



INDUSTRY COMPENDIUM OF
HR BEST PRACTICES
PRIVATE AND PUBLIC SECTOR ENTERPRISES

In background of future of work impacted by Covid 19

August 2021

A FICCI HR Committee Initiative





Content

LIVE

DESIGN



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INTRODUCTION



INTRODUCTION

About FICCI

Established in 1927, FICCI is the largest and oldest apex business organisation in India. Its history is closely interwoven with India's struggle for independence, its industrialization, and its emergence as one of the most rapidly growing global economies.

A non-government, not-for-profit organisation, FICCI is the voice of India's business and industry. From influencing policy to encouraging debate, engaging with policy makers and civil society, FICCI articulates the views and concerns of industry. It serves its members from the Indian private and public corporate sectors and multinational companies, drawing its strength from diverse regional chambers of commerce and industry across states, reaching out to over 2,50,000 companies.

FICCI provides a platform for networking and consensus building within and across sectors and is the first port of call for Indian industry, policy makers and the international business community.

About FICCI National HR Committee

The FICCI National HR Committee was constituted in April 2019 and is currently powered by a mix of 19 industry leaders and dynamic HR veterans from organisations across sectors of all shapes and sizes including SMEs. Representation from industry leaders of BFSI, Oil and Energy, Education, FMCG, IT/ITES, Business Services and Automotive sectors help us get a 360-degree view of the challenges, each of these industries face from time to time and what needs to be done to help these industries sustain themselves through such crisis. The FICCI National HR Committee was formed to envision and guide the industry HR initiatives planned by the HR Desk of Quality Forum. Vision of the committee is “Be the voice of Industry to curate and catalyse an HR ecosystem anchored on innovation and trust for a competitive, fair and inclusive India”.

From time to time under the aegis of the National HR Committee, the FQF HR Desk has undertaken and continues to undertake initiatives to extend its support to the industry. From creating a platform for discussion to knowledge sharing enablement by industry members, the objective of the thought leadership initiative is to facilitate peer to peer learning and helping organisations understand the industry view at large.

To continue its support in aspect of knowledge sharing and to help organisations restructure their transition towards the future of work, the HR Committee has now decided to work upon an HR Industry Compendium which would bring together at one point the innovations and best practices undertaken by organisations that have not only helped them sustain the turbulent times but also kept them future oriented.

Acknowledgement

The compendium of HR Practices and Policies - Industry View is an exhaustive and collaborative effort framed under the able guidance and leadership of FICCI National HR Committee members- Ms Veena Swarup, Former Director HR, Engineers India Limited and Srinivas P.M., Head – Human Resources, P&G, India Sub – Continent. We want to thank the committee members for their vision and invaluable support to make this initiative a success. We also want to acknowledge and thank our 59 industry respondents who have participated in the survey.

BACKGROUND



BACKGROUND

FUTURE OF WORK

The emergence of the ongoing COVID pandemic had drastic impacts on our lives in ways that no one would have been able to think pre pandemic period. The arrival of future of work has been accelerated by the onset of COVID pandemic globally supplemented by digitalisation and globalisation. The continued WFH imperatives over the last few months, led to a vital shift in the way we will continue working and the way businesses will evolve in the coming future. Development and implementation of the revised futuristic HR policies will call for collaboration and communication within organizations to ensure that the changes cater to the needs and interests of a large employee base.

Keeping in view the above, FICCI HR Committee had been working on a reference compendium for Industry covering innovative and future looking HR policies and practices and collected information through a survey. The survey consisted of 19 questions and have collected qualitative input to draw deep insights into the report for a meaningful reference compendium.

OBJECTIVES

Change is the only constant and to accept change by efficient change management complimented by innovative and feasible practices is the path organisations need to traverse to keep themselves abreast of changing business scenario. Continuing our support to the industry, the HR vertical of FICCI Quality Forum under the guidance of its Committee members have compiled HR Industry Compendium keeping the following points in mind.

- The role of innovation in success is undeniable. However, many a times an organisation fails to work on this aspect. The industry compendium will work as a point of reference which can be referred to by any organisation to understand innovative practices, success factors adopted by their counterparts in Industry and if same can be replicated in their workplaces.
- The compendium aims to Inculcate a culture of peer-to-peer learning in the industry, as knowledge and ideas shared by organisations from diversified demographic background could be sought and referred to by any company irrespective of its size and presence.

DEMOGRAPHICAL UNDERSTANDING OF REPRESENTED INDUSTRIES

The compendium is a compilation of input received from 59 companies comprising not only large organisations but also medium and small-scale organisations who have constantly strived to achieve excellence and innovation to keep themselves ahead of their competitors. Representation from sectors like Oil

and Energy, Business Services, Manufacturing, Retail & FMCG, IT&ITES, BFSI, Healthcare, Pharma, Media & Entertainment, Logistics, Automobile, and Education have been recorded. We also had both PSU's and MNC's participating in the survey.

68 % of the industry responses were from Indian organisations whereas 32% of the responses received have been from MNCS. A fair mix of respondents from large, medium, and small-scale organisations have been reflected in the compendium with majority of responses being recorded from medium sized organisations. Around 80% of the respondents are from organisation who employ both full time and contractual employees giving us a clearer picture of initiatives and practices designed around welfare of both employee segments. Thus, we can understand that the compendium draft reflects a holistic and healthy mix of input representing all sections and segments of the industry.

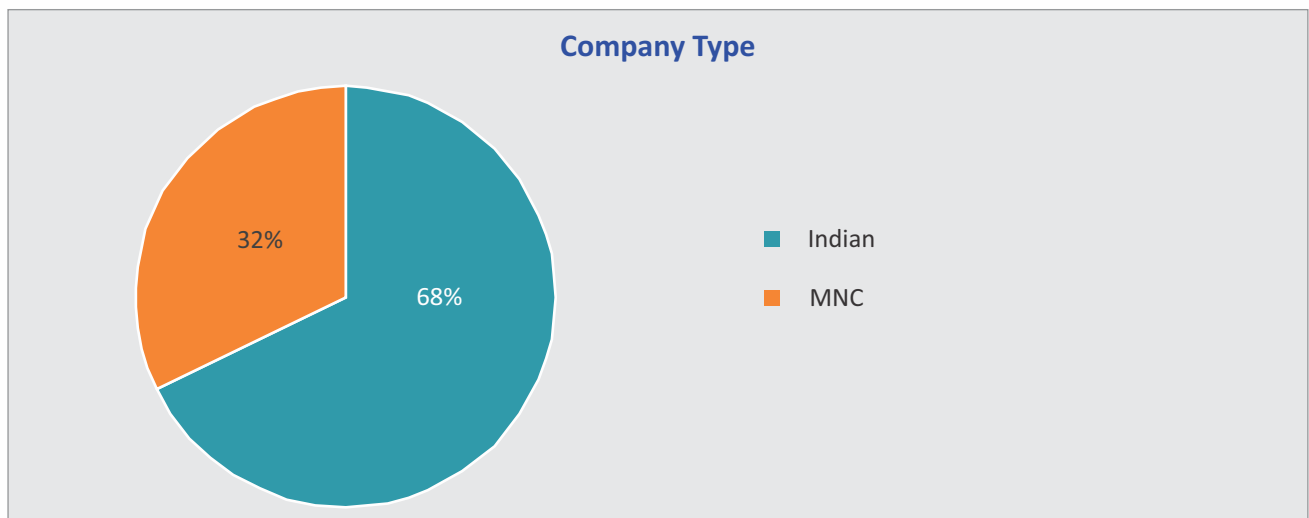


Fig 1.1: Nature of Respondent Organisations

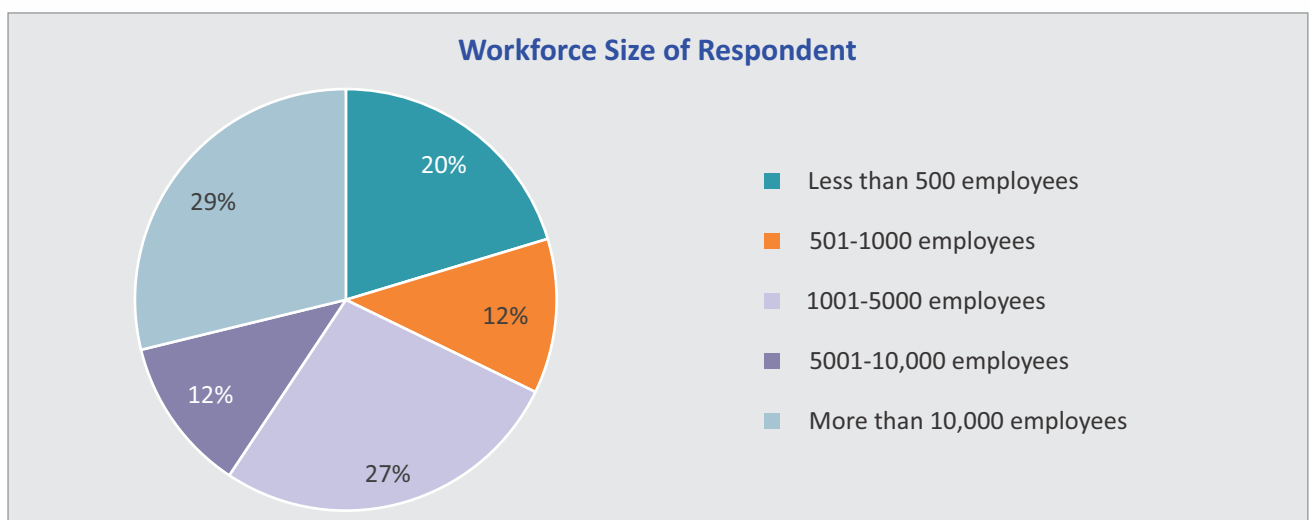


Fig1.2: Workforce Size of Respondent Organizations

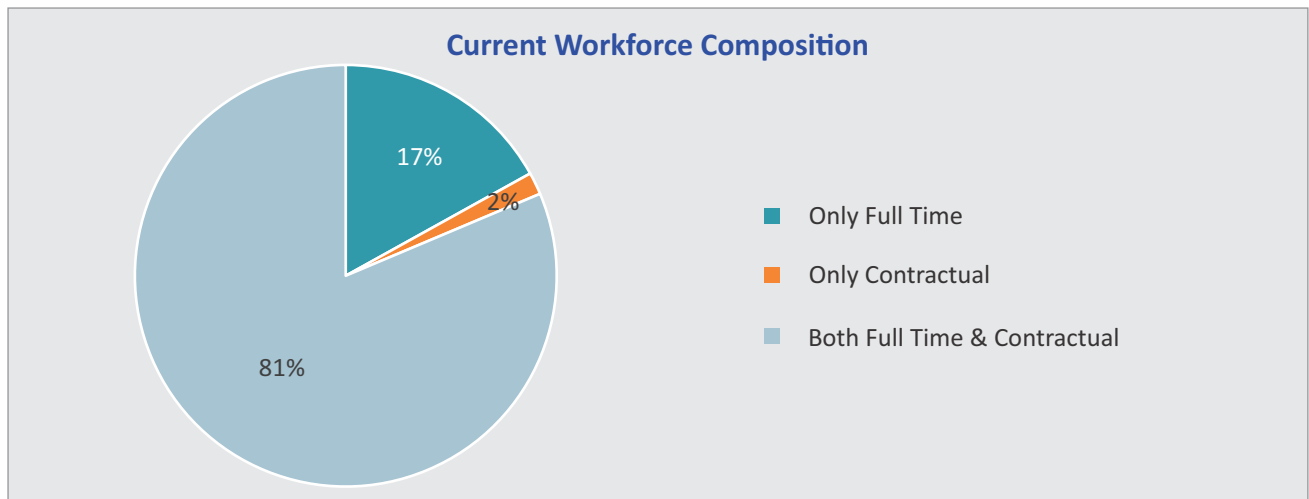


Fig 1.3: Workforce Composition of the Respondent Organizations

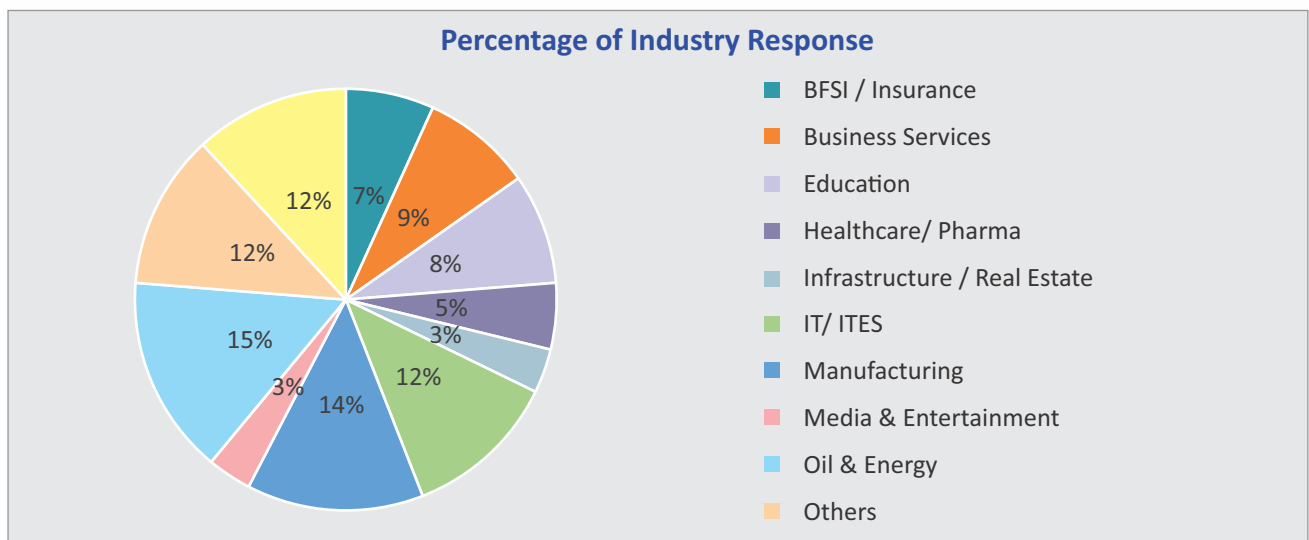


Fig 1.4: Representation of Industry among Respondent Organizations

METHODOLOGY

The data was collected through an online survey collecting data on 3 levers- People, Process and Practices and Technology. The survey also had an element of compiling future looking practice and key learnings which may be adopted in the enterprises as response to the pandemic however were sustainable in the long run. The survey was democratised to FICCI member base through formal and informal medium-mailers, personal connects of committee members and our existing clients and was extensively run on the social media for a better outreach. While as is responses have been put in as Annexures for a deep insight into company wise information, an executive summary has also been compiled for a high level understanding a sector specific best practices. The survey was responded by 59 companies.

DISCLAIMER

This compendium is the compilation of best practices as received from various companies and have been consolidated in the document 'as is'. Many companies have also reported 'similar' practices as response to the COVID situation. Editorial freedom has been taken to edit the document wherever there were grammatical errors.

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

PEOPLE PRACTICES

All companies who responded in the survey had **Employee wellbeing – both physical, mental wellbeing and wellness** on top of their charts. And following were the highlights:

Physical Health

- Most organisation adopted holistic approach for wellbeing – which includes physical health and energy, building resilience and mental wellbeing and being compassionate and proud of your organisation and carry this back to your home and to the larger community.
- Aid on physical health virtually like doctors on call, telemedicine, access to mental health counsellors for help were arranged.
- One of a well-known IT giant Introduced grief counselling support for our people who are suffering from the loss of a loved ones.
- Majority of manufacturing companies and PSU's which were mostly working from offices and filed operations been carried out extensively faced an initial challenge to switch to remote working and working from home, however responded with agility to the current need of maintaining social distances and abiding by the lockdown. Physical safety and wellbeing thus became the top priority of most of the companies at the same time keeping the operations going as smooth as pre- covid era. WFH was introduced for the first time in almost all organisations barring few organisations which were already had flexible working.
- Introduced new Sops for Health and Safety to ensure complete safety of employees – especially blue collared workforce including travel and transportation.
- Attendance Monitoring Systems in all the Mining and Thermal Power Plants, Service units and Offices have been re-programmed for enabling transition from biometric to display of ID card or FACE recognition and also in PSUs.
- Enabled Covid-19 testing for people and their dependents from the privacy of their home, and provided reimbursement of testing costs for people testing at labs or hospitals.
- In the second wave Assisted people and their dependents with securing beds in hospitals and with ambulance services, wherever required. Procured and dispatched oxygen concentrators across locations for use by employees and their families.

- Its noteworthy that most of the manufacturing companies also contribute towards community service in such testing times- be it provision of health and safety materials- sanitisers, masks or to support migrant workers or supply of ration to the needy these companies have set a benchmark in making an inclusive society and giving it back when most needed.
- Strict social distancing is being practiced across offices by the employees working under the essential services category. Thorough sanitisation drives are being conducted as precautionary measures by units, not only in the factories and office buildings, but also entire township premises including hospitals, schools, shops/markets, and banks/ATM areas.
- Dedicated teams have been formed under the Covid Nodal Officer for helping the employees during critical times. Many of the employees have themselves volunteered for helping employees in whatever means possible.
- Oxygen concentrator machine have also been procured, which can be borrowed by those employees requiring it.

Mental Health

- Sessions by mental health experts, inhouse online yoga classes were introduced.
- Counselling services and running educational campaigns to help individuals cope with stress and anxiety were provided.
- 24X7 counselling helpline for employees were established to access for any work or personal issue related stress.
- Initiatives like Employee Assistance Programs (EAP's), webinars, expert talks etc were organised for employee and members of their family to keep mental wellbeing and resilience.
- One of a well-known IT giant Introduced grief counselling support for its people who are suffering from the loss of a loved one.
- Leadership team kept track of health and wellbeing of employees and their family members on a regular basis through fixed virtual meetings with the objective to share and spread positive content.

Enhancing Human Touch, Engagement, And Collaboration in Virtual

- Throughout the pandemic, most of the organisation's Top Management had been actively engaging with all work centres and installations through video conferencing and virtual platforms to ensure their safety, boost employee morale and provide all necessary support for smooth operations. Continuous communication and connect was maintained by the top management with all its internal and external stakeholders.

- Communication / correspondences through digital mode i.e., online Inter Office memo, e-mail, etc. Video messages through the top management were continuously flashed to the employees to demonstrate solidarity during such situation.
- Various instruments like 24X7 employee assistance helpline, virtual meditation sessions, and resources to build mental resiliency were introduced so that our people could cope with the stress created by social isolation and physical distancing.
- Remote access has been provided through IT network to enable employees to carry out office activities and meetings are being conducted via video conferencing. Manufacturing companies as well as PSUs have utilised this time to carry out initial material procurement, engineering, and project activities. Online forums were introduced to facilitate virtual connection between employees and their families. At the same time existing online training programs were strengthened to continue connectivity.
- Several informal yet effective mode of communications were anchored upon, especially in these companies where there are strict guidelines on internal communication. Subsequently WhatsApp was found to be the most effective communication channel for highest reach among the Executives and Non-Executives. Accordingly, several WhatsApp groups have been formulated to circulate authentic, real-time, and credible content through WhatsApp. WhatsApp groups proved to be extremely useful during the times of lockdown.

HR PROCESS & PRACTICES

Respondents from most of the sectors took best possible measures to safeguard employees (human capital) during the pandemic as they are the most important asset.

Workforce Planning

- In big companies a comprehensive workforce planning was drawn to meet the workforce needs considering the current and envisaged future scenario of the organisation keeping in consideration workload: existing infrastructure, upcoming facilities of the organization, merging/discarding of facility and personnel availability- Organization-unit-wise, discipline-wise, class-wise, level-wise, Induction under process and impending superannuation etc.
- Deep review of team structure, review of value adds by every employee, Identifying non-core activities and outsourcing them was done.
- Initially companies were hiring just for replacement positions. However, as business scaled up with new opportunities coming in, they started hiring for new manpower positions including the ones budgeted under 2020 also.
- Redefining Talent by inducting alternate employment types like gig workers and fixed term employees within organization structure. Also changes in operating models of support functions were implemented.

