and adapted to new work culture with resulting in positively impacting business, increased innovation, and being accountable.

Wipro Limited is an Indian multinational corporation that provides information technology, consulting and business process services. The Fortune India 500 ranks it the 29th largest Indian company by total revenue. It is also ranked the 11th largest employer in India with over 221,000 employees. It is headquartered in Bangalore, Karnataka, India.

The years 2020 and 2021 has been time of tremendous tragedy, loss and grief across multiple levels. The pandemic touched everyone in some form or the other.

During this time of uncertainty, Wipro showed tremendous **resilience, resolve and empathy.** Wipro or any other company had not really encountered a situation such as this ever before. When news of the pandemic came in, Wipro proactively **moved 99% of its staff to a work from home arrangement.** This was no mean task and it demanded project management ability to the fullest extent. Right from ensuring employee safety to moving infrastructure to keep business continuity, Wipro saw it all. By the time wave 1 hit, everyone was safe at home. The first wave luckily did not cause as much adverse impact.

Wipro did multiple things under the **employee Health and wellness** area-

Work From Home- Seamlessly enabled a massive operation in the beginning of the pandemic

- Infrastructure approved by Business Head for reimbursement
- Orientation Trainings WFH fundamentals
- Message from CEO and other leaders on managing WFH
- Regular connect points with leaders and messages going out reiterating support

Emotional Wellbeing support was enabled for employees to reach out to counsellors 24x7 in-person and/or on phone to seek assistance for issues pertaining to personal or professional life., Wipro partnered with Workplace Options. For **counselling sessions and support, hotlines and channels** below were published:

- Emaiil for managers: ManagerConsult@workplaceoptions.com
- Email for employees : support@resourcesforyourlife.com (for priority service please mention on your mail - 'FirstServe')
- Toll Free Call-000800 100 9445
- Direct Dial: +91 8066080031
- Hotline: +91 80 66

Wipro focussed their energies of managing the Physical and Mental Wellbeing of their employees through this crisis. They partnered with Connect and Heal to develop an app based solution for their employee population. Through this app based platform they conducted various activities like fitness challenges, yoga sessions, nutrition and portion control and similar such engagements.Dedicated medical help line, COVID leaves, COVID insurance plan, vaccinations, financial support options were also offered as an ongoing support to ensure their employee health and safety.

During this time of uncertainty, Wipro showed tremendous resilience, resolve and empathy.

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