- Work from home for workforce to maintain social / physical distancing, manning critical locations on rotation to maintain supply line in case of manufacturing/ essential services sectors were introduced.
- Measures like flexible WFH policy, providing protection handbook to employees for reference and following protocol, making availability of complete set of PPEs, sanitisation of workplaces, structuring of rotational onsite workforce to keep employees and their respective family members protected were followed by organisations.
- Apart from the initiatives mentioned above, boarding & lodging facilities were provided within the unit/ plant/ site itself for employees travelling long distance for work taking care of their safety. In organisations- where site operations are actual on site, majority staff was required to be present on office.
- Initially while flexible working hours were allowed to employees, gradually HoD and Supervisors were involved in deciding the number of people to be called on a particular day.
- Employees were also allowed to avail their earned leaves during this period. Those who have been tested COVID positive, were also given one month of paid leave. However, some employees were also sent on Leave Without Pay (LWP).
- While implementing partial work from office, exemptions were provided to- employees living with elders and kids below 5 years and those who had to travel by public transport.
- Adopted agile workforce mobilization within various projects, with preparation of clear budgets and forecasts.
- Few organisations adopted agile workforce mobilization within various projects, with preparation of clear budgets and forecasts.
- While some organisations had to take tough call while shedding their headcount, few sectors adopted- No retrenchment Policy.
- Transparent financial discussions with employees. KPIs and KRAs have been redesigned to suit remote working.

Talent Acquisition and Onboarding

- Introduction of virtual selection process and pre joining/Joining formalities were followed with meeting of all statutory compliances keeping candidate comfort in mind. Only exception followed was the relaxation provided in submission of medical certificates to avoid candidate exposure to hospitals. Post onboarding, deliverables were communicated beforehand for clarity in functioning.
- Entire process including hiring, onboarding was transformed to suit virtual medium only. New SOPs highlighting various touch points were introduced to integrate and engage new joiners remotely through virtual induction programs, while delivering laptops, phones, and other office stationery to

respective homes of new joiners. Initiatives to make new recruits feel confident and comfortable were practiced.

- New routes to recruit professionals to achieve better diversity hiring was seen to be explored. Strategic market mapping initiatives have been undertaken to scout and recruit for niche skills.
- Contrary to the popular belief, many conventional manufacturing sets ups including few PSUs transitioned to digital means due to the pandemic. Complete life cycle of talent acquisition right from sourcing to selection to onboarding was seen to be paperless and through online media. Special focus was made in few large manufacturing organisations to ensure diversity quotient in talent hiring.

Learning & Development

- With social distancing becoming an imposed reality and remote working an imperative, workplace learning is emerging as one of the earliest and hardest-hit business activities. However, with a quick and adaptive approach in view of the pandemic, learning methodologies were revamped to adopt online mode from the erstwhile learning being done through academies and training centres.
- Employees were also encouraged to learn beyond their core domain and join web courses on a subject of their interest on latest subjects.
- Constant updates on product and policy changes and enhancements were circulated through Videos/GIFS/webinars. This gave equal opportunity to every employee at all levels for knowledge and productivity boost.
- Usage of App based E- learning modules for all employees, to promote “anywhere – anytime” learning culture.
- Introduction of Virtual Instructor Led Training (VILT) through digital platforms to ensure continuity of L&D as per their organization's objective.

Performance Management-

- PMS process saw a mix of future looking processes to new age performance management systems. Many progressive organisations have transitioned to having real time performance conversations, year long continuous goal setting and feedback and few continue to take the conventional yearly/ half yearly/ quarterly procedure. However, the common thread of the PMS has an element of outcome and strength-based approach.
- The PMS system was carried out as usual through various online platforms and was refined by defining KRA's and link them to organisational goals.
- Online “Goal Setting” and “Strategic Business Plan” exercise being done in enterprises. BSC (Balance Score Card) was also used as a foundation of the entire PMS- cascading business goals at the highest

level to individual goal setting at the lowest individual level. Bell curve was also seen to be used for categorising performance of the employees at the time of appraisal. Goal Performance Feedback sessions were conducted between appraiser and appraisee.

- Performance Variable pay-out were linked to organisations performance and individual performances in a transparent and objective manner.
- Companies falling in the category of essential services - frontline employees who constantly provided their services during pandemic times were evaluated separately as COVID warriors, for the rest virtually driven PMS was supplemented with constant feedback and appreciation.
- Few new age organisations have evolved to place a lot more ownership in the hands of the employee and make room for managers to spend more time in coaching and developing team members.

Employee Engagement

- As the pandemic struck, companies were pushed into a culture of “new normal” and had to adapt to a work from home (WFH) environment. These changes brought many challenges to first time WFHers, parents at work, those with life stage concerns, etc. It was of utmost importance to drive engagement with people to help them build resilience and stay connected in a suddenly disconnected world. To keep them engaged, inspired, and informed- various measures were taken through online, digital sessions to help employees tide this turbulence easily along with their families.
- These simple initiatives generated a lot of buzz and excitement amongst the employees and helped in keeping the workforce connected, even with social distancing. Several awareness lectures on yoga, diabetes, COVID-19 pandemic as well as health and wellness lecture for women employees.
- Employee feedback surveys were administered to ensure that the organisations get the pulse of its employees to identify OFI's and address them through bringing in desired changes in the policies and processes.
- Specific days are dedicated to volunteering for social causes, where professionals converge at different places in teams, each led by a project lead, to contribute to a social cause of their choice in the form of resources, manual work etc.

Reward & Recognition

- R&R continues to be a function which drives engagement in employees in most of the companies, especially when most of the teams are operating in virtual. Various initiatives which allow employees to come together and value each other as team, to rewarding employees who possess niche skills to having pay parity in all geographical conditions irrespective of gender and age were some examples which were adopted by organisations in the R&R space.
- From Online Quarterly Award ceremony to Online Town Hall Meet announcing annual winners to long service awards and trophies delivered to winner's place of residence were carried out.

- Innovative means of like appreciation notes, cards, greetings on birthdays and anniversaries apart from the recognition that was given to high achievers with a digital certificate and points that could be redeemed through an online portal. Presence of mobile app also helped people to recognize quicker and from anywhere.

TECHNOLOGY INTERVENTIONS

- In most of the companies, including PSUs majority of the systems and processes are already mapped either on SAP system or Web based systems. All vendor as well as employee payments are already digitalised in most of the organisations. This helped in a quick transition to WFH of employees. Heavy investment on automation of systems, processes, and training of staff on how to use them effectively was done.
- New processes which were introduced during the pandemic were also mapped on SAP/Digital platform. Further, companies also provided facilities for laptop, mobile phone, and internet connection at home, to meet the IT requirement of its employees. Continuous improvements are being made in the systems to ensure seamless working from home as well as strong data security.
- Organizations have responded to the crisis by accelerating HR practices and strategizing digital transformation. On need basis they have also sought support from external vendors to help them align adequate online support. Employees have also got accustomed to the work from home set up with constant training and adequate support from the business teams.
- Paperless culture by transitioning HRMS process to fully automated software base are adopted.
- Numerous e-learning courses and content to supplement self-paced employees upskilling are introduced.
- All the communication, meets and discussion including townhall are being done vide a virtual platform/medium.
- Robust IT amenities and infrastructure are provided to employees for smooth functioning.
- Continued awareness and training programs on digital transformation were carried out to ensure all employees are connected through various collaboration platforms and work seamlessly from any location.
- Companies in the IT space had already embarked on its digital transformation for quite some time now, and during the pandemic the sector saw change management at scale and with agility supported by robust infrastructure and strict and tightened security aspects in place.
- Increased use of cloud-based services – like OneDrive by Microsoft and Increased use of communication tools like Slack for Tech and Prod functions.

BEST PRACTICES

- P& G Partnered with Pampers to become a #ForceforGood and extended these sessions to the moms on the Pampers YouTube page along with our employees! They had overwhelming response for the 50+ sessions we ran over 3 months with approx. Overtime, we also gained 200+M organic reach on YouTube.
- Introduced Friday family connects where employees joined in with their families for one hour of fun before they headed into the weekend—most popular sessions included Bollywood quizzes, virtual escape rooms, housie etc.
- HUL adopted a holistic performance management approach in which along with performance on business targets, they also focused on wellbeing and upskilling of employees. Given the context of this year, they adopted a One-Unilever approach to performance management, with a focus on differentiation with compassion. The focus has been on building a culture of strong people development focused conversations, which include Development people forums, conducted at least twice a year.
- Appreciation Letter for around 575 COVID warriors identified across GAIL were prepared and sent to concerned work centres duly signed by concerned Functional Director/CMD.
- ONGC charter-hired special flights from Air India with the permission of Government of India, for mobilizing the crew to the respective work centres from four main hubs viz. Mumbai, Chennai, New Delhi, and Kolkata since normal flights were not operational in the country to ensure uninterrupted production and supply of oil and gas to the country. All members of replacement crew were tested for Covid-19 before deployment to the sites.
- In NHPC Provision of buddy systems is in place to welcome and induct new members and active feedback sessions are provided to orient new employee in terms of their familiarity and development within the organization.
- To support our parents working from home, and women in particular: Accenture Introduced a Virtual Summer Camp for parents with young children. The camp provided parents with resources to keep children between the ages of 5-12 constructively engaged through virtual hobby lessons, do-it-yourself tutorials, and other learning activities such as treasure hunts and puzzles.
- Accenture In Dec 2020 for their LGBTQ+ people announced revisions to key policies to make them more inclusive and ensure that all our people benefit equally. Their parental leaves (maternal, paternal, adoption and surrogacy leaves) have moved away from gender binary stereotypes and now focus on role of the care giver. Also, the life insurance nomination, which was previously restricted to spouse and family members, can now include any person nominated by the employee.
- Through the pandemic, Accenture through their 'Disability Adjustment Request' platform and Accessibility Centre of Excellence have addressed all reasonable accommodation requirements of people including assistive technologies and ergonomic adjustments. An example of this is Dhvani

platform that enables voice to text and text to voice conversion, and supports communication for people who have speech, hearing, and language disabilities. Dhvani has been integrated with all virtual collaboration platforms at Accenture.

- Quality Circles - It has been now 50 years that BHEL has an established system of Quality Circles. All around the year quality Improvement projects are undertaken by employees from all cadres. During the quality month the quality circle teams are felicitated and presentations on improvement projects are made in across the organisation.
- Work from Home instituted even in Plant locations in Hindalco.
- At Star Disney- All learning initiatives were quickly pivoted to virtual delivery to ensure maximum impact despite the remote working situation. Today their delivery is 100% virtual (from 100% classroom a year ago).
- In BHEL Employees can share their suggestions wrt. their Work, Technologies, HR Policies, Organization processes etc directly with the Chairman and Managing Director. For this purpose, the CMD has created a dedicated portal for employees to pool in their suggestions.
- A senior level committee goes through these suggestions, and these are addressed by the concerned Functional groups in a timely manner.
- In BHEL Digital enablement is another key focus area for the company. Various initiatives taken/ being taken in this direction include installation of IPMS for real-time project monitoring, implementation of e-Office for faster decision making & file processing as well as integration of multiple ERP platforms for end-to-end monitoring of manufacturing, project execution and related processes to improve the overall efficiency of the organisation.
- JM Baxi also provided Boarding & Lodging facilities within the terminals to protect its employees, especially those who were travelling from long distances for work.
- Minda industries introduced Touchless Entry - Exit, Face recognition-based Attendance & Temperature monitoring, Automated AI based Social Distancing Tool, Reorganizations of workstation and process to maintain social distancing. It also introduced Minda Care Apps to monitor health, well-being, and GPS location of all employees.
- At Deloitte inducting highly gamified and interactive learning journey for new joiners and conducting surveys to garner feedback on the effectiveness of methods used and making regular enhancements to the program and aids.
- Gainwell Commosales Pvt Ltd introduced 'Hotline to GCPO (Group Chief People Officer) - A hotline which connects employees directly to the GCPO for their voices to be heard and also Coffee Connection - When employees engage in a freewheeling conversation with CMD/JMD thereby sharing their learnings in Gainwell and also what is going well in their respective areas of work and areas which can be improved further. Invite is shared with selected group of employees (trainees, quarterly top performers etc) 2 weeks in advance to attend coffee session with CMD / JMD.

- Gainwell Commosales Pvt Ltd also sent daily mailer acknowledging the tireless efforts of employees who had risen above their call of duty during the crisis. It would later be converted into "Digital Scarp book ", that will not only serve as a lasting memory of their enterprise but will also be a source of inspiration for all in times to come.
- At Vestige Radios - To enable people to stay strong and motivated with the power of community we have launched their own on demand radio channel called Vestige radio where entire organization tuned in which not only bound them everyone together but also motivated them by sharing positive stories and live performances. It took place on demand of the employees and has sections like bouts of motivation, Sochneki Himmat, Muskurahatein, and the Vestige Helpline to keep everyone light-hearted.

LEARNINGS AND SUGGESTIONS ON WAY FORWARD

- Embracing Digital platforms/ Technology is key to remain competitive and productive upgrading of HR and business processes to make them agile, building associate capability to go digital.
- Focus on Innovation and Agility and Collective Leadership.
- As digital advent shrinks the world of business, human needs of business still need to be handled with empathy as genuine care is the biggest enabler in building equity.
- Change Management - some are calculative and are affected by manmade situations and others are by nature. Basic human nature to resist change needs to be altered and coupled with innovation to create flexible, sustainable, and open work culture.
- People are not work shirkers but overall, wellbeing (both physical and mental) and family life is crucial for all.
- Digital enablement and Empowerment – creating leadership at each level
- Frequent and transparent communication is the key to building and maintaining employee trust and a good working culture.
- Create a vision and strategic roadmap that allows everyone to see the big picture and shared purpose.
- Focus on Continuous Learning- create a working, modernized, central repository of knowledge in team, product, vision, brand, and operational resources.
- Adaption to Hybrid model of working.
- Leaders should know how to manage teams remotely by building trust, speed and agility in operations but also dealing employees with empathy.
- Preparing for Gig workers and Gig technology.

SAMPLE QUESTIONNAIRE

1. Best Practices Undertaken for Business Sustainability during COVID Times.
 - A. People
 - i) Initiatives Undertaken to promote Employee Health, Wellbeing and Connectivity during and post lock down.
 - ii) Examples of the best initiative undertaken (Description of initiatives undertaken by organisation).
 - B. Process and Practices
 - i) Revised HR Process and Practices in Pandemic Times.
 - ii) Examples of the best initiative undertaken (Description of initiatives undertaken by organisation).
 - C. Technology
 - i) Crucial Role played by Digital Medium for Seamless Business Operation.
 - ii) Innovative Digital Transformation Initiatives Undertaken Across Industries.
2. Learning from Industries to Emerge Stronger Post COVID.

DETAIL SECTOR WISE RESPONSES FROM COMPANIES

RETAIL & FMCG

UNILEVER

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

At Unilever, we have a well-established framework 'wellbeing for all' which offers customized insights and support to all sections of employees. The widespread impact of the current crisis on emotions of people, has meant a greater focus on the importance of well-being. Our framework has enabled us to address this in a focused manner.

Early in the year, we designed 'What's your Wellbeing Quotient', enabling 2200+ employees to craft personalized wellbeing plans. We offered curated solutions aligned to our wellbeing framework investing over 13000 hours in 2020.

We have built in employee support programs through Employee Assistance Program i.e., that makes Formal & expert counsellor help, available just a phone call away 24/7. This is available not only open for employees but also for their families across 11 languages. The intent is to reach out across our so we can reach out across our value chain, to every employee in the front-line sales and in our factories.

Specifically, for our shopfloor teams, we planned Line Manager Mental health training to help them unlock wellbeing for their teams, who have been at operations frontline through this phase. In addition, more than 10,000 blue collar workers have been covered as part of local mental health awareness programs. We have launched Employee assistance program (EAP) across 9 local languages specifically for our blue-collar employees.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

The sudden change in the ways of working required us to step-change the way leaders lead & engage with their teams. To start with, connects between Leaders and their extended teams became more frequent. Every Leader was leading townhalls, informal connects – with the intent to make space & time for connects that are so integral to co-working, creativity, and ideating. Starting with the CEO's office which organized company Wide 'YOUR CALLS' every week to share Top news, and answer top of mind questions. The practice was a success and has continued into 2021. Staying connected with business partners and updated of business changes in the organization even while being remote was empowering and a big unlock for remote teams.

Democratization of information & data: Given the dispersed ways of working meant that finding ways to collaborate & take decisions effectively. In strategy planning meetings, category and functional leader shifted from having closed door conversations to inviting larger cross-functional teams to attend has been a shift towards agile way of working, that will continue.

Across the country, as saw socializing move from outside to inside the house, which meant that time with the family became part of the daily routine and to collectively learn and unwind was the new way of life. To support this change, we started the practice of weekly nudges. This was an integrated weekly communication to focus on wellbeing for the family (#Unwind). The channels created avenues for teams to come-together to showcase their creativity & Team engagement. From Shurkwar Central, Marketing Virtual Series to Chai Pe Charcha– each team had their own way to

‘Unwind’ which was showcased to the entire organization – with 200+ collaborators over 58 Editions.

HR PROCESS & PRACTICES

Workforce Planning

As part of the workforce planning exercise, we have started doing bottom’s up Manpower calculation across entire organization and every function. At the same time, we are calling out strategic investment cells where we would be resourcing ahead of time and skills which are future fit and future core. Additionally, we are utilizing concepts of agile teams and squads to deliver higher growth with limited resources. At the core, all workforce planning remains the idea that we follow Talent to Value as a principal. The best talent in the most critical roles and growth cells.

Talent Acquisition and Onboarding

As a responsible employer, we were one of the first organizations to announce virtual summer internships in 2020 to provide a signature HUL experience to 101 students and we also onboarded 44 UFLP management trainees with no change to timelines. Things that worked for us:

Re-assurance to their family with a letter stating the interns will be taken care of with the best of Unilever health and safety resources available, along with a fulfilling experience.

Best of Unilever leaders engaging with them through the 2 months of internship, with MD & Management committee personally leading the induction & onboarding.

Campus engagement in 2020 continued with a 100% digital pivot to our flagship interventions such as Lessons in Marketing Excellence (LIME) and FinAce. And this year we increased reach to include international schools also being part of the intervention. Overall, we saw about 1.4X more registrations this year which was very encouraging for the team.

Learning & Development

The pandemic has shown us more clearly than ever the pace of change and need to be ambidextrous – i.e., to have a strong foundational capability as well as having the learning mindset to adopt & embed future technologies & skills.

To support our employees to stay updated with the latest and leverage the time available in areas of their interest, we started the practice of weekly Learning nudges – via an integrated platform #HULLearnsTogether. This was focused on skill building with a clear focus on functional learning priorities to make our people future-fit and purpose-led. This comprised of multiple learning methodologies – with options for employees to choose what format works best for them - leader -led sessions, External Speakers, Peer learning, self-paced byte learning, podcasts, and articles from experts.

We also had specific domain year marked as priority skills which focussed on Standards of Leadership, resilience, Agile, Digital & data.

By the end of 2020, we have invested over 120K+ hours in capability & learning. In addition, we also saw an upswing on our digital Learning Experience Platform (Degreed), with 2X increase in the number of logins in the 1st 3 months of the pandemic.

Performance Management

In this unprecedented year, HUL adopted a holistic performance management approach. In this approach, along with performance on business targets, we also focused on wellbeing and upskilling of employees. This was a key shift that was made starting 2020, where we moved away from the concept of ratings to one performance signal. Given the context of this year, we adopted a One-Unilever approach to performance management, with a focus on differentiation with compassion.

The focus has been on building a culture of strong people development focused conversations, which include Development people forums, conducted at least twice a year. Additionally, the shift towards Quarterly Review of Individual and Team Goals for all employees, had helped enhance individual business performance via prioritization.

Ensuring all employee's goals are aligned to 5 fundamentals of growth, which are tenets for a strong business as outlined by Unilever's Executive leadership

Redesigning Reward cycle and elements to tie-up with Unilever growth and performance.

Employee Engagement

This year our Annual employee Survey indicated our people's Pride to work at Unilever (96%) and Overall Engagement (91%) have continued to be our strengths remain key strengths. In addition to "access to learning resources to job my effectively – 95%

The 2 key levers that drove engagement in 2020 were: 1) Real time, always on communication with clarity, and 2) Prioritizing the health & well-being of our people

- Real time, always on communication with clarity: This involved hand-holding our people through the pandemic, be it with shift to new protocols of working in factories, in the markets or at home, communication around business performance and targets, informal connects with leaders etc. This was augmented by 2-way channels of communication where all employees could ask their questions in open forums, getting clarifications to their concerns or queries.
- Prioritizing the health & wellbeing of our people where-ever they maybe, in this unprecedented year – this has been a very critical factor for the organization. Taking care & looking after the health & safety of our frontline staff, we have a detailed market working SOP for sales which outlines safe working practices with use of PPE for market working, safe commute and social distancing guidelines. We are running our Supply Chain facilities fully abiding with regulatory guidelines and in line with stringent tiered protocol defined by Unilever to ensure people safety and wellbeing. We have provided COVID insurance to outer core frontline sales and employees of redistribution stockist. Our M&OH team has been providing consultative support and help not only to our employees but also our 3Ps employees and family members of our employees. Our employee survey scores of 'Unilever cares about my well-being' saw a 900bps increase vs. 2018.

Rewards & Recognition

COVID threw an unprecedented challenge for us both from health and financial wellbeing for our employees. We took the below initiatives to help our employees in these times:

Frontline Recognition.

- Special Reward for all factory, depot-based employees across functions as well as Field Force Officers in Customer Development function for being out to help our customers and consumers
- We sent our weekly newsletters recognizing our sales & factory frontline heroes who went above and beyond to ensure business continuity or helped those in need in the communities around us.

DIGITAL TRANSFORMATION

We continue to build organisation capabilities to make our people future-fit and purpose-led. To prepare our end-to-end value chain for technology-led consumption models, we are investing significantly in our digital transformation programme – ‘Reimagining HUL’. A Digital Council comprising cross functional leaders is the Steering Committee for this initiative. The team is spearheading innovation and ideation funnels and identifying areas to start and scale up digital experiments across various parts of the business.

Building niche digital skills of our leaders and upgrading digital skills of our employees are central to this transformation agenda. We are moving from Mass to Precision learning plans for our leaders and teams who are leading and scaling up digital experiments across various parts of our business.

We are building leaders of the future with a growth mindset who are equipped and empowered to thrive in this dynamic environment. We have identified Priority skills, and specific investment on building capabilities of Agile, data & digital, and enabling areas for leaders & employees with the right mix of immersions, on-the-job learning, and coaching.

We continue to explore newer channels of learning with platforms like Degreed, LinkedIn learning, Udemy and Edx. We have seen a shift in consumption of learning which is now bite-sized modules consumed on the go.

WAY FORWARD

- People health & wellbeing is no longer peripheral – With our operations across the value chain come close to a grinding halt due to health concerns, underlying health conditions can have an immediate impact on organization performance. Medical & Occupational Health integration at every step of employee life cycle management is critical.
- Entrepreneurship thrives regardless of company size – For probably the first time we had so many brand-innovations lands within a year to serve our consumers. From swiftly changing manufacturing and distribution plans to digitally amplifying the brand message, our teams operated with an owner’s mindset and passion, with no-silos amongst functions, no different from an entrepreneur. We have seen that it is possible, key is to sustain this spirit.
- New power leadership is no longer a choice – over the past few months, the best of Unilever leaders across levels have reached out with authenticity, humility, and compassion to support

their colleagues. When nobody has all the answers, it is the only way to lead, and we must sustain this momentum towards strengthening our organization culture.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Embed Experimentation - Translate learnings from rapid innovation to make it a way of life. It means failing fast, and learning faster, which should be culture that organizations strive to build.
- We are all too similar, yet different - Adopting a one-size fits all solution is a non-starter. Even a phenomenon as universal as a pandemic, has had diverse impact on different segments of our people, and customizing experiences (much in the same way we customize products for our consumers will be a key differentiator of employee & HR excellence.
- Proactive healthcare – 100% Digital - Digitize medical records for real-time visibility. Predictive analytics to identify hotspots and future proof the business.

PROCTER & GAMBLE

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

For us at P&G, Employee Wellbeing has evolved from just being about physical health, to now being about total wellbeing. It is about a 'healthy body', a 'happy mind' and a 'meaningful heart.' It is about 'Vibrant Living'. A 'Healthy' Body is about optimizing our physical strength and energy to meet everyday challenges and enjoy an active lifestyle. A 'Happy' Mind is important in Enriching our overall wellbeing, building resilience and mental wellbeing to enjoy the best in life. A 'Meaningful' Heart is Feeling proud to be part of the organization and connecting with others, at home, at work and in the community, who share similar interests and passion to bring out our best. We are providing employees with virtual resources and hosting webinars inviting experts to help employees recognize issues, and better manage their mental and emotional wellbeing. In addition, we have a 24x7 helpline that is available not only for employees but also their family members seeking assistance on mental wellbeing or any stress and anxiety related issues. We have partnerships with gyms that also provide online sessions & memberships.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Our traditional engagement program was created keeping in mind employees in-office presence. In the COVID situation, employees have been working remotely & the in-office collaboration, celebration and a sense of community has been significantly impacted. To continue providing this experience to employees, we designed a 360° Program as employees navigate through the challenges of the 'New Normal' irrespective of function and life stage. We urged the leaders to have fortnightly informal sessions within their teams and enabled our employees with digital collaborative tools to stay in touch.

HR PROCESS & PRACTICES

Workforce Planning

We are also continuing to accept and process applications for full-time jobs opportunities. There has been no change made to this process.

Talent Acquisition and Onboarding

While our recruitment process was malleable enough to suit the virtual setup, on onboarding, we made the following changes to ensure that our new hires were learning and developing connections. We innovated and crafted a new playbook that would truly translate our on-ground onboarding program to a fully virtual experience. We wanted to provide them an experience that made them feel welcomed, excited, and truly understand what we are known for 'Doing Something that matters from Day 1.' We also wanted to create a virtual environment where our interns could seamlessly collaborate, converse, and stay connected real-time with each other. We developed and launched the 'P&G Connect' app for our interns to make learning and collaboration engaging and interactive. The app contained training modules, resources on remote learning and a virtual checklist resources guiding them through the mandatory onboarding processes in their first 90 days ensuring easy accessibility. Participants gathered rewards as they completed mandatory and optional training courses available on the app. We also periodically hosted quizzes and challenges to keep up the engagement. The app also had a feed section which the new hires/interns used to exchange ideas,

share experiences, collaborate, and learn from each other as they worked on critical projects that required them to display analytical, critical-thinking skills as well as operate with a solution mindset. Besides being a virtual learning centre, we also hosted virtual live events on the platform for interns to engage with senior P&G leaders, various virtual 'meet & greet' sessions with managers that fostered camaraderie and created a sense of community. Gamifying the experience with deliberately planned touchpoints increased the overall participation and engagement on the app.

Learning & Development

All our trainings have been adapted to the virtual setup. We also have our PG Connect app that enhances our onboarding process.

Performance Management

Our robust performance management process was always focused on outcome. This adapted well to the remote working period, and we did not need a shift per se.

Employee Engagement

Our traditional engagement program was created keeping in mind employees in-office presence. In the COVID situation, employees have been working remotely & the in-office collaboration, celebration and a sense of community has been significantly impacted. To continue providing this experience to employees, we designed a 360° program as employees navigate through the challenges of the 'New Normal' irrespective of function and life stage. One such initiative we adopted was:

Parents found it very difficult to adapt to the new normal initially with the day care, school and supporting infra in terms of domestic help collapsed. We launched the program with the intent to keep children engaged for one hour daily constructively so parents could have a breather. We sourced influencers and artists who conducted 45- 60 min sessions online for children between the ages of 2 to 15 (tweens and kids). These sessions included origami, puppet making, storytelling, science specials etc.

We partnered with Pampers to become a #ForceforGood and extended these sessions to the moms on the Pampers YouTube page along with our employees! We had overwhelming response for the 50+ sessions we ran over 3 months with approx. Overtime, we also gained 200+M organic reach on YouTube

Keeping up with the extension of our program to families, we also put together Friday family connects where employees joined in with their families for one hour of fun before they headed into the weekend—our most popular sessions included Bollywood quizzes, virtual escape rooms, housie etc.

Rewards & Recognition

Our Rewards & Recognition program was a setup conducive to both online and offline. However, we ensured to reward & recognize our employees for success stories through the remote working times. This serves as a reminder to employees that presenteeism is not pertinent.

Workforce management and enabling dispersed operations.

Work from home is not new to P&G. So, this has been a relatively easy shift for us. Our principle is that of a High-Performance Organization, and it has been an ever-present element of our DNA that strives to do their best. Given we are an outcome driven company, we give full empowerment to employees. At P&G we introduced flex@work in the early 2000 & this two decades of experience and learnings as we went into this helped us immensely.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Digital transformation has been a BIG priority for us at P&G. COVID was one of the strongest reasons for the impetus in this direction. We have equipped the Organization with many digital enablers that make collaboration seamless & allow employees to stay in touch. Both, externally and internally, we identify partners who help us craft solutions impacting the business.

How are you building your Organization's capability on this front?

Digital capability has been a big priority for us. We are building this acumen in our employees via a team that is passionate about leading Digital Transformation for the Org. We do this via regular training programs, workshops, LinkedIn learning, P&G learning portals and via courses for a select set of audience. We also interact with external partners and agencies that help us build external perspective and partner with them on leading digital solutions for our Business.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

We have certainly learned that remote working is possible and more imaginable in the post covid world, and we would like to apply growth mindset as we build our workplace to have the best of both worlds.

Genuine care is the biggest enabler in building equity: Through our COVID Care helpdesk, we walked our employees through managing their most anxious moments of truth. Building digital acumen is key - this is the way employees will learn to be productive, & organizations will remain competitive.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Capitalize on the remote working experience to evolve how we define work and workspace. We need to empower our Businesses & employees to work together and choose their workplace with intentionality - one that encourages frequent connections for collaboration, culture, and relationships, enhanced by remote working for flexibility & focus.

COLGATE PALMOLIVE INDIA LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

While Health and Wellbeing of our employees has always been a priority for us, the pandemic gave us an opportunity to fast-track some of the initiatives we had planned for the year. This included introduction of new benefits like EAP (counselling), Flu-vaccination and telemedicine (including our own tele-dentistry platform, DentistsForMe.in). Additionally, we also created new meeting guidelines (no meetings between 12-2pm Mon-Thud and no meetings on Friday afternoon) to support our employees with their domestic duties by. To encourage employees to invest in themselves, we also provided vouchers worth 5,500 to choose products and services from a set of e-commerce brands that provide ergonomic furniture, better gadgets, and online fitness classes. We also enhanced insurance cover for our 3rd party / extended workforce while the pandemic was at its peak. Lastly, in recognition of the superhuman efforts our employees have put in during the last 1yr, we had a special company-wide holiday in month of March as a small token of our appreciation and gratitude.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

We started a lot of initiatives at different levels in the organization (from front-line managers - right up to Leadership) like Chai pe Charcha, informal connects, townhalls, Engagement surveys, informal learning/ practice sharing sessions etc. We used technology to have virtual townhalls and product launches that gave employees a live, front-seat kind of experience from the comfort of their homes.

HR Process & Practices

Workforce Planning

No changes. Continues as-is as per business requirements.

Talent Acquisition and Onboarding

Fully online hiring process and onboarding. From letters to laptops, everything was delivered to employees. Because of virtual onboarding, we were also able to get some of our local regional leaders to be a part of employee induction programs.

Learning & Development

While we already had a good internal e-learning platform, the lockdown gave us an impetus to rethink the delivery design for all our programs and courses. As a first step, we have completed the conversion of all our critical courses into virtual learning pathways. Besides classroom learning, Colgate also strongly believes in collaboration and on-the-job learning through frequent role changes, STAs, cross-functional taskforces called Agile teams that work towards supporting near-term Business priorities. We continued this journey through remote working even during these times.

Performance Management

We have a philosophy of 360-degree continuous feedback. We continued the same during remote working too through frequent check-ins between teams and employee-managers.

Employee Engagement

- Live Better - a month long program dedicated to employee wellness through talks by health experts, team activity challenges, quizzes, online fitness sessions etc.
- EAP awareness webinars
- Virtual annual day
- 21-day challenge to form a good habit
- Colgate Kids Summer Camp - weekly online sessions on Zumba, yoga, painting, story-telling etc for the kids of our employees.

Rewards & Recognition

- Nimbu panni stories - a local newsletter to recognise our employees who tackled challenges with grit and optimism.
- Virtual celebrations (for example - we sent cakes to our ecommerce team every time they hit a new milestone and senior leaders joined in the celebrations virtually)
- Virtual annual awards YCMAD (You Can Make a Difference) & Long-service award.

Workforce Management and Enabling Dispersed Operations.

- For our Salesforce, we started a staggered return to work post November. We also supported our stockists and distributors to sanitize facilities to make it a safe working environment for all.
- Partnered with Gol to help set-up Suraksha stores by sensitizing small shop owners on how to maintain COVID hygiene.
- Comprehensive safety guidelines for return to work - roasters for R&D etc. Remote working for corporate functions at least till April 2021.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Though we have a dedicated IT team to support us for all our internal technological requirements, we have set up a team of business and functional leaders to review all the processes from a digital lens. This team will review all our processes, existing and new, to identify opportunities for digitization - be it taking order by stockists, apps for logistics, everything is being evaluated for a digital disruption. Going Digital has also been added as a pillar under our 2025 global strategy to ensure that we move from identifying opportunities for digitization to a digital mindset in all our thinking and designing.

Globally, we have partnered with Google as provider of us for our workspace and collaboration tools.

How are you building your Organization's capability on this front?

Through some internal movements from our Global IT team but mainly through a Build and Buy model as many are niche skills that are currently not available

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Importance of developing Resilience in individuals as well as organization
- Agility
- Using data insights to sharpen our focus on identifying consumer needs and behaviours.

ITC LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Full-fledged wellness initiative on the web - Living Well.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Leveraged Technology to the fullest, town-halls, publishing of success stories, recognition platforms etc.

HR PROCESS & PRACTICES

Workforce Planning

Aligned with the Business realities due to pandemic.

Talent Acquisition and Onboarding

Fulfilled 100% commitment by leveraging Technology to continue with Talent Acquisition and Onboarding across Campus (Summers and Finals across premier Campuses) and Lateral Talents.

Learning & Development

Shift from physical to hybrid model with enhanced satisfaction score with larger & faster coverage at reduced cost.

Performance Management

Leveraged HRIS systems.

Employee Engagement

Employee Engagement was looked under several buckets - Employee Safety and Care, Work from Home Transition management, Period Communication and Employee Support through new and modified policies aligned to the needs emanating from pandemic, and Large-scale engagement and connect starting with leadership town-halls, recognition platforms etc.

Rewards & Recognition

Online Platforms leveraged in a big way for recognition leading to greater coverage and faster roll-out. Success stories during the pandemic reflecting resilience within the organisation also used as a tool for recognition. In the rewards area, organisational reality and employee needs were looked at to come to a sweet spot.

Workforce management and enabling dispersed operations.

Smooth swift shift to Work from Home with complete IT enablement, contingency planning for both employees as well as assets. Required change in policies to enable remote working and employee support.

DIGITAL TRANSFORMATION**How are you approaching this digital transformation?**

Digital Transformation within the organisation is a continuous journey which the pandemic has accentuated. Various aspects of the business starting from manufacturing supply chain to end customer reach have been looked at in detail and solutions deployed which will help in the present and future. Support functions have also undergone a drastic transformation helped by the reality of the pandemic.

How are you building your Organization's capability on this front?

Artificial Intelligence, big data, IoT and machine learning are being used across ITC's supply chain and distribution ecosystem. ITC has setup internal 'Young Digital Innovators Lab' to crowdsource digital strategies and identify emerging technologies. 'Young Digital Innovators Lab' will comprise of digital natives from across ITC's businesses to crowdsource transformative digital strategies. ITC has formed a digital council comprising senior managers that will work on "high impact digital interventions".

WAY FORWARD**What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?**

- Importance of Digital and Technology
- Human being is highly resilient and with organisational support employees could face any barrier such as pandemic successfully
- It is imperative businesses, as an integral part of society, embed sustainability in its core strategy and play a transformative role in securing the future generations.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Organisations will have to constantly re-imagine the future and keep their innovation engine at work to tap new opportunities while embedding sustainability at its core.

Any Other Initiative

Preparing advisories for employees both at work and at home (including at company provided accommodation), evaluating and organizing medical services through various healthcare providers, setting up of Covid Care Centres.

Setting up the contingency management team and monitoring the pandemic through comprehensive weekly Covid Reports, assessing Government & ICMR Guidelines, monitoring external practices, and adopting and adapting as relevant to ITC.

Facilitated best practice sharing within the organisation for cross pollination and faster implementation of business/employee related solutions.

PERFETTI VAN MELLE INDIA PVT. LTD

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- We rolled out several initiatives to ensure physical as well as mental well-being for our people:
Special Insurance for Covid: All employees have been given additional medical cover specifically for insurance against Covid. We have also partnered with Marsh to provide subsidized top-up options on Covid insurance for employee and their family members.
- Energize: This year, we launched a 360-degree Wellness Initiative called “Energize”, which is an umbrella program to cover various health and wellness needs of our employees. With the help of an app, an employee can create and track fitness goals, meditate, attend Zumba, exercise, and yoga sessions, and can also create teams to work on fitness objectives together. We also have 24x7 doctors on call available through this program, to support medical exigencies for our people. This has led to easy remote consultation on various illnesses and proved effective during lockdown. We also have mental health counsellors available through the same app, who can be reached anonymously and consulted.

What changes/ shifts have you made in these times to enable leaders ‘stay in touch’, establish human connect and drive virtual engagement with their teams?

We at PVM India believe that our business success and people engagement is directly linked to how quickly, effectively, and sensitively we leverage the opportunities to 'Stay in touch' with our people and listen to what they have to say – as equal partners in our growth. This year, this connect has been more important than ever before. We enabled our leaders through various platforms to connect with people across the country and 'be together even when far'. Please find some of the initiatives detailed below:

- Heart to Heart Catchups: Heart to heart catch ups is launched to encourage managers and leaders to build connect with their skip level reportees in the time of virtual setting. In 2020, connect has gone virtual and it was important that we maintain the culture PVM as an organization provides. The communication platform was designed with an objective to provide teams with an opportunity to speak and build rapport with the leaders in a one-to-one interaction where they can speak their hearts out and discuss topics on what interests them most, their ambitions, their well-being and much more. The platform has been quite a success with the leaders appreciating the fact that they have got an opportunity to know their team members like never before and also receive honest opinion on what’s working well and what’s not. This provides us with ample opportunities to move in the right direction in building a strong connect.
- Organisation wide ‘I am a Hero’ theme: We sustained momentum through the year with the theme of 'I am a Hero'. We started with the fundamental concept that for us, where everyone was a microcosm of the organisation, every employee is a HERO. Every employee is expected to lead the change. By this we meant, that every act of an employee was meant to take the company forward and with each incremental step raising the bar

through an attitude of positivity and result driven behaviour. The theme has been integrated with the people processes. Some of the significant ones are mentioned below.

- Idea Factory
- Rewards and Recognition.
- Communication channels
- Learning and Growth
- Inclusiveness of our people was something we focussed on to drive the theme organization wide. We made them believe that everyone had a story to tell, a story with takeaways, that everyone else could learn from.
- People were appreciated for their efforts and ideas which gave others a zeal to showcase their innovation and put their best foot forward too.
- All connects went virtual: All our connect programmes moved to virtual mode including 'Town Halls', 'Coffee Connect' sessions, and capability interventions.
- The League that Leads: Through the platform of 'The League that Leads', employees got to know the leadership team personally. Through this forum, leaders started connecting with employees and guiding them on some of the topics close to their hearts. This was an excellent platform for employees to interact with their leaders, know them up close and talk about things that will make them grow in their career.
- Bureau of Serious Fun: We strongly believe that celebrations at work help strengthen the positive spirit at our workplace and generate the energy that drives us for 'Always Innovating what confectionery can do!!'.

As our employees started working from home, connecting virtually became the new normal gradually. There have been both, challenges and opportunities related to this. Working from home meant that there would have to be new ways thought of when it came to engaging people during these difficult times.

We set up a cross functional team called Bureau of Serious Fun across locations. The team is responsible for engaging the employees through organizing various events and activities throughout the year. Over the last year, the committee has done a commendable job in connecting people virtually for purposes different than work.

We have celebrated festivals, birthdays, and other memorable days with each other connecting over MS Teams call. We never knew this new way of being together would be fun too. Apart from these events, the committee hosts various refreshing quizzes and games on a weekly / monthly basis. The Kahhoot quizzes have been quite a hit show witnessing participation from one an all in the organisation.

HR Process & Practices

Workforce Planning

We relooked at our workforce plans in context of the changes in the external environment. The outlook is positive for us.

Talent Acquisition and Onboarding

- Virtual Hiring: We continued to hire with the entire process moving virtual including onboarding of new joiners. The touch points with the new joiners were enhanced to enable them to integrate into PVM remotely.
- Our EB 'Unwrap Your Potential': We leveraged our employer brand for high impact initiatives to connect with external Talent as well as engage our own people. We connect with potential recruits and existing employees on Social Media to cement our employer brand and showcase 'Life at PVM'. Our employer brand stories are posted every week on our LinkedIn and Facebook pages. Please find links to access the pages:

LinkedIn: www.linkedin.com/company/perfetti-van-melle/

Facebook: <https://www.facebook.com/IndiaPerfettiVanMelle/>

With average engagement above 5% on LinkedIn and 25% on Facebook, the campaigns have been a huge success.

Our hiring metrics have improved with reduced TAT and enhanced hiring through alternate channels.

- Engagement with Recruitment Partners: Our recruitment partners are our brand ambassadors who are amongst the first point of contact for potential talent in many cases. We work closely with them to ensure they are fully on-board our employer brand campaign and are representing a true picture of life at PVM with our unique value propositions. All of them have been skilled on our Employer brand.
- In 2020, we connected with our people partners through a virtual meet. The objective was to get everyone together and
 - Update them with the latest happenings in our business
 - Gain insights from them on various Talent topics and align expectations
 - Plan for 2021
- All our partners attended the meeting and sessions with our senior management. We received great feedback from everyone and compliments for organizing an event which enables the partners to work in true spirit of partnership.

Learning & Development

This year, owing to pandemic and the social-distancing norms, all our learning interventions went virtual. It's been a year of great innovation where we found solutions to ensure our people keep developing and growing upwards and onwards.

- Leveraging e-learning in 2020 - In 2020, we enabled self-paced learning for everyone through Catalyst on 'LinkedIn Learning'. LinkedIn Learning offers over 10,000 courses covering a wide array of topics in Functional, Leadership, and Business skills. These courses are self-paced and are supported by over 4 Lakh videos. Delivered by subject matter experts, there are different levels of courses basis the skill set of the learners.
- To support learning & your development through LinkedIn further, we introduced Catalyst. As a part of this intervention, we have curated well-organised learning paths for all employees, as per their career level. These learning paths, aligned to PVM Success Profile, enable them to

develop in-depth expertise in the given area, while they continue to learn at own pace. New journeys are assigned every quarter enabling people to strength new skill sets. The initiative has been a huge success with all employees spending close to 9 hours on an average skilling themselves on various areas.

- Accelerated Development journeys for Hi-potentials launched virtually: We initiated two interventions at junior management and middle management levels to groom successors for Senior roles. Planned and executed virtually, the interventions are enabling our talent readiness across levels.
- iOwn Interventions for Managers: While we run various interventions based on needs across Career levels for our Managers every year, in 2020 we added iOWN. iOWN as an intervention offers a bouquet of learning experiences for our managers. Based on the learning need which is the most critical for them individually, they choose the ones they want to be a part of. These curated learning journeys are highly customized to individual needs. This year managers could choose from 6 options in leadership area. These were delivered virtually as simulations in a highly interactive manner.

Performance Management

The effectiveness of discussions during Performance Management is very important for us. Hence, every year we train our employees on the process and how to prepare for the discussion. At the same time, all managers are trained on ‘Giving effective feedback’. We continued the intervention virtually this year, training all employees as well as managers. This process is helping us achieve business goals year on year.

Employee Engagement

- Bureau of Serious Fun: We strongly believe that celebrations at work help strengthen the positive spirit at our workplace and generate the energy that drives us for ‘Always Innovating what confectionery can do!!’.

As our employees started working from home, connecting virtually became the new normal gradually. There have been both, challenges and opportunities related to this. Working from home meant that there would have to be new ways thought of when it came to engaging people during these difficult times.

We set up a cross functional team called Bureau of Serious Fun across locations. The team is responsible for engaging the employees through organizing various events and activities throughout the year. Over the last year, the committee has done a commendable job in connecting people virtually for purposes different than work.

We have celebrated festivals, birthdays, and other memorable days with each other connecting over MS Teams call. We never knew this new way of being together would be fun too. Apart from these events, the committee hosts various refreshing quizzes and games on a weekly / monthly basis. The Kahhoot quizzes have been quite a hit show witnessing participation from one an all in the organisation.

- Great Place to Work Survey: We also rolled out the Great Place to Work survey for our people in December to hear their voice and understand the sentiment in a challenging year. The results are out, and our engagement levels continue to be high as ever.

Rewards & Recognition

- We refreshed our recognition platform 'Applause' to enable recognition on the go. The platform is now integrated with WhatsApp enabling recognition on the go. It is helping us strengthen our culture of 'Appreciation' with an increase in penetration this year.
- Virtual Rewards ceremonies: All our 'Annual awards nights' across functions and locations moved to the virtual platforms. We innovated the formats and built-in interventions to include families as well. These events besides celebrating outstanding work in the year, also helped us celebrate each other and all contributions - big and small.

WORKFORCE MANAGEMENT AND ENABLING DISPERSED OPERATIONS.

Even before the formal lockdown was announced, we shut our offices and further geared up the IT infrastructure and resources to enable our workforce to work from home.

From a manpower distribution point, we have three large plants in Rudrapur, Manesar and Chennai, wherein on any given day over 1300+ employees walk into our premises. Our corporate office has around 160 + people and the rest are spread across in branches. We also have a large population of third-party sales resources.

While some of the challenges across these groups were similar, most varied. In our plants, the focus was to resume operations while ensuring safety and well-being of our people. We resumed our operations within a week's time with necessary approvals. We started with limited capacity and within two months, we able to run the plants on a full scale with 100% capacity.

We have thermal scanners and doctors at the gate to ensure that there is a double check on temperature and overall health of the employees each day. Within premises, we continue to focus on two areas -1. Maintain social distance 2. Make health & safety a habit for our employees. We have a three-step mechanism of awareness, audit, and awards. Awareness sessions are conducted for employees on social distancing and health. At the same time movements are monitored through CCTVs. Efforts from employees are recognized through weekly rewards for role models.

For all employee groups, we have beefed up our wellness initiatives through awareness sessions, availability of doctors and EAP Specialists and further also provided COVID Insurance for all.

We also re-aligned ways of working for our sales team to enable business continuity for them while ensuring safety.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Digital has been a part of our long-term strategy even before Covid hit. We have been executing the roadmap for few years now. Covid accelerated the entire journey with e-commerce seeing a huge jump for us. Similarly, technology has enabled remote working like never. Our readiness on this front made the transition smooth for us.

How are you building your Organization's capability on this front?

This is one of the key priorities for us for today as well as future. There are a series of interventions across functions from commercial, to operations to enabling functions where 'digital initiatives' are transforming our business and enabling people rapidly.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Enabling organizational Agility: Our nimbleness enabled us to align quickly and act swiftly. We must continue to build on this capability going forward.
- Delivering great employee experience (even virtually): People are the biggest asset for any organisation. If they are connected, cared for, business outcomes are ensured.
- Embracing Digital: The future is here and digital is no longer a buzzword.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Agility in thought and Action: The need for continuously improve upon people strategy and solutions for business outcomes has never been more pronounced.
- Evaluating Critical Organisational Capabilities and Focus Talent Segments: Organisations need to continuously keep a tab on critical capabilities required for business performance not only for today but for future. The talent segments need to be aligned accordingly along-with solutions for capability build-up in the organisation.
- Creating Unique Employee experiences: Strategic, thoughtful, and high impact employee experiences that enable engagement and create a unique culture.

MARKS & SPENCER RELIANCE INDIA PVT LTD

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- Launched various Health & Wellbeing benefits such as Doctor on Call
- Employee Assistance Program straightened
- Engagement activities such as Yoga, Art of Living,
- Inclusion of parents in the benefit schemes,
- Enhanced covid insurance coverage,
- Option for top up in insurances
- People managers focus on wellbeing to allow open discussion
- Health & Wellbeing month

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

- Regular communication through various one way and interactive forums
- Idea generating forums
- Manager Training
- Employee surveys
- Pulse checks.

HR Process & Practices

Workforce Planning

Given we are part of industry that has been adversely impacted by the pandemic, we had to review all open roles, assess business critical areas, hot skills that we needed and re-evaluate organisation design for short and midterm. We put on hold all store and operations related roles however continued to onboard ecommerce and tech skills as well as niche skills as legal and supply chain.

Talent Acquisition and Onboarding

Transitioning to digital onboarding was a key priority immediately after lockdown. Coordinated efforts between TA, Admin, Payroll, and IT helped us too quickly.

Learning & Development

L&D had to step up in the early part of the lockdown to be a level for engagement. We already had a digital platform for learning however had to quickly build content and host various learning programs and engagement activities through our platform for frontline colleagues specifically that could not even work from home. As business started to move towards the new normal, L&D had to be in the

centre of all evolving process and educate colleagues and managers about the new way of working. Digital learning opportunities will now be the way forward with wider adoption and uptake

Performance Management

From annual goals to quarterly goals and from bi-annual discussion to monthly connects, performance processes evolved to ensure continued momentum, connect, and feedback. Managers have had to be more involved with teams given reduced in person connects.

Employee Engagement

Evolved digitally - we ran simulation-based programs, online master classes, focus on health and wellbeing etc. The biggest challenge in this space is participation from a wider audience that still needs to be resolved. Hence breaking activities into smaller functional groups, while adds to the tasks of one team, leads to better engagement output.

Rewards & Recognition

Moved digital, with greater focus on just in time recognition.

Workforce management and enabling dispersed operations.

Different functions had varied amount of work - some roles that were extremely stretched against others that had little to do. We launched Talent Gig with the intent to support functions with additional workload to be supported by people who did not have a full-time role to perform in the lockdown. Example when our stores were shut, DC was running at full capacity to fulfil orders and hence we deployed our people to support the area of supply chain. This helped us keep our people engaged with adequate work in the short term. We also reviewed our overall org design for the long term given the impact of the pandemic in the mid to long term.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

We had all the platforms and infrastructure available however utilisation was limited. Covid has been a great driver to digital adoption, innovation, and agility. As an organisation, we only see ourselves pushing this agenda forward. Continuous discussions around areas where we can invest more, amplifying data-based decisions as well as hearing views grounds up on ways and suggestions through which we can continue our journey of digitalisation.

How are you building your Organization's capability on this front?

Investment in technological infrastructure, people, and culture to think digital first starting from the top team.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Collective leadership - there is no play book available for all situations, however being there for each other and collectively discussing ideas and collaborating to deliver them has been a theme that has helped us emerge stronger together.
- Focus on People and Wellbeing - People are any organisations biggest asset and investing in their overall wellbeing is the only way into the future. Employee needs are shifting, and they are looking at organisations for different experiences than what was expected in the past. We will have to remain relevant to these evolving needs and shift our employee proposition accordingly to attract and retain top talent
- Innovation and agility - Future will evolved faster than it ever has. Business decisions need to keep pace with these changes, align with customer needs and requirements and think differently about the future.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

The ability to think, plan and execute clinically is the key to transformation.

TRENT HYPERMARKET PRIVATE LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- A Steering Committee set up to review daily situation and adapt employee safety and business strategy to the context.
- Regional committees
- Employee Assistance Program for all employees to support on mental & emotional well-being.
- Sanitization of premises,
- Regular tracking of health data
- Standard Operating Procedure (SOP) to ensure all Covid specific precautionary measures.
- Active communication around safety & hygiene
- Removed hurdles to work by issuing essentials service letters & passes, providing travel and accommodation to colleagues.
- We Care Package - comprising of travel allowance, safety measures at workplace, incentives and safety while travelling.
- Risk assessment survey conducted among colleagues to plan for return to the office in a phased manner.
- Doctor on call facility, resting room for sick colleagues, transportation, virtual doctor

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

- Virtual Chai sessions with CEO / the senior leadership for colleagues to address concerns and recognize contributions.
- Multiple videos / Mailers to maintain the connect and engagement.
- Weekly team connects.

HR Process & Practices

Workforce Planning

- Daily manpower dashboard
- Redeployment at places where manpower was needed the most.

Talent Acquisition and Onboarding

- Hiring of locals who stay within 3 km radius of the Stores.

Learning & Development

- Virtual programs

Performance Management

- Online Performance Management system launched.

Employee Engagement

- Virtual connects.
- Employee Assistance Program
- Virtual Chai with senior leadership

Rewards & Recognition

- Virtual Recognition to deserving employees.
- Spot recognition
- R&R program

Workforce management and enabling dispersed operations?

- Daily manpower dashboard published basis attendance, Daily check ins by HRs with absentees and taking corrective action.
- Regular SMS/ WhatsApp campaigns on safety precautions taken at store.
- Timely action taken such as redeployment to other stores depending on the manpower need.
- Work from Home Preparedness & Trials conducted at corporate office.
- Removed hurdles to work by issuing essentials service letters & passes, providing travel and accommodation to colleagues.
- Corporate colleagues were encouraged to volunteer at stores to enhance manpower.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

- Team meeting, performance discussions, vendor meetings, etc. everything is now virtual.
- R&R was also conducted virtually.

How are you building your Organization's capability on this front?

- Training sessions for conducting work on virtual platforms.
- Work from home preparedness & trials
- Institutionalizing work from home
- Mailers / videos on challenges wrt virtual platforms and how to overcome them.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Active communication & transparency is key, especially in a lockdown world.
- Empathy & trust always go a long way.
- Hybrid workplaces are here to stay.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

The fact that Hybrid workplaces are the future and hence terms like remote working, employee benefits, virtual learning, virtual PMS, virtual R&R are going to be used excessively. Hence, organisations need to be open minded and flexible enough to empathise with employees by understanding their needs and act accordingly.

IT/ITES

ACCENTURE

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

We navigated the pandemic with our people's well-being as our north star and have continued to retain this focus through the second wave.

The pandemic led to our people working under newer conditions and experiencing new kinds of pressures, which we sought to address in the form of several programs and benefits:

- Successfully moved a majority of our 200,000+ people spread across 8 states to a remote working environment rapidly -- equipping them with work from home infrastructure and collaboration tools.
- Created a support structure in the form of a Covid-19 case manager model to stay in constant touch with people who were impacted and provide them with real-time support until the time of recovery
- Launched vaccination drives across our offices in partnership with a wide network of hospitals. Enabled reimbursement of vaccination costs for our people and their dependents, and provided people with paid time off for each dose of the vaccine
- Assisted our people and their dependents with securing beds in hospitals and with ambulance services, wherever required.
- Enabled Covid-19 testing for people and their dependents from the privacy of their home, and provided reimbursement of testing costs for people testing at labs or hospitals
- Facilitated 24/7 complimentary medical tele-consultation services for our people and their families
- Introduced 'Ask Away' sessions with medical experts to provide information and guidance on dealing with Covid-19.
- Introduced 'Care@Home' services in the form of a 14-17-day virtual medical care and advisory package for people in home quarantine, through partnership with reputed hospitals. Also provided isolation/ care kits to impacted people
- Procured and dispatched oxygen concentrators across locations for use by employees and their families
- Partnered with health care providers to offer quarantine rooms in hospital-managed hotels, in seven cities across the country
- Enabled pharmacy-to-home medicine delivery services
- Introduced 'care giver' leave to support people who needed to care for close family members
- Supported people with setting up a home office through a WFH stipend
- Provided alternate accommodation on an emergent basis for people who were asked to vacate their place of residence
- Initiated an employee giving program to support families of deceased employees

Mental Wellness has always been a top priority at Accenture and in these difficult times, we expanded and enhanced our initiatives in this space to support our people

- More than 1000 Mental Wellness advocates are regularly “Checking-in” with at least three colleagues every day to proactively support those who could need assistance.
- Introduced interventions for people returning to work post recovery - group counselling sessions, one-on-one counselling connects, session with nutritionists
- Introduced group counselling sessions to create a sense of bonding and empathy among teams and new training for our leaders to build the mental resiliency needed to lead through this crisis
- Introduced grief counselling support for our people who are suffering from the loss of a loved one.

Through this all, we continued to stay committed to and sharpened our focus on leading with a culture of equality – knowing that the least represented members of various communities are the hardest hit in any crisis.

To support our parents working from home, and women in particular:

- Introduced a Virtual Summer Camp for our parents with young children. The camp provided parents with resources to keep children between the ages of 5-12 constructively engaged through virtual hobby lessons, do-it-yourself tutorials, and other learning activities such as treasure hunts and puzzles.

For our LGBTQ+ people:

- In Dec 2020 we announced revisions to key policies to make them more inclusive and ensure that all our people benefit equally. Our parental leaves (maternal, paternal, adoption and surrogacy leaves) have moved away from gender binary stereotypes and now focus on role of the care giver. Also, the life insurance nomination, which was previously restricted to spouse and family members, can now include any person nominated by the employee.

For people with disabilities:

- Since the onset of the pandemic, we have engaged with our people with disabilities through focused group discussions, individual connects and workshops to get a sense of their challenges, requirements and to ensure that they are effectively enabled to work from home with the right technology and tools and to coach them on wellbeing.
- Through the pandemic, our ‘Disability Adjustment Request’ platform and Accessibility Centre of Excellence have addressed all reasonable accommodation requirements of our people including assistive technologies and ergonomic adjustments. An example of this is our Dhvani platform that enables voice to text and text to voice conversion, and supports communication for people who have speech, hearing, and language disabilities. Dhvani has been integrated with all our virtual collaboration platforms.

What changes/ shifts have you made in these times to enable leaders ‘stay in touch’, establish human connect and drive virtual engagement with their teams?

We developed a comprehensive range of tools and new programming to support, guide and keep our people informed and connected.

- We became the single source of truth for our people, by maintaining a regular cadence of clear and transparent employee communication on the rapidly unfolding situation and steps being taken by us - through different forms of virtual connects.
- We launched the “MyDigitalWorkplace” platform – a digital hangout destination that kept our people informed, inspired, and engaged with a host of information and resources to help them cope with the disruption.
- Expanded the use of our AI-enabled chatbot for wellness self-help, access to experts, introduced a 24/7 employee assistance helpline, virtual meditation sessions, and resources to build mental resiliency so that our people could cope with the stress created by social isolation and physical distancing.

HR PROCESS & PRACTICES

Workforce Planning and Talent Acquisition

With the rapid virtualization of work with people working from home we rapidly virtualized our hiring process from application to testing to automated scheduling to offer. To achieve this at scale and speed, we have leveraged a combination of home-grown solutions and external testing and interview platforms.

We have also increased our focus on candidate experience with initiatives like virtual hackathons, women leaders in tech, virtual reality student engagement platforms etc.

Learning & Development

With social distancing becoming an imposed reality and remote working an imperative, workplace learning is emerging as one of the earliest and hardest-hit business activities –and this has a huge impact for business-critical capability building. At Accenture, with the scale we have, we had to adapt to the change with a 4-pronged approach.

- **Ground Zero Assessment-** Assess the current technology & learning infrastructure for making an effective and rapid digital shift and creating an alternative plan for identified gaps
- **Triage-** Assess the learning portfolio, prioritize based on criticality, feasibility, and other considerations, and strategize the implementation and communication plan to launch the programs digitally.
- **Response-** Mobilize teams to design and deploy quick wins and high-priority programs; Devise transition plan for the remaining prioritized portfolio and start implementation.
- **Sustenance-** Continue the transition and launch of the remaining portfolio in a phased manner.

In addition, we also took to identifying and enabling some of our quick wins:

- Leverage collaboration tools, such as Microsoft Teams, MURAL, Adobe Connect, etc. to continue holding business-critical sessions virtually and continue to involve in design thinking and co-creating with our partners and colleagues
- Leverage tools to rapidly convert existing in-class learning content into digital bites and deploy them effectively in a short time using microlearning platforms
- Harness social collaboration platforms or existing collaboration features of our technology infrastructure to invigorate social connectedness, learning, and exchange of ideas

- Communicate the change and help build a sense of kinship to continue moving ahead in these testing times
- Convert existing in-person coaching events to virtual coaching format

All of this is part of our Elastic Digital Workplace pivot at the onset of this crisis where we are all empowered to communicate, invest in skill-building at our own pace, access corporate applications & data, and make decisions at any time, from anywhere, and using any work device.

During these times, we have also observed a surge in the time and effort invested by learners in formal training and overall learning.

This shift in the outlook towards learning was not just limited to our existing learners, we were tasked with safeguarding the integration experience of our new joiners (also new learners) without compromising on safety, while also sensitizing them to our culture. To get them better equipped for impact, we converted all NJOs (New Joiner Orientation sessions) to a virtual Instructor-led mode leveraging collaborative platforms and engaging content through powerful storytelling.

Accenture's thought leadership advocates being Truly Human to our stakeholders, and our current learning landscape brings this concept to life by incorporating neuroscience research, the flexibility to personalize to one's preferred learning style, limiting screen time while giving mindful breaks.

We have focused our efforts to ensure that a learner is truly engaged, even in the absence of a conventional classroom environment. Our solutions aim to reimagine the virtual integration and learning experience with innovations leveraging immersive tech and gamification, while also maintaining a human-centred approach to inculcate a sense of belonging with the organization.

Performance Management

- Piloted in 2015 with a full launch in 2016, we shifted from an annual performance management process to a new Performance Achievement approach that enables real-time, forward-looking conversations with our people.
- Performance Achievement uses a strengths-based approach where those closest to our people spend more time coaching and having meaningful conversations, and less time on documentation and annual review related activities.
- Our Performance Achievement process is fully digital and over the last year, we supported and enabled our leaders to have regular conversations with our people virtually
- We continue to make significant investments in our people. Our focus and attention are on inspiring and retaining our best talent, maintaining our strong commitment to helping them realize their career aspirations, and hiring for in-demand skills.

Employee Engagement

- As the pandemic struck, we were pushed into a culture of "new normal" and had to adapt to a work from home (WFH) environment. These changes brought many challenges to first time WFHers, parents at work, those with life stage concerns, etc. It was of utmost importance that we engage with our people to help them build resilience and stay connected in a suddenly disconnected world. To keep them engaged, inspired, and informed, a digital hangout destination— "myDigital Workplace" was created. We helped people cope with their unique

circumstances by ensuring personalized content for all—those living in nuclear & joint families to those staying on their own. We also built a range of resources to help the first-time supervisors manage their teams virtually.

- A virtual summer camp was introduced for working parents. We also introduced a platform called Virtual Village to support our multi-tasking parents at work who are now doubling up as tutors and online learning facilitators. The platform matches school-aged children of Accenture employees who need help with remote learning assignments, with older children who can coach them. The initiative is in keeping with the philosophy of ‘It takes a village to raise a child’.
- With health and safety being the main priority, virtual health sessions with wellness/medical experts were conducted to help them cope with anxiety, stress, and boost their physical health. Our people opened their homes and shared their WFH moments through **WFH Diaries** which saw inspiring stories from our people with disabilities colleagues as well.
- We celebrated diversity of our multicultural & multigenerational workforce. A shining example is the showcase of how our people celebrated festivals during lockdown & had people buzzing with positivity. Recently, we launched ‘**Equality City**’ – a single gateway for our people to experience our International Women’s Day celebrations virtually through the month of March.

Rewards & Recognition

Accenture is recognizing teams across the globe that have delivered innovation and 360* value for our clients, community, and people during the COVID crisis. More than 800 teams have participated in this award program which is run completely virtually with extensive sponsorship from senior leaders in the organization.

- An India wide recognition campaign was launched to encourage our employees to say “thank you” to their colleagues for the support provided to them during the crisis. The campaign led to >45% increase in recognition using multiple tools
- New innovative tools and platforms were launched to enable virtual recognition. Celebration events were also conducted using digital platforms with increased levels of personalization.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

COVID brought in rapid changes in business models, introduced new ways of working, and has made the digital culture a global necessity.

Accenture embarked on its digital transformation journey several years ago, and during the pandemic we saw change management at scale and with agility.

This included:

- Launch of the MyDigitalWorkplace platform – a digital hangout destination that kept our people informed, inspired, and engaged with a host of information and resources to help them cope with the disruption.
- Expanded the use of our AI-enabled chatbot for wellness self-help and access to experts

- Institutionalized virtual attendance through an inhouse chat bot
- Transitioned to a completely virtual hiring and onboarding process without compromising on hiring targets, candidate quality and experience
- Rapidly created online platforms to extend Covid related benefits to our people – requests for oxygen concentrators, RT-PCR test requests, vaccination registration etc.
- Enhanced our wellness initiatives through virtual meditation sessions, access to mental wellness resources and employee wellness calendars to help our people cope with the stress created by social isolation and physical distancing.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

COVID-19 has changed the way we live and work, with far-reaching impact. Leading with compassion and caring for our workforces and communities is more essential than ever. A study we conducted highlighted what people need from leaders in three areas: Physical, Mental and Relational. These needs always apply, but they are magnified in crisis.

Our research on Seeking New Leadership shows that organizations that display Responsible Leadership are more likely to outperform their peers, boosting financial performance, trust and sustainability, and continuous innovation. Five fundamental elements define what it means to lead responsibly –

- **Stakeholder Inclusion** - Consider your broader stakeholder set and ensure they are included in your conversations and feel valued
- **Emotion & Intuition** - Put yourself in the shoes of others to understand what they're going through – and use this to inform your decisions
- **Mission & Purpose** - Reflect the diversity of your stakeholders to enable you to stay true to your core purpose.
- **Technology & Innovation** - Activate inclusive innovation through a virtuous cycle, where one enables the other.
- **Intellect & Insight** - Learn continuously by listening to multiple perspectives and co-creating better solutions

Leaders who rise to the challenge will help their people develop human resilience — the ability to adapt and engage through difficult times. For example, it's easy in fast-moving environments to forgo collaborative behaviours and start making decisions without your team's input. But we know from research that people best respond when they are involved from the beginning, when they feel their voice is being heard and valued, and when they feel empowered with real-time information.

Distilled to one essential message or learning: the workforce is looking to trust leaders. And they will trust if they believe leadership cares for each individual, the community, and humanity as a whole.

Beyond caring, leaders must show they have a plan. You don't have to know everything, but you do need to be transparent about what is driving decisions. A leadership team that looks ahead proactively, and responds rather than reacts, goes a long way toward helping people in volatile times.

Let us understand that the ability for leaders to address people's physical, mental and relationship needs is the foundation of trust.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

We believe people, organizations and communities need fit-for-purpose plans today that can evolve as the global health and economic environment changes. Businesses, governments, citizens, and non-profits all play critical roles in establishing a human-centred, systems-minded approach that promotes shared workforce resilience.

- **Predict Demand Shifts:** Identify and forecast where workforce shifts need to occur. The unprecedented disruption and pace of change can make traditional demand forecasting models obsolete. Rapid, iterative modelling of potential scenarios can optimize decision making. It won't be perfect, but it can be sufficient to start planning and taking action.
- **Assess Skill Profiles:** Create a baseline for the skills you possess versus skills predicted to be in high demand. Create future-oriented profiles based on the skills, aptitudes and interests required. Look for unique combinations and consider related adjacent skills that can broaden the range of available roles.
- **Connect People at Scale:** Bring together people at scale by shifting impacted people within or outside the organization. Regardless of industry barriers, organizations can partner to build a resilient ecosystem that helps people access continued employment opportunities.
- **Accelerated Learning:** Use your insights into demand profiles to develop a well-defined picture of the relevant skills needed. By comparing existing skills to current needs, HR can identify the skill gaps for the organization. Create the ability for people to rapidly learn, to change the trajectory of their career.
- **Evolve the Hybrid Work model:** The future of work is hybrid and organizations will need begin thinking about creating the best experience for both resident and remote workers.

TATA CONSULTANCY SERVICES LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Occupational Health and Safety: TCS has a well-defined Occupational Health and Safety policy and supporting processes to ensure the safety and well-being of its employees. Safety lead and lag indicators are measured across the organization and reported. The board-level Stakeholders' Relationship Committee reviews the company's health and safety performance on a regular basis. Over 96% of our workforce is represented in joint management-employee health and safety committees that monitor, advise, and drive occupational, health and safety initiatives.

In FY 2020, TCS migrated to the ISO 45001:2018 Occupational Health and Safety Management System standard and successfully completed external certification for 126 of its facilities worldwide. A key initiative was the implementation of real-time indoor air quality monitoring across 100+ facilities, leveraging IoT. Medical support and emergency preparedness was further strengthened, with health centres across all locations including nurses, medical equipment, AEDs, on-site ACLS ambulances, and visiting doctors covering all operational shifts.

Workplace safety remains a key focus area. In addition to induction training, and mandatory annual refreshers, a variety of employee engagement activities were conducted round the year. The themes covered included road safety, ergonomics, fire safety, workplace safety, women's safety, TCS Care: Through the TCS Cares initiative, we are providing counselling services and running educational campaigns to help individuals cope with stress and anxiety. We are also creating self-help networks of our associates with similar interests, so they get the social interaction that the physical workplace used to provide.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

- Townhalls with leaders, where focus is beyond work and reflects more on life, helped employees stay in touch with top executives, clarify their queries and find certainties in midst of uncertainties.
- Microsoft Teams – Groups, Channels (OneTCS), ERGs (employee resource groups) helped employees to get in touch with leaders, peers, teams and thus collaborate effectively.
- Digital Events and learning platforms added to understanding of organizational strategy, learning and engagement.
- Frequent communications through mails, dedicated channels etc. helped employees get equipped with adequate information, thus creating a transparent culture.
- Be Inspired sessions with the leaders help employees get encouraged and motivated.

HR PROCESS & PRACTICES

Workforce Planning

TCS was able to fulfil a significant portion of digital talent demand through internal skilling efforts, relying minimally on external hiring, and contracting only for niche skills, regionally.

Focus on Industry-Academia partnership and establishing connect with talents even before hiring helped to keep the pipeline ever ready. A few instances are:

Academic Interface Program: TCS partners with academic institutions to enhance their curriculum and pedagogy. Activities include workshops, internships, sponsorship of contests, faculty development programs, research scholarships, curriculum review and launch of new programs.

Campus Commune: A unique student engagement portal for collaboration and peer networking, featuring webinars, educational videos, and expert blogs.

Talent Acquisition and Onboarding

The re-imagined focus on competency building of fresh recruits prior to joining through unique digital Initial Learning Program approach has enabled faster release of freshers to projects. Post-offer engagement activities have also witnessed increased focus.

TCS National Qualifier Test: This nationwide online test administered by TCS iONTM has democratized the opportunity to work for TCS. It has helped TCS tap into the larger national talent pool and significantly boosted the quality of entry-level talent.

Gamified hiring: Programming contests to spot top talent and provide opportunity to be a part of the workforce, ensures acquisition of high potential talents.

This feat of unprecedented scale of onboarding was accomplished by front-loading the fresher training program even before they were onboarded, through TCS Xplore, a digital training program that leverages the TCS iON platform. This program provides video courses on technology topics, TCS processes and soft skills. Through live webinars, trainee candidates interact with TCS SMEs and have their questions answered. Proctored assessments test the candidates' theoretical and practical knowledge. High performers are rewarded with monetary incentives and early joining dates, incentivizing better preparation and performance. Documents are verified digitally, and physical onboarding takes place at multiple locations across India. On joining TCS, a customized and differential training program is conducted based on each candidate's performance in the Xplore proctored assessment. Exit tests, conducted twice a week, help ensure that the trainees are competent and can be deployed on billable assignments.

Learning & Development

TCS takes a purpose-based approach to learning and development that leverages horizontal collaboration and the abundance of internal talent in an ecosystem where the training is just-in-time, just-for-me and just-enough. The company's self-sustaining model for building a competency in any new area is by first seeding a core pool of experts who go on to guide other individuals thereby creating a pipeline of expertise. Complementing this, the learning ecosystem uses a phy-gital (physical and digital) model to guide self-paced, gamified digital learning through learning platforms, bootcamps and hackathons, with a feedback loop of robust data analytics that shapes investment decisions.

Associates are encouraged to embrace continuous learning across experience levels through our inclusive learning pyramid with programs spanning technology, domain, process, function, culture, and leadership. These programs are at different proficiency levels, enabling associates to learn, apply, and grow in the organization. TCS' virtual-first learning model democratizes access to skills by enabling any content, anytime, anywhere, anyone, and on any device.

Mentoring, Coaching, Be Inspired sessions (to encourage and motivate employees) ensures both

professional and personal growth of the employees, while maintaining the spirit of continuous development.

Performance Management

TCS designed SPEED to promote open and ongoing feedback, driven by technology. From simplifying the workflows to enabling anytime goal setting and continuous feedback, SPEED has paved the way for agility in the performance management approach.

Quick iterations, frequent feedback in agile development, supported by real-time conversations and anytime anyone goal setting. Keeping Simplicity and Agility as the core, SPEED has been redesigned to promote open and honest feedback driven by technology with the following features: -

- Simplified workflows- to ease appraisal initiation & other stages in feedback process
- Empowered, agile goal setting – goals can now be set by appraisees, managers, reviewers.
- Additional real-time goals can be added throughout the year.
- Continuous feedback enabling 3-way communication.
- Extensive collaboration – Managers and reviewers can set team goals and cascade goals to team members.

Employee Engagement

Continual pursuit to connect with associates on a regular basis, communicate in an open and transparent manner, progressive HR policies and distinctive HR Business Partner model, guided by One TCS culture, are yielding desired results. This is evident from the high retention rates and improved engagement levels of the associates.

Some of the platforms and initiatives used by TCS to enhance and enrich employee engagement are:

- Cara: AI-based HR assistant that answers employee questions on HR policies.
- Milo: Chatbot to facilitate the mentoring process.
- Knome, KnowMax, GEMS: Platforms for social collaboration within the organization, learning, sharing and for rewards and recognition.
- Safety First: Initiative focused on employee safety and security.
- Fit4life: Builds a fraternity of health and fitness conscious employees and creates a culture of fitness
- Purpose4life: Forum for volunteering for community projects in the areas of education, health, and environment.
- Maitree: Community of TCSers and their families who plan activities that help create a bond among employees and promote work-life balance.
- PULSE: Our annual employee engagement and satisfaction survey is the organization's formal listening forum.
- TCS Cares: Program aimed at creating robust avenues to build an emotionally strong and mentally resilient workforce.
- Talent Hunt: was introduced to rediscover employee's passions and to showcase their talent across the organization.

- **RADIO MAITREE-** Tune into the Universal Rhythm’ – a live radio program aimed at bringing the extended TCS family together, with a leisurely and informed look.

Rewards & Recognition

Compensation structures are driven by prevailing practices in each country that TCS operates in. However, across the enterprise, remuneration is the same for men and women working full-time, in the same grade, in the same role, and at the same location.

There is also a skill-based allowance for employees possessing niche skills, designed to motivate employees to acquire marketable skills, thereby benefiting themselves as well as TCS. The company offers a variety of benefits to full time employees including parental leave.

Numerous opportunities for getting recognized are brought through challenges, competitions, ideations etc. Identification of talents happens beyond work and encompasses each field. Winner are recognized internally in various platforms and TCS GEMs (reward) are provided.

The company’s investments in organic talent development and initiatives like Contextual Masters have further reassured employees that the company values them for the contextual knowledge they possess and is prepared to invest in equipping them with new-age technology skills that they do not have.

Workforce Management and Enabling Dispersed Operations.

SBWS makes physical location irrelevant. This virtualization blurs the traditional divide between onsite and offshore.²

At a societal level, this also means young people will eventually have the option of pursuing their careers in TCS without uprooting themselves from their hometowns if they have good connectivity. Likewise, there will be greater opportunities for women to pursue fulfilling careers while managing familial responsibilities. In the longer term, it is possible that project teams will be seen as part of a virtualized talent cloud and provisioned for in the same way that we provision for compute power or storage today.

Amidst the uncertainties and fears related to the pandemic, have brought all TCSers a little closer. Daily team video calls, interaction over chats and email, and frequent updates from HR and senior management have helped mitigate any feeling of isolation.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

During these difficult times, TCS is staying close to customers and helping them develop and implement their own purpose-driven strategies and enhance their organizational resilience and adaptability so they can survive future shocks, pivot into new business models, or launch new offerings and thrive in the new normal. TCS believes that by 2025, only 25% of the associates will need to work out of the facilities at any point of time; and every associate will be able to realize their potential without spending more than 25% of their time in a TCS office.

How are you building your Organization’s capability on this front?

At the heart of any organization's resilience is its people, supported by enabling processes and technologies. Empowered people, who are driven by a sense of organizational purpose, take ownership for outcomes. They know the right thing to do during a crisis, even when no explicit directions are provided. TCS' track record of navigating multiple economic cycles and technology changes over the past five decades can be traced to its culture of empowerment and its purpose-driven worldview. The company is best described by the theme: Purpose Driven. Resilient. Adaptable.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Leveraging on opportunities in midst of uncertainties
 - a) Winning customer's confidence by helping them to pivot into new business models.
 - b) Converting adversity into an opportunity, move ahead audaciously and boldly
- Building resilience at every level
 - a) Individual attention, include without exception
 - b) Flexibility and Trust
- Giving options to people,
 - a) empowering them, and giving organizational purpose
 - b) Trust first, control later, motivates employees.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Getting ready with digitized platforms to provide the best-fit trainings to the employees based on the job role, departments, etc. helping them to be updated as per their industry requirements, having opportunities to prepare for a new career path and remain engaged.

WIPRO LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Trainings and enablement programs and infrastructure support

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Virtual meetings, opinion polls, awareness sessions, training programs, workshops

HR PROCESS & PRACTICES

Workforce Planning

Dashboarding identification of key niche skills proactive training's skill building

Talent Acquisition and Onboarding

Virtual hires and virtual Onboarding kits

Learning & Development

Virtual classroom tie ups n skill matrix TNI

Performance Management

Quarterly

Employee Engagement

Huddle, WebEx teams meetings

Rewards & Recognition

Instant n automated

Workforce management and enabling dispersed operations.

Training and awareness

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Infrastructure and security enhanced

How are you building your Organization's capability on this front?

Dedicated teams strong BCM n constant engagement with employees

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Resilience, opportunities, and attitude

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Preparedness and nothing are impossible attitude.

TRIGYN TECHNOLOGIES LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Work from home policies, regular online wellbeing sessions & one to one interactive VCs

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

We planned bi-weekly sessions within teams and created multiple online collaborative activities.

HR PROCESS & PRACTICES

Learning & Development

Increased online trainings and enhanced training hours per employees as per requirement.

Performance Management

Modified the KRA measurement tools.

Employee Engagement

More activities and interactive sessions

Rewards & Recognition

No Change

Workforce management and enabling dispersed operations.

Made it more flexible in terms of deliverables.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Took extra measures for creating the complete digitisation plan by April 2021.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Ready for anything (efficient BCP), Adaptability is key and Digitisation in tomorrow.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Flexibility of workplace, health (physical/mental) is priority & optimum time management.

DEV INFORMATION TECHNOLOGY LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

HEALTH INSURANCE WITH PANDEMIC COVER AND ESIC BESIDES COUNSELLING FACILITIES

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Usually, office hours from 9.30am till 6.30am is used for all personnel to connect with each other via virtual or in person meetings.

HR PROCESS & PRACTICES

Workforce Planning

Local and outstation workforce preference has equal weightage especially due to hybrid working methodology wherein both virtual and in person interaction can be freely chosen.

Talent Acquisition and Onboarding

Outstation profiles get equal preference with local profiles. Onboarding is carried out by virtual tour of the office besides video onboarding process.

Learning & Development

Virtual platform based inhouse solution is being used extensively.

Performance Management

Virtual via 360-degree online appraisal solution prepared inhouse

Employee Engagement

Social media company community page on Facebook is the biggest draw in the current world of virtual connect.

Rewards & Recognition

Gift coupons that result into value added purchase of items useful for the family overall.

Workforce management and enabling dispersed operations.

Hybrid model of working virtually and on rotation basis in person predefined schedule is in place for head office and even other state offices.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Digitisation of company records with cloud-based facility is the key area we are working on.

How are you building your Organization's capability on this front?

Scanning the documents and firming up our document management system solution

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Minimalistic lifestyle, health is paramount and give mother nature a break.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Adoption of cloud, online connectivity-based transaction and **carrying out disaster management drill regularly** on once in a quarter basis keeps entire organisation mentally ready for such eventuality as that of lockdown.

GOOGLE INDIA

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Expanded our health insurance coverage, launched telemedicine program for Googlers + dependents.

MAKE MY TRIP

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- Flexi work time
- Virtual activity classes - dance, yoga, etc.
- 24*7 free online counselling with professional counsellors & psychologists for relationship, career, and other concerns
- Multiple webinars on physical and emotional well being

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

- Business Broadcast - Platform to share business update with all employees followed by Q&A
- No-shop talk Catch-up with Leaders on Zoom
- Online Award ceremonies
- Leaders talk - Q&A with our CEO

HR PROCESSES AND PRACTICES

Talent Acquisition and Onboarding

- Comprehensive 4 days Online Onboarding, meeting leaders virtually
- Virtual office tour through videos
- Understanding candidate's fitment through online test on role-based competencies like analytical skills, stakeholder management, leadership qualities, org. values, etc.

Learning & Development

- Virtual trainings spanning 4 hours or less.
- Regular webinars on various functional, behavioural skills
- Increased adoption of online training platform
- Online functional training for new joiners
- Trainings by Internal SMEs

Performance Management

- Online goal setting on PMS system
- Continuous feedback by Managers on system

Employee Engagement

- Online team games like scavenger hunts, escape rooms, etc.
- Online team get-togethers with Sports quiz, OTT quiz, etc.
- Online movie streaming for teams

Rewards & Recognition

- Online Quarterly Award ceremony
- Online Town Hall Meet announcing Annual winners.
- Long service awards and trophies delivered to winner's place of residence.

Workforce management and enabling dispersed operations.

- Broadband bill reimbursement for employees
- Option for employees to buy workstation – desk and ergonomic chair at a discounted price.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

- Increased use of cloud-based services – like OneDrive by Microsoft
- Increased use of communication tools like Slack for Tech and Prod functions
- Access to internal platforms over internet with adequate security using VPN.

How are you building your Organization's capability on this front?

The organization is constantly exploring opportunities to move offline processes to online mediums.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Over communication is better than lack of communication. Clear and transparent communication is key to building and maintaining trust of the employee and maintaining a good culture.
- Having technology in place with employees trained to use it is imperative to be future ready.
- Developing contingency plans is an investment in future.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Have an agile structure in place.

- Create a vision and strategic roadmap that allows everyone to see the big picture and shared purpose.
- Create a working, modernized, central repository of knowledge in team, product, vision, brand, and operational resources.

OTHER INITIATIVES

- Storyboarding of guidelines for Managers and Team Members on operating effectively during WFH, Virtual meetings.
- Detailed presentations shared with all leaders on how to maintain online and offline connect with all team members and on modifications needed in 'The New Normal'.
- Guidelines released for communication after workhours, no working weekends, mandatory Friday offs for few teams.
- Survey conducted to understand the perception of effectiveness for Managers and Team Members during WFH, understand if there were any best practices, they would like us to introduce.
- Leaders training on stress management, implementation work-life balance.

OIL & ENERGY

ONGC

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

In the wake of Covid-19 Pandemic, the past year has been challenging in terms of business, as well as ensuring the health and well-being of our employees. ONGC responded to the imperatives of a New Normal with agility, resolve and spirit of collective collaboration. Prompt decisions were taken by ONGC Management to ensure continuous operations while maintaining its focus towards well-being of its employees.

Health & well-being of the workforce has been the top priority for ONGC. While new health & safety precautions were established at field locations and other worksites, effective SOPs for functioning at Onshore, Offshore, Plants and Offices were drawn up to help ground teams to function in a structured manner. SOPs on covid protocol were also issued for residential colonies, hospitals, and dispensaries. Multi-disciplinary Covid Task Force was constituted at all ONGC locations across the country to monitor implementation of guidelines & SOPs. Covid Marshalls were designated at all workplaces to ensure compliance of Covid protocol. An online portal was created in-house, called CURE (Covid Undertaking & Reporting) [www.cure.ongc.co.in] to regulate entry to ONGC field sites to ensure work teams are protected from exposure to the virus.

Health & Travel advisories were issued. Annual Transfers were deferred. Quarantine facilities were established at all work centres across India. Various steps were taken for Information dissemination to generate awareness on health protection and covid management through digital screens, mailers, posters, webinars, social media outreach by partnering with ONGC sports icons, etc.

Number of personnel attending office/ installations were rationalised through Roster & staggered attendance. Work from Home was introduced for the first time in ONGC, towards minimising office attendance and maintaining social distancing, with special consideration for those with underlying medical conditions, pregnant women, Persons with disabilities and employees with children below 5 years of age.

ONGC provided full medical support, care, and handholding to employees during this tough time in terms of diagnosis, treatment, online credit notes for hospital admission, online consultations, logistics support and delivery of medicines at their doorsteps, especially for elderly patients. From providing oximeters to Home-care packages from hospitals (**ONGC KAVACH scheme**) which also include psychological counselling, ONGC is focused on making sure employees get all the support required to tide through this health crisis.

Several welfare measures were extended to employees to provide relief due to the pandemic situation. Employees were given extended time limit to submit utilization/ adjustment bills, against loans and advances. Option for Non-refundable withdrawal (NRW) from ECPF account was extended to employees in the event of pandemic. Guidelines were issued to regularise period of absence due to the pandemic through grant of Special Casual Leave (SCL), Quarantine Leave and Commuted leave without medical certificate.

In order to rehabilitate bereaved ONGC families, a special Employment Assistance scheme was approved to provide employment assistance to dependents of regular employees of ONGC who succumbed to Covid-19. The appointment will be in addition to the benefits payable under ONGC Social Security scheme. ONGC's efforts in Covid Response have been recognised at various platforms.

The organisation was conferred with the Silver Stevie Award 2020 for Great Employers for Covid-19 response in Asia Pacific category.

What changes/ shifts have you made in these times to enable leaders ‘stay in touch’, establish human connect and drive virtual engagement with their teams?

ONGC recognises that the importance of maintaining employee connect and engagement becomes even more important during tough times, as employees are looking for support, guidance, and resources to cope up and to stay productive. Throughout the pandemic, ONGC’s Top Management has been actively engaging with all work centres and installations through video conferencing and virtual platforms to ensure their safety, boost employee morale and provide all necessary support for smooth operations. Continuous communication and connect was maintained by the top management with all its internal and external stakeholders.

ONGC’s robust technology platforms have been utilised to connect with remote teams seamlessly. In fact, connectivity with our teams, who are spread across the country, has increased during the pandemic, as we all try to be socially connected, even if physically distant.

Several letters, notes and communications from Top Leadership has also kept ONGCians abreast of the latest news, concerns, and issues. During the nation-wide lockdown, the HR Teams made personal calls to family members of field personnel and to retired employees, to learn about their well-being. The response on this simple gesture was overwhelming and shows the importance of the human touch.

Communication channels on many other levels were also made active. ONGC set up a 24x7 Helpdesk for Covid19 as well as an Online Helpline called OCAY Desk (ONGC Covid19 Assistance for You) to provide support to employees.

HR PROCESS & PRACTICES

Workforce Planning

ONGC carried out various exercises for ensuring optimized talent availability in the organisation, such as review of Work Force Induction Plan for 2020 & 2021 and Outsourcing Study to meet operational exigencies.

A comprehensive workforce planning was drawn to meet the workforce needs considering the current and envisaged future scenario of the organisation. The key considerations for the strategic workforce planning are i) workload: existing infrastructure, upcoming facilities of the organization, merging/discarding of facility ii) personnel availability: Organization-unit-wise, discipline-wise, class-wise, level-wise, iii) Induction under process iv) impending superannuation etc.

Talent Acquisition and Onboarding

Talent Acquisition:

The Company is envisioning for itself an ambitious Energy Strategy to be accomplished by 2040, wherein ONGC aspires to become a diversified Energy Major. To make our workforce future ready, the Company is focused on enhancing its recruitment process to ensure a steady access to top talent from best technical institutes, and on strengthening its value proposition for top talent.

During the year, talent acquisition processes were modified to meet the new challenges. Physical Interaction and Interviews have been replaced with online interviews during campus recruitment and engagement of contract medics across work centres. Mentors have been identified for each location for facilitating the candidates to join ONGC. Recruitment exercise for non-executives was also completed at different locations despite the Covid-19 limitation.

Onboarding:

ONGC is focused on attracting the best young talent and nurturing them to be competent energy professionals for competitive advantage.

As new recruits (graduate trainees) join ONGC, they undergo comprehensive induction training for 6 months at ONGC Academy and other work centres of ONGC. The basic training objectives during Induction Training is to help the recruit to adapt to and infuse organizational culture, sense of belongingness, develop interpersonal relationship and collaborative attitude and their overall development, apart from exposing them to the entire gamut of E&P activities of ONGC. Induction programme for Staff level recruits is carried out across locations through ONGC's Skill Development Centres.

During 2020, for the first time, we launched Online Induction training on a PAN India level for Graduate Trainees posted in various work centres, covering 270 young officers. These officers were also exposed to safety training being organized by ONGC's Institute of Petroleum Safety Health and Environment Management, Goa.

Learning & Development

Employee capability building has always been at the forefront in ONGC, with dedicated institutes taking care of the learning & development needs of our employees. ONGC provides world class learning opportunities to all levels of employees in different disciplines commencing with induction training for new graduate trainees, refresher trainings to middle and senior level executives in technical, techno-managerial, and managerial domains, certification programmes, project management training and leadership development programmes through a planned training calendar with identified training partners.

During the year, with a quick and adaptive approach in view of the Pandemic, learning methodologies were revamped to adopt online mode. Since April 2020, ONGC conducted 439 training programmes, covering 13,499 participants and more than 91,000 training days, on various subjects ranging from Offshore Safety, Well control, SAP training, programmes for women, health & wellness, mindfulness, etc. For 2020, the Annual Training calendar consists of 100% online programmes.

Our young engineers and geo-scientists have spent more than 30,000 hours on the learning platform of IHRDC, with which ONGC has a subscription for its International Petroleum Industry Multi-Media System (IPIMS). More than 1000 certifications have been completed by our employees.

EBSCO Knowledge resources were shared with employees as well as retired employees to access more than 9000 e-books/journals online on a 24X7 basis.

Employees have also been encouraged to learn beyond their core domain and join web courses on a subject of their interest. More than 1000 employees registered for latest subjects such as Machine Learning, Finance, cloud foundations, etc. For ONGC, this is a win, as employees gain valuable insights, expand their understanding, and remain productively engaged.

So, even if employees are working from home or have travel restrictions, we have made sure they have access to many learning opportunities, which also helps them to develop professionally as well as stay engaged and connected to their colleagues.

Performance Management

ONGC has annual objective-oriented Performance Management system, implemented uniformly across the organization. The web-based **e-PAR** system is configured on SAP platform and is accessible to employees through Employee Self Service (ESS) portal.

Recently, ONGC introduced modifications in the ePAR system from Assessment Year 2019-20 towards creating a sustainable high-performance culture in the organisation. These modifications are designed to refine Key Performance Indicators to make them more objective and aligned with organisation goals, strengthen performance evaluation methodology and establish stronger linkage of performance & merit to reward & recognition, individual development, and career growth.

Employee Engagement

Creative solutions for Employee Engagement: Since we could not conduct any in-person events or activities, we utilized technology to organise some interesting online engagement activities such as: Make a Mask contest for employees & their family members, Story writing contest called Humans of ONGC, CREATE 2020 case-study contest, Memoir-writing contest for serving & retired employees, Patriotic song contest, etc. These simple initiatives generated a lot of buzz and excitement amongst the employees and helped in keeping the ONGC family connected, even with social distancing.

We also organized a unique engagement event for Persons with Disabilities called Mosaic 2020 – Online Games, consisting of quiz, debate, extempore, poetry recitation, art & crafts, poster contest and a unique talk show named Candid for Covid, where PwD employees shared their thoughts & experiences on the pandemic. The event culminated on International Day for Persons with Disabilities on 3rd December 2020, which was attended by the entire Executive Committee (CMD & Functional Directors of ONGC) and participated by many our PwD colleagues.

ONGC continued with its popular calendar engagement events such as Business Games, Fun Team Games, Coffee Connect, etc, on Online mode.

Rewards & Recognition

ONGC has a comprehensive Reward & Recognition Scheme for recognizing achievements in all facets of its activities. Outstanding performance of employees are recognized and rewarded at Corporate as well as Work centre level, with certificates/ cash awards/ holiday packages. The prestigious Annual Awards are presented by CMD ONGC during Republic Day function at Dehradun, in various categories, such as Subir Raha Award for Business Excellence, Manager of the Year, Professional of the year, Young Executive of the year, Technician of the year, Woman Employee of the Year, Award for Innovation and many other Individual & Groups Awards.

The Annual Awards scheme was further improved in 2020, with rationalisation in number of Awards, enhancement & rationalisation of Cash Award and modification in Assessment Parameters for enhanced objectivity. For this year's Annual Awards, as a special measure in view of the exceptional circumstances, the top management of ONGC has decided to grant special recognition to all its employees as each one of them has contributed towards smooth conduct of our operations, despite all odds.

Workforce management and enabling dispersed operations.

ONGC, being an Exploration & Production company, is engaged in field-based operations in On-land as well as in Offshore. ONGC employees serve at various remote field locations in shifts to ensure round-the-clock operations for ensuring energy security for the nation.

Workforce management in ONGC is reviewed and updated from time to time to maximise productivity and performance, backed by strong technology support. During the pandemic situation, shift patterns were reworked to minimise travel and exposure to protect the health of employees.

Operation Nishtha: During the nation-wide lockdown period, many of our field personnel, including women employees, performed extended duty of 50-60 days against their normal duty pattern of 14 days, to ensure uninterrupted production of oil and gas for the country. After their prolonged duty period, to evacuate them and send replacement crew, a massive nation-wide project was undertaken. ONGC charter-hired special flights from Air India with the permission of Government of India, for mobilizing the crew to the respective work centres from four main hubs viz. Mumbai, Chennai, New Delhi, and Kolkata since normal flights were not operational in the country. All members of replacement crew were tested for Covid-19 before deployment to the sites. A combined effort of operational and HR teams across the country, this was an exercise that reflects the tremendous commitment, coordination, and teamwork of the organisation, led by the top leadership.

As roster attendance was implemented across offices, Work from Home (WFH) option was adopted to enable remote access to DISHA (ONGC Paperless Office Portal) and SAP (ERP portal) through VPN. Various Virtual Meeting platforms were made accessible to ONGC users (e.g., Microsoft teams, Cisco WebEx and Sametime) to facilitate online meetings. A portal was developed & launched for employees, hosting all software utilities and documentation required to enable work from home, which included clients for VPN, SAP & MS Teams etc. Inter-departmental communications like Tender Committee meetings, Sanction process and approval processes were carried out through “work from home” via Video Conferencing and through DISHA portal. The robust IT infrastructure of ONGC and trained personnel ensured that the company seamlessly moved to the new working structure of hybrid working.

At the same time, HR stepped up to the new work demands by taking up fresh HRG studies and reworking work force planning. Several processes, such as recruitment exercises, Assessment & Development Centres and Promotion Interviews were moved to online platforms. Structural review of the organisation is being taken up with plans of introducing Shared services resource centre for support services and centralisation of select functions. These shall enable the company to achieve synergies and efficiencies through bundling of services, improved processes and resources that can directly help improve ONGC's bottom line.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

ONGC has strategically moved towards digitisation and technological upgradation in various domains over the last many years and reinforced by our Energy Strategy 2040 which focuses on developing ONGC as a future-ready organisation, we were geared up to face the disruption of Covid-19.

ONGC's robust IT and communication systems were speedily realigned to enable office-based employees to work from home during the pandemic situation. ONGC has implemented several major IT initiatives, such as SAP, Supervisory control, and data acquisition (SCADA) system, employee self-

service portal (Webice), Paperless Office project (DISHA), Webmail, etc. Since nearly two years, our Board has been on GBoard virtual portal with paperless agenda upload.

ONGC's workforce is already trained for working on IT platforms, which facilitated a smooth transition to work from home mode through VPN. Further, ONGC provides facilities for laptop, mobile phone, and internet connection at home, to meet the IT requirement of its employees. Continuous improvements are being made in the systems to ensure seamless working from home as well as strong data security.

How are you building your Organization's capability on this front?

As mentioned, digital transformation is a continuous process in ONGC, and COVID-19 further accelerated the pace of change. Our workforce has been trained over the years to work on various IT platforms. Several training programmes for New users and refresher courses are conducted by our learning institutes. Additionally, we have included several dedicated IT programmes in specialised areas as part of our training calendar to broad base the knowledge & skills amongst our workforces.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- People are our biggest strength and our greatest asset, and if we are to survive, sustain and succeed, we need our people to be motivated, competent & productive, and that can only happen, if we invest in our people and nurture them to their potential.
- Leadership: Leadership is the key differentiator between the good and the great. Leadership, especially during crisis, makes a big difference. Our team of full-time Directors under the leadership of CMD ONGC, worked like one strong, united family, focused on safeguarding the Big ONGC family from the impact of pandemic.
- The core values of an organisation such as Trust, Resilience, Agility & Adaptability are the pillars for its success. We must focus on building a culture of trust, teamwork, collaboration, and shared values, to ride through tough times. For ONGC, our role as the energy anchor of India, and our duty to the nation as energy soldiers, really came into the forefront, as we navigated through the difficult times of the pandemic situation.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Going ahead, we must focus on key aspects of talent management that can take us to the next level. It includes access to best talent, promoting diversity and inclusion, continuous capacity building, enhanced performance management, and being open to new ways of working. So, agility, flexibility, technology adoption, collaboration and inclusive work culture shall be important values for future readiness.

We must build dynamic capacities to deal with disruptions, adapt to changing demands, transform threats into opportunities - into productive and profitable action, that contributes positively to our society, the economy, and the individual.

OTHER INITIATIVES

Social Impact:

ONGC as a responsible corporate has always been at the forefront in CSR in the country. During the current situation also, we have come out in full support of the nation's efforts in fighting the pandemic, in terms of CSR projects, funds, employee volunteers and other contribution at various work centres to provide solace and relief to those in need. In addition to contributing Rs. 300 Crore to the PM Cares Fund, ONGC executed CSR projects worth Rs.26.04 Crores across 15 states of India benefiting more than 44.62 Lakhs beneficiaries. ONGC volunteers distributed food supplies, masks, PPE kits and sanitizers amongst several local communities. ONGC firefighters and tankers have been extensively involved in the sanitization of wards and Panchayats in close association with the district administration in ONGC operational areas. The drive has covered operational areas in Assam, Gujarat, Maharashtra, West Bengal, Jharkhand, Tripura, and Tamil Nadu. ONGC has contributed Rs.3.7 Crore towards Cold Chain logistic support for Covid-19 Vaccination program in the state of Gujarat, Tripura, Nagaland, and Uttarakhand. Our employees also came forward to contribute from their salary to PM Cares Fund, which was especially acknowledged by the Hon'ble Prime Minister of India.

The many CSR initiatives of ONGC are a source of great strength for each ONGC employee and reaffirms our shared sense of purpose - the purpose of serving the nation as oil sevaks.

INDIAN OIL CORPORATION LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

In HR, our ongoing endeavour is to build happy teams of internal customers and stakeholders based on empathy and emotional ownership. To achieve empowered and happy teams, we are continuously calibrating Indian Oil's HR strategy on the cornerstones of our core corporate values of care, innovation, passion and trust. The year 2020-21 marked the biggest crisis in the history of the mankind in the form of COVID-19. We took this adversity and converted this into the opportunity. Some initiatives undertaken during 2020-21 are as under: -

An empowered committee was set-up under the leadership of Director (HR) of Indian Oil, with Corporate HSE Head as the process owner and Corporate HR Head as the Convenor. Since 21st March 2020, regular meeting (daily/alternate day) of the Empowered Committee and other senior Officials is being held for several months, through VC, to discuss issues/ update on Covid-19 & also the business activities being undertaken & issues thereof if any.

The Committee has held over 300 meetings till date and has not just interacted with every State/Region Head, Refinery Head and Business Heads of Indian Oil but also taken the pulse of field through interaction with location incharges. Executive Committee of Indian Oil Corporation Limited (headed by Chairman, Indian Oil) is also being communicated the summary of discussions, developments in a total perspective of business continuity.

A 24*7 Emergency Telephonic Helpline was set up for immediate help of any employee/ family member. Simultaneously, to keep the morale of people high, a Quick Response Team was formed on pan-India basis comprising about 100 members. In case of any medical crisis being faced by employees/ex-employees or their family members, the members of the QRT could be approached for support, if required. Indian Oil Covid Coordination Centres have been set up at 21 locations to provide our employees 24*7 on call service and provide them information on availability of doctors, hospitals, service providers like medicines, oxygen, ambulances, covid care centres, etc.

Under Indian Oil Karmayogi Swasthya Bima Yojana, Indian Oil provided Health Insurance coverage (of one lakhs) to more than 3.23 lakh personnel, who had been working round the clock in maintaining essential services at various customer touch points viz., Retail Outlets, LPG Distributors, various other service providers, etc. The said coverage was extended during 2020 and has been extended in 2021 as well.

In order to extend a helping hand to the family of Contract workers and workforce of business partners, who are exposed to the risk of contracting COVID-19, an ex-gratia amount of ₹ 5 lakh is being extended to the family of such deceased workers who expired on account of COVID-19.

Front-line workers of the Corporation such as Retail Outlet pump attendants, LPG Delivery boys, Tank Truck drivers/crew members, loaders/unloaders, Contract workers etc. are more susceptible to COVID-19 infection due to their higher public interaction and exposure. To supplement the efforts made by GOI towards vaccination, IndianOil has taken the responsibility for vaccination of its 4.2 lakh front-line workers.

As a mark of Corporation's support to the bereaved families of employees who expired during these difficult times of pandemic, a lumpsum amount of Rs. 50 lakhs shall be released as "Samvedna Rashi" to family of each such employee.

Those unfortunate children who are orphaned after the death of our employee in cases where the employee was a single parent or the spouse expires before exercising any rehabilitation option, to ensure continuity of education of such child(ren), a policy "Shiksha Mitra" has been introduced which shall provide financial assistance to each child for education up to graduation besides a monthly allowance.

Procurement of life saving medical devices e.g. Air Sanitizers, instant Covid Testing machine, Oxygen Concentrators, Oxygen cylinders, Oximeters; Nebulizers; Inhaling steamers etc. for our employees and stakeholders has been facilitated.

What changes/ shifts have you made in these times to enable leaders 'stay in touch' establish human connect and drive virtual engagement with their teams?

In a virtual environment that COVID-19 created, one may tend to lose sight of human sentiments. In our case, when our Covid Warriors like Delivery Boys, Customer Attendants were out in the field, we displayed empathy in our actions – be it provision of insurance or ex-gratia or distribution of PPEs or facilitation through travel/food/shelter or support for families. The diverse aspects of our people strategy helped us.

For handling the organisation which has about 33000 employees, and about 4 lakh business associates directly and indirectly involved in fuel supplies throughout the country, a focused, centralised, and authentic communication was relied on so that there is no panic or misinformation. While we are ensuring the safety of all our customers, Indian Oil released various films on Social Media to request people to be a responsible citizen and step out only when it is absolutely necessary

Regular advisories, based on Government of India Guidelines, are being issued. Besides the advisories, the employee connect was expanded to inculcate resilience and behavioural change. These advisories are translated in Hindi & uploaded in various platform for awareness of Reseller/ distributorship Network. Till date nearly 40 advisories have been issued

Other outreach measures included sensitisation on COVID preparedness by sports and media celebrities; and our officers reaching out to all retired employees to enquire after their well-being. Various Leadership talks and reaching out initiatives were undertaken such as Leadership communications and interactions such as Town Halls/Paricharcha/Messages

As a consequence of the above initiatives, our people have been reskilled on behavioural aspects to maintain well-being and stay motivated so that they could serve with satisfaction. The outcome of the above efforts is visible in uninterrupted energy supplies that Indian Oil Corporation Limited continued to maintain despite all odds. As an illustration, displaying extraordinary zeal, Team Indian Oil delivered a record 33.11 Lakh Indane LPG cylinders on a single day in April 2020 braving the pandemic and stringent lockdown.

HR PROCESS & PRACTICES

Workforce Planning

A Strategic Workforce Planning has been initiated to address the changing nature of Work, Workforce and Workplace. All functions in the Corporation are being studied for review of manning norms on twin methodology – zero based study/ top-down approach.

To provide a roadmap for continuously improving workforce capability, Indian Oil had decided to embark on the journey of People Capability Maturity Model® (People CMM®) - a proven set of human capital management practices. The People CMM is an evolutionary framework that guides organizations in selecting high priority improvement actions based on the current maturity of their workforce practices. Indian Oil is the first large PSU to achieve Level 3. We're now embarking on a journey towards Level 4.

Talent Acquisition and Onboarding

We designed a recruitment microsite facilitating candidate in ONLINE filling of Biodata, Declaration Form and Travel Reimbursement Forms to ensure the candidate's mandatory data is captured online and retained in the system for easy retrieval at all stages of the recruitment process. Additionally, ONLINE document Verification was introduced resulting in expeditious document verification process. Not only this, Indian Oil also conducted Personal Interviews and Group discussion/Group task for campus recruitment of CAs and ACPS-2020 over Digital Platform. This made the recruitment process more efficient, cost-effective, and timesaving. The process eradicated the hassles of travelling long distances and offered an excellent solution to candidates and recruiters to schedule and conduct interview sessions online. The campus recruitment and internal progression examination were conducted over Digital platform

Learning & Development

Swadhyaya, an elearning initiative, has been introduced to provide new learning avenues to employees. With regular communication, motivation and innovative adoption measures, the platform kept our employees gainfully engaged during the Lockdown and during the later stressful situations. Our employees who had earlier consumed about 12000 e-modules before pandemic have now completed over 10 Lakh modules, triggering a digital cum learning revolution despite the pandemic,

A comprehensive mentoring framework has been implemented, which provides an opportunity for all officers to help one another grow through collaboration, goal achievement and psycho-social support. This allows the participants to connect with their colleagues to learn while on the job, share best practices throughout all areas of the business, and connect no matter where they are located. The Integrated Corporate Mentoring Framework will include Mentoring for New Officers, Mentoring Across Grades, Reverse Mentoring

Indian Oil has embarked on a journey of individualized leader development process to build leadership capabilities and decision-making prowess for pivotal positions. Under the initiative 'Saarthi', Executive Coaches have been engaged to help develop competencies and proficiency level of identified individuals.

Understanding the critical importance of innovation today, an inter-divisional HR Innovation and Re-engineering Cell named SRIJAN has been constituted. The cell looks into developmental activities in all aspects of HR. 'Srijan' continuously scans the internal and external environment for new and improved HR services through technological interventions, simplification, re-engineering, optimization, establishing better employee connect and working on organizational development.

Aarohi-Women Leadership Development Programme is 'one-of-its-kind' initiative which aims at long term and all-round development of select group of women leaders at the middle management level.

The purpose of this unique endeavour is to facilitate enhancement of leadership capacity of the participating women Officers. Three batches of Aarohi have successfully graduated and the 4th batch of Aarohi has commenced on 1st September 2021.

A first of its kind Mid-Career Training Programme Madhyama has been introduced for officers who have completed 12 years and 22 years. Madhyama is a holistic learning programme, encompassing a detailed overview of global trends and outlook of Oil and Gas sector in India.

Under Eklavya programme, employees have been provided access to online learning using MOOCs (Massive Open Online Courses) vide platforms Coursera, EdX etc. List of courses are reviewed on a yearly basis, in discussion with Business Functions.

Sampark as the name suggest means “contact, is a platform where we establish contact with our extended enterprise. It is Learning Management System (LMS) which enables us to upgrade the knowledge and skill of our stakeholders in Retail sales department. The platform can be accessed over web and has a native mobile app for android and iOS users.

Performance Management

IndianOil has embarked upon the journey for revamping of existing electronic Performance Management System (ePMS) applicable to officers with objective of creating a system that is integrated with other vital HR systems and which adds more value to talent management and development.

We are in the cusp of fully adopting and rolling out of Integrated Talent Management System (ITMS) suiting to business challenges of Indian Oil Corporation Limited. The system will ensure availability of right talent mix at all times for all our critical and pivotal positions.

Employee Engagement

A unique HR Facilitator initiative has been launched across the organization to expeditiously resolve HR related queries of the employees through a single window concept. HR Facilitators are playing a vital role in building confidence, engagement, and trust across Indian Oil employees by facilitating assistance and acting as a bridge between employees and HR

Pratidhwani, An Employee Satisfaction Survey is conducted every year to capture employee feedback on various aspects impacting their engagement with the organisation. The Satisfaction cum Engagement Survey has been re-designed. In its new version, the Survey received about 75% participation. The action plans for improvement have been put in place. 2nd edition of Pratidhwani has been launched recently.

The employees at WFH were engaged in developing new SOPs and rewriting business manuals. Fifteen Inter-Divisional Teams were formed, and they presented new ideas or innovative solutions to existing problems before top management. This novel action kept the workforce at home fully engaged.

Vyakhyam – IndianOilLeadTalks: It is a lecture series by eminent speakers across industries, businesses, and knowledge domains. The objective of IndianOilLeadTalks is to keep IOCIans abreast of the emerging market trends and stay engaged.

In line with emphasizing on the open culture of the Organization, an online Suggestion scheme portal is in place. Likewise, a YourSpace portal has been especially created as a platform for people to express

themselves freely with the Chairman in confidence. Constructive ideas here are duly recognized and made part of the decision-making process.

As a forward looking responsible Corporate, Indian Oil has always strived to establish an inclusive work culture which keeps the diverse employees engaged and ensures a secure work environment. Keeping in view the aforesaid objective, Women employees, irrespective of their grade, while on an outstation training or tour for official work are provided with transport facility at the touring location. To facilitate women employees with infant child(ren) up to two years of age to undertake outstation tours within India, to and fro travel for dependent infant and for one attendant is allowed.

Rewards & Recognition

Various Schemes are available for the purpose. Participation in Suggestion Scheme makes one aim for multiple Awards at Corporate level and Division Level besides the Token Awards for every suggestion accepted at first level of evaluation. Employees are also recognized and rewarded based on number of patents filed/ commercialised.

Workforce management and enabling dispersed operations.

For the first time, a Talent Vision and Strategy has been formulated. The Talent Vision and Strategy framework for the next three years has been launched. Our vision would be to “Align our People and Talent Capability to deliver our Energy Promise to the Nation”. Along with our core values, we will be driven by a DARE2 framework – Demonstrating Dexterity in decision making, Building an Adaptable workforce, Being Resilient in the face of uncertainty, Motivating people through continuous Engagement. Our core guiding principle – which forms the bedrock of the framework – will be Empathy.

During Lockdown, about 60% of our workforce was out in the field to ensure uninterrupted supplies to the nation. In order that the employees continuously working at supply locations do not feel drained out, we provided re-enforcement and relief in form of movement of people from other functions or other installations. For instance, for the first time, people from Refineries were deputed to operate Marketing installations.

Work From Home has been enabled through appropriate policy provisions and guidelines

A lot of digitalisations have been undertaken across the Corporation for exchange of information, processing of documents and coordination.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

2020 was observed as The Year of Digitalisation followed by 2021 as The Year of Opportunities. A digital agility is being inspired among the employees and several in-house developments have taken place.

A telemedicine app has been developed for employees, ex-employees & their family members for online medical consultation during the ongoing Covid-19 pandemic. The app contains details of 32

Company Doctors & 210 Doctors associated at different locations across India to provide Tele-consultation Services.

A COVID Dashboard has been created to keep the management informed of the situation on a real-time basis. COVID Vaccination details are also being populated in this dashboard. This not only helps in real time monitoring of the COVID-19 vaccination coverage of Indian Oil employees/retired employees & their family members but also spreads the digital agility.

Indian Oil Corporation Limited designed a recruitment microsite facilitating candidate in ONLINE filling of Biodata, Declaration Form and Travel Reimbursement Forms. Additionally, ONLINE Document Verification was introduced resulting in expeditious document verification process. Personal Interviews and Group Discussion/Group Task for campus recruitment were also conducted over Digital Platform.

Conducting Leadership Centres (LC) is a yearly exercise undertaken by corporation for evaluating officers on the Leadership Competency Framework. Due to the COVID pandemic, a Covid Complaint LC Model was introduced in 2020-21. This new model consists of a complete online assessment module, eliminating inter-state travel, and this Covid compliant LC is conducted in a de-centralised manner across 30 locations across the Corporation.

An integrated e-Contract Labour Management System (eCLMS) covering all the labour & wage-related compliances was launched in 2020 for uniform and better contract labour management. The software meets the objective of “One IOCL-One HR” being the first common software on Contract Labour Management to be adopted across the Corporation. The software provides access to Contractor to self-maintain data of his contract workers providing him the facility to generate his wage register through the software.

How are you building your Organization’s capability on this front?

We believe in developing our own timbre and hence, ensure comprehensive growth of the employee. However, in COVID times, behavioral reskilling has been the key concern. We are institutionalizing a digital mind-set in the organization by holding hackathons, seminars, webinars and town halls on disruptive digital trends.

We have set up a Technical Competency Framework where we can benchmark the skill set of employees in technical domains. We have reskilled employees as per requirements – basic operational skills, advance needs, cybersecurity, digitalisation of records – e.g. digital management of real estate. The digital reskilling even extends to our front force – that is LPG agencies and retail outlets. Employees of contract workers and channel partners have been upskilled to use new age techniques. For instance, they were trained on usage of digital payment technologies. Also, to reduce the contact touch points between location employees and TT crew at bulk installations, Indian Oil has started auto image printing on delivery challan instead of physical signature.

Cybersecurity awareness is the biggest concern and has been the most read content on Swadhyaya, the elearning platform. Further, a compendium on cybersecurity awareness and other digital aspects would enhance the employee education on cybersecurity. Our intranet nuggets and frequent mailers keep the employees informed about security threats. Special awareness and education programmes have been conducted for the training of not just employees but also their family members. The dedicated Innovation Council (SRIJAN) for innovations in HR includes a technology track.

We believe in creating digital mindset in stakeholders as well as employees. A synergy of both will aid the reskilling initiatives. We are running a state-of-the-art skilling academy Skill Development

Institute, Bhubaneswar that imparts short term job-relevant digital skills to youngsters looking at employment opportunities. We are setting an IT Backbone and the SDI has entered into an MoU with leading IT players for have tied up have already upskilled and reskilled over 2000 people. Our massive Sampark initiative is aimed at reskilling employees of our channel partners.

Additionally, the following initiatives are underway:

- Laying the foundation for emerging technologies by implementing foundation enterprise software's like ERP and CRM
- Expanding the envelope of digital transformation from IT (Information Technology) to Operational Technology (OT). Key pieces in IT-OT synergy are as under:
 - Optimization of refinery operations by use of digital twins
 - Refinery production scheduler for optimizing refinery production.
 - Network planning tool to forecast sales potential at any retail outlet
 - B2B pricing for lube business
 - Robotic process automation in finance department for automating repetitive tasks like clearing medical and travel bills and off cycle creation
 - XERA chatbot for common employee queries eliminating a dedicated helpline.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Working towards a Humane Business Model has been the biggest learning. The organisation has experienced and evolved a people-friendly business model.
- Digital Agility amongst the employees and Stakeholders
- New collaborative /alternative working models.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Process optimization to strengthen agility and flexibility
- New Operating Models which are COVID compliant
- Digital Mindset
- Collaborative Working Processes
- A four-pronged people strategy that can reshape the future:
 - Align the HR strategies with the Social and business objectives
 - Leverage this scenario of uncertainty to act as catalyst for behaviour change
 - Exploit learning opportunities during these times
 - Discover innovative ways of life and new ways of doing business

GAIL INDIA LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Tie-up with **Apollo Group of Hospitals for the Stay I @Home services under Project Kavach** for GAIL employees (See Attachment S. No. 13).

- Doctor on Call service of M/s. Apollo Group of Hospitals subscribed for serving and Ex. GAIL employees facilitating tele consultation on 24X7 basis.
- Webinars were organised by the Public Health Foundation of India (PHFI) for the medical professionals of the organisation to help them effectively tackle the pandemic.
- Conducted 6 awareness lectures on yoga, diabetes, COVID-19 pandemic as well as health and wellness lecture for women employees. Further, organised 4 CMEs (Continuing medical education) program for doctors and paramedical covering renal diseases, cardiac diseases etc.
- Extending 'Work from Home' to employees who were on sanctioned leave prior to Lockdown declared by several states/Nation-wide Lockdown and were/are not able to report to their work-centre after expiry of their leave period.
- Scope of commuted leave relaxed to facilitate employees to avail the same without any restriction; Inclusion of the situations in which family member/close contact is a suspect under the provisions of quarantine leave in case of COVID-19 (up to 30 days); and allowing of Special Casual Leave in case employee is a COVID-19 positive or is a suspect (up to 30 days in a calendar year, which can be combined with any other leave), thereby totalling to 60 days in a year.
- Employees who could not return to their respective work centres by 31.05.2020 owing to Nationwide lockdown, have been deemed to be on 'Work from Home' duty.
- Preventive measures to contain the spread of COVID-19 in GAIL: Employees allowed reimbursement up to Rs.5500 plus GST for purchase of masks, sanitizers, oximeter, face-shield, etc.
- Appreciation of GAIL Employees who have performed continuous on-site duties during Lockdown by grant of CO/appreciation certificate.
- Biometric attendance by finger touch was stopped in GAIL w.e.f. 05.03.2020.
- A High-Level Committee was constituted in GAIL to coordinate and monitor all efforts vis-à-vis COVID-19 pandemic within the organization. At operational level, a dedicated Task Force was also created as an interface between the work centres and the Corporate Management.
- Keeping in view the spread of Novel Coronavirus (COVID 19) infection in India, to assist the employees and address their queries regarding this outbreak, an Employee Helpdesk was created and notified to all employees.
- Instructions were also issued to OICs to draw up a roster of staff (all Executives, Non-Executives, and outsourced workers), who are required to render essential and emergent operations in the affected districts till 31st March 2020. It was emphasized that the plants/offices should operate with skeletal staff. It was notified that Officials who will be

working from home should be always available on telephonic and electronic means of communication; and they should attend plants/offices if called for, in case of any exigencies of work.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

As part of SPARSH, a team of 55 Executives from HR Directorate tele-called 4614 active employees spread across 200 + locations Pan India and USA/Singapore and 600 + superannuated employees during COVID Lockdown. The Initiative was launched on 30.03.2020 and completed on 03.04.2020 wherein we could contact 5200 + employees (regular/superannuated). A video message from Director (HR) was also shared with the employees to drive home the message of togetherness and solidarity in this situation.

HR PROCESS & PRACTICES

Talent Acquisition and Onboarding

Developed an Online module for soliciting applications with integration for document submission, verification, call letter generation etc.

- SOP formulated for safe and hassle free joining of candidates during Pandemic.
- Online document verification module developed and implemented for online verification for Open, GATE and Campus Recruitment.
- A personalised welcome letter to the parents of the newly selected employees.
- A customised onboarding and orientation program for the new entrants including Executive Trainees and Senior Officers/Engineers through virtual mode.

Learning & Development

GTI has organized 163 no of Training Calendar programs and covered 5903 employees.

- GTI has also nominated additionally 903 employees to 112 no of external programs beyond Training Calendar.
- Average faculty rating 27.78% against the benchmark of 24 out of 30.
- Average program feedback rating 91.32% against the benchmark of 90%.
- A customized special Orientation program for Lateral Entrants was organized for the newly joined executives (Lateral Entrants: E1, E2 and E5 Grades)
- "Master Class for Directors and Board Room Effectiveness" for senior executives of E8 and E9 Grade was conducted by IOD on 7th to 9th February 2020, 9th to 11th September 2020 & 9th to 11th December 2020.
- Customized Micro learning programs were launched during the period of country lockdown as an initiative of employee engagement & L&D for gainful utilization of situations of WFH (which included 29 micro learning modules covering areas such as Soft Skills, Behavioural skills, technical skills), 93 learners completed all modules.
- A training program on Business and Technology of Solar PV Systems was conducted through virtual online mode during 22nd to 24th June 2020, in line with the L&D requirements of Stategy-2030.

- A training program on “Water Value Chain” was conducted through virtual online mode during 27th July to 29th July 2020, in line with the L&D requirements of Strategy-2030.
- As a part of L&D Intervention of GAIL’s Strategy- 2030, the third training program in the series was organized on “Wind Energy: Technology & Business” and was conducted by National Institute of Wind Energy (NIWE), Chennai.
- A half a day workshop on “Renewable Energy (RE) - Growth opportunities for GAIL” in line with GAIL’s approved Strategy-2030 was organized by GTI, Noida under the aegis of Business Development Directorate.
- A training Program on Work Life Balance (Stress Management) was conducted through virtual online mode in 3 batches for employees.
- As an initiative to develop the sectoral capability and share knowledge and experience a customized Training program on "Natural Gas Pipelines: Operation & Maintenance, Safety and Commercial aspects" was successfully conducted for executives of Indian Oil Corporation Limited (Indian Oil Corporation Limited).
- A 3-Day training program on “CGD Business: Regulatory, Project Execution and Operational Perspective” was conducted for 39 participants from 12 external organizations from 27th to 29th October 2020.

Performance Management

- Session lead by Director (HR) on Performance Management System was organized for Executive Directors.
- A totally online SAP/Web-based system for Performance Planning and Appraisals for all the employees.
- Series of Performance Management and Art of Giving Feedback workshops across work centres for Reporting / Reviewing & Accepting Authorities,
- Review of Performance Management Framework for both Executives and non-executives (S0-S7 grades).
- Nodal PMS coordinators at all major work centres nominated for resource development in PMS.

Employee Engagement

- Tie-up with Apollo Group of Hospitals for the Stay I @Home services under Project Kavach for GAIL employees (See Attachment S. No. 13).
- Doctor on Call service of M/s. Apollo Group of Hospitals subscribed for serving and Ex. GAIL employees facilitating tele consultation on 24X7 basis.
- Webinars were organised by the Public Health Foundation of India (PHFI) for the medical professionals of the organisation to help them effectively tackle the pandemic.
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Scope of commuted leave relaxed to facilitate employees to avail the same without any restriction; Inclusion of the situations in which family member/close contact is a suspect under the provisions of quarantine leave in case of COVID-19 (up to 30 days); and allowing of Special Casual Leave in case employee is a COVID-19 positive or is a suspect (up to 30 days in a calendar year, which can be combined with any other leave), thereby totalling to 60 days in a year.

- Employees who could not return to their respective work centres by 31.05.2020 owing to Nationwide lockdown, have been deemed to be on 'Work from Home' duty.
- Preventive measures to contain the spread of COVID-19 in GAIL: Employees allowed reimbursement up to Rs.5500 plus GST for purchase of masks, sanitizers, oximeter, face-shield, etc.
- Appreciation of GAIL Employees who have performed continuous on-site duties during Lockdown by grant of CO/appreciation certificate.
- Biometric attendance by finger touch was stopped in GAIL w.e.f. 05.03.2020.
- A High-Level Committee was constituted in GAIL to coordinate and monitor all efforts vis-à-vis COVID-19 pandemic within the organization. At operational level, a dedicated Task Force was also created as an interface between the work centres and the Corporate Management.
- Keeping in view the spread of Novel Coronavirus (COVID 19) infection in India, to assist the employees and address their queries regarding this outbreak, an Employee Helpdesk was created and notified to all employees.
- Instructions were also issued to OICs to draw up a roster of staff (all Executives, Non-Executives, and outsourced workers), who are required to render essential and emergent operations in the affected districts till 31st March 2020. It was emphasized that the plants/offices should operate with skeletal staff. It was notified that Officials who will be working from home should be always available on telephonic and electronic means of communication; and they should attend plants/offices if called for, in case of any exigencies of work.

Rewards & Recognition

Appreciation Letter for around 575 COVID warriors identified across GAIL were prepared and sent to concerned work centres duly signed by concerned Functional Director/CMD.

- Reward Scheme for acquiring Higher/Additional Professional Qualification for Executives
- Long service awards to employees
- Rewards for meritorious performance to the wards of GAIL Employees
- A well-structured Performance Related payment scheme.
- Rewards based on suggestions submitted by employees.

Workforce management and enabling dispersed operations.

An integrated SAP based HR module is already in place for all HR processes and systems.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

- Majority of the systems and processes are already mapped either on SAP system or Web based systems.
- All vendor as well as employee payments are already digitalised.
- Introduction of Robotic Process Automation in select processes.
- Continued awareness and training programs on digital transformation.
- Mapping of new processes on SAP/Digital platform.
- A centralised Document control centre in Noida.
- Employees are provided with PC/Laptop facilities along with the reimbursement for internet expenses.
- All recruitment processes as well as the onboarding programs are being carried out through virtual mode.

How are you building your Organization's capability on this front?

Capacity building by adding and upgrading the infrastructure and capability building by continuous training and re-skilling, Hiring of experienced manpower and tie ups with technology partners.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- To be well prepared to deal with any unexpected/ unprecedented events like COVID.
- Need for a continuous employee connect to keep the team engaged and motivated.
- Leading from the front. Leadership to demonstrate care, compassion, action, and commitment by being the role models.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- A well-defined policy on Work from Home.
- Development of SOPs for even smallest of the things and processes.
- To keep the IT systems and Infrastructure well updated. All employees should train and be well conversant to work digitally.

NHPC LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- Introduction of social distancing measures. Duty rosters were implemented with staggered timing.
- 35 nos. quarantine/isolation centres have been established across all locations of NHPC. At most of the locations, these quarantine centres were utilized in association with local administration.
- Work from home and flexi timings policy guidelines has been implemented.
- The Notices, Agendas & Minutes for all Board Meetings and Board Level Committee Meetings are being prepared and circulated in digital mode since last one year.
- All employees are allowed to procure preventive item (Masks, Gloves, sanitizer, nebulizer, digital thermometer, pulse oximeter, etc without doctor's prescription up to Rs.15000/- under OPD limit.
- Procurement of medicines increased from 3 months to 6 months by using old prescription in case of chronic disease.
- Meetings with various agencies, Employees, NHPC Locations are being organized through VC.
- Training are being organized virtually.
- RTPCR & Antibody Test was organized with association with Govt B K. Hospital
- Post COVID-19 effect session was also organized for COVID-19 patients in association with Apollo Hospital, New Delhi.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

- Meetings with various agencies, Employees, NHPC Locations are being organized through VC
- NHPC implemented e-office across all locations.
- Communication / correspondences through digital mode i.e., online Inter Office memo, e-mail, etc.
- Various training programmes have been organized through online mode.

HR PROCESS & PRACTICES

Workforce Planning

- Presently NHPC has 5618 manpower. Out of which 2592 are technical, 819 are non-technical, 1615 are Skilled and 592 are unskilled. The Workforce Planning takes into account and mainly dwells upon following parameters:
- CEA guidelines

- Job profile
- Organization Structure
- Outsourcing
- O&M expenses provided by CERC
- Average age of employees
- Organisational Need

Over a period of time, various workshops were conducted at various power stations for the said objectives aimed at evolving trend setter HR practice in the Company, job profile and specification were prepared with an eye an efficient manpower planning, productivity enhancement well defined sphere of functions and responsibilities. The process of development of Job Profile evolved around standardization in term of number of department and evolving Manpower Norms.

Talent Acquisition and Onboarding

- Selection of candidates in engineering discipline through GATE Score AND FOR Non-Engineering disciplines through CLAT/UGC-NET.
- Engagement of Industrial Training for CA, ICWA, Company Secretary.
- Provision of buddy systems is in place to welcome and induct new members and active feedback sessions are provided to orient new employee in terms of their familiarity and development within the organization.

Learning & Development

- To keep Employees abreast of latest technological advancements, NHPC has established Learning venture with premier Institutes like IIMs, IITs, ASCI, ISB, XLRI, FMS, IMI etc
- Multiskilling Training in various trades is being conducted in coordination with Deptt. of Technical Education& Industrial Training, Govt. of Punjab
- Management development Programs (AMP, GMP, BMP, etc.) &Competency Development, OD Initiatives, and Implementation of Planned Interventions
- NHPC has established 04 Training Institutes named as “Hydro Power Training Institute” (HPTI) at 4 Power Stations which are recognized by CEA and equipped with latest training aids & logistics.
- Under Skill updating initiatives for 4000 youth belongs to Northeast & other States where NHPC Projects are situated has been taken
- Training programme for retiring employees “Life after Retirement” with their spouse for post retiring planning with special emphasis on health and investments.

Performance Management

Online Performance Management System is in place whereas a part of participative goal setting, annual Performance Plan is prepared by each executive after consulting his/her superior with both work and development goals.

Employee Engagement

- For employee engagement various schemes viz. Quality Circle, Suggestion Scheme, Women in Public Sector Forum, participation in various survey has been implemented.
- Safety committee & Canteen committee to look after the safety & health aspect of employees.
- Social Performance Team to oversee the objectives and implementation of Social Accountability Standard -8000:2014

Rewards & Recognition

To attract, motivate and promote desirable employee behaviour, following reward and recognition schemes are introduced in NHPC

- NHPC Vision series: To encourage employees to enhance their creative knowledge and share it with others within the organization, competitions are conducted followed by logical presentation on a selected theme before Jury members and best three teams are rewarded.
- Unlocking Creativity and innovation at Workplace: This scheme is introduced to encourage and recognize Innovation, Creative Thinking, and Identification of Talent for bringing creativity into play.
- Exemplary Commitment Award: Through this scheme employees are rewarded for exemplary work in recognition of discharging official duties.
- Star of NHPC Award: To recognize and appreciate the consistently good work done by the workmen(v) Star Student Award Scheme: This award is meant to celebrate and recognize the outstanding achievement of the wards of the employees in the academic arena and thereby strengthening the virtues of family.
- Best rated Construction Project: Judged against several parameters like MOU milestones and Budget utilization etc.
- Best rated Power Station: Judged against operational efficiency, against several parameters like generation, Inspection, auxiliary consumption etc.

Workforce management and enabling dispersed operations.

For work force management NHPC has well defined promotion Policies for Executives, Supervisors, Workmen, Transfer Policy, various benefits & facilities, opportunity of Higher studies etc.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

- E-Office has been implemented.
- Work from Home and Flexi timings Policy guidelines has been implemented.
- All correspondences with various locations are being sent through digital mode i.e., digital IOM & mail.
- Online Human Resources Management System with linking with Finance.

How are you building your Organization’s capability on this front?

- By implementing Less paper Office, NHPC successfully communicated information’s, actions, decision in optimum time which in turn increase the efficiency of work in optimum time.
- Paperless medical claims have been implemented.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Shifting to digital working environment. Digital process improvements, Artificial intelligence and machine learning are going to be in vogue.
- If we stay united and dedicated, any challenge can be faced.
- Regularity of communication with clarity with various stakeholders including employees has attained significance during uncertain times.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Focus on learning and development to remain relevant in changing business models and paradigms. Inculcating a learning mindset will prepare the employees well for dealing with a constantly changing work environment due to COVID-19.
- More emphasis on IT initiatives / IT based solutions.
- Jobs which is possible through Work from Home may be explored.

OTHER INITIATIVES

In line with Social Accountability International Standard 8000 based on Principles of Seventeen Conventions and One Code of Practice of ILO, NHPC acceded SA 8000:2014 international standard for its commitment towards implementing socially responsible standards.

EASTERN COALFIELDS LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Awareness programs, set up isolation wards, quarantine centres, sanitization of office premises, equipment, machineries, distribution of masks, set up COVID hospital with ventilation, ICU, and oxygen facilities. At the same time vaccination drive has also started. maintaining of protocols of COVID-19

Workforce Planning

Manpower Budgeting

Talent Acquisition

Recruitment & Management Trainee's onboarding Programmes

Learning & Development

Our HRD dept. deals with various Learning & development programs, apart from this we have special Institute (IICM, Ranchi) dedicated for training and development of our employees.

Performance Management

Rating system - Performance Appraisal Report for senior executive & PRIDE for junior and middle management executives.

Employee Engagement

Various initiatives are conducted throughout the year considering special occasions.

Rewards & Recognition

Special day dedicated for Rewards and recognition programs 1st Nov (CIL foundation day) & 1st may (Labor Day), **recognition for sports professional is also conducted.**

Workforce management and enabling dispersed operations.

Since we are providing emergency services our company was in operations during this pandemic, still we took few measures to safeguard our employees working with 50% workforce, changing shift timings.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Implementation of SAP

How are you building your organization's capability on this front?

- Capability Building
- Electrification
- Digitization
- Automation

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Best possible solutions according to the given circumstances, to do right things accordingly.

- People First
- Quick Act
- Lead ahead

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Employee wellbeing should be the topmost priority
Future preparedness of all such eventualities
More agility during and post Covid-19

NLC INDIA LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Health Care Services of the employees of NLC India Limited have been taken care by its 350 bedded secondary care hospitals, on war footing grounds adopted the Three-pronged strategy of 'Tracing, Testing and Treatment'. Round the Clock Help Desk started functioning at the Hospital to screen the incoming patients and guide them to avoid unnecessary movement inside the Hospital. As a precursor to prevention and containment of COVID, Hospital has opened the "Fever Clinic" with doctors positioned for screening of patients who report with travel history involving affected countries and interstate travel within the country along with symptoms like fever, cough and breathing difficulties. An ark hospital with 93 bed capacity for quarantining patients with symptoms and 7 bedded isolation wards with ventilator support for managing severe cases was started to counter any threat from the galloping COVID 19. Medical Camps were conducted to screen the Interstate Migrant Workers and counselled. Augmentation of resources like PPEs, essential medical supplies, emergency medicines, training of doctors in COVID and ventilator management inviting experts, have also been effectively resorted to.

Apart from the above, around the clock COVID control room to monitor the situation within its townships was launched. NLCL has re-purposed the available Building infrastructure within the Township and are kept in readiness for systematic quarantine. To break the chain of transmission of infection from person to person and through contaminated surfaces, employees were exempted from Biometric marking of their attendance. Attendance Monitoring Systems in all the Mining and Thermal Power Plants, Service units and Offices have been re-programmed for enabling transition from biometric to display of ID card or FACE recognition.

Technical prowess and expertise available in Centre for Applied Research and Development (CARD) wing of NLCIL was harnessed for manufacturing Liquid Soaps and Sanitisers.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Strategic Management Group (SMG) was constituted, with the Chairman-Cum-Managing Director at the helm, along with all Functional Directors and CVO. The SMG was available 24/7 to render guidance in implementing the carefully drawn 'COVID 19 Epidemic Management Plan' and hand-holding the NLCIL team at every step. Executive Director (HR) was nominated as Chief Executive Officer / COVID Management and conferred with special powers for enabling expeditious and effective implementation of all containment and control measures by mobilization of all resources on a fast-tracking mode. Regular meetings were conducted by SMG to review the situation and family members of the employees were connected to receive the suggestions from their end. Print, video and social media platforms have been effectively leveraged by the Company to connect with its employees and the community, to educate and sensitize them on hygiene, use of FACE mask, social distancing, and other preventive measures. Information, Education and Communication is also intelligently deployed to instil collective purpose among the people to meet the common challenge and to put up a united front against the fast-galloping virus.

HR PROCESS & PRACTICES

Workforce Planning

(a) Staggered deployment in Mines and Thermal units. Redeployment of non-critical workforce in critical work processes (b) Jobs re-designed for vulnerable class of employees viz. co-morbid, Women employees, Person with Disabilities, to facilitate them on remote working. (c) Role Mixing / involvement of blended roles in some of the key functions on need basis.

Talent Acquisition and Onboarding

All scheduled onboarding of new hires were deferred. Ongoing onboarding programmes were migrated on e-platforms. Hiring process were suspended till November 2020. Pre-selection process of NLCIL was already done through ONLINE mode. Hence no changes were made.

Learning & Development

- Training sessions scheduled through ONLINE mode. Purchased e-learning platforms and partnered agencies in delivering e-lectures, virtual classroom sessions.
- Augmentation of Learning Management System on MOODLE platform E-certification programmes for HR Champions
- Focused spend on L&D related R&D activity for building collaterals and learning resources, enriching of Knowledge Management Portal.

Performance Management

- Virtual orientation sessions on aspects of PMS.
- Integration of Training Need Assessment with PMS portal.
- ONLINE visioning exercise (mix of scenario planning exercise with appreciative enquiry principles with SMEs from Industry steering it with Industry perspectives)

Employee Engagement

- ONLINE employee engagement survey conducted for 2020-2021i
- PCMM Audit planned through ONLINE / blended mode.
- Virtual town halls by Leadership.
- Virtual Plant tours
- Leadership memos/titbits.

Rewards & Recognition

- Recognition measures for COVID-19 warriors, for employees championing new competencies and technology adoption.
- Special Reward measures for employees in critical field roles, who are braving risk and adverse conditions to deliver value to the organization.

Workforce management and enabling dispersed operations.

- Detailed guidelines on flexi working principles and remote working principles been issued.
- Talent segmentation done for enabling dispersed operations.
- Operations and work processes been studied for segmenting critical processes from non-critical processes and enabling dispersed operations
- Preparing workforce for future of work through change readiness exercises and roll outs. Conducting periodically the change need assessment, change readiness assessment and change impact assessment and identifying change enablers and derailers.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

NLCIL has been at the forefront in Digitization/ Automation initiatives for all the processes which can be automatized to the extent possible. Some of the key digital transformation initiatives taken are-

- Implementation of e-office- No more physical movement of files. All proposals/letters/ notes /approvals routed only through e-office. b) Laptops, VPN/Remote Intranet access, dedicated hotline
- services to all Executives and Non-Unionized Supervisors for facilitating remote working. Usage of collaboration platforms like ESNs, MS Team, Zoom and Slack
- Extensive use of KM portal and LMS e) Webinars, e-learning bytes, podcasts, e-learning sessions, virtual classrooms to foster learning organization and competency-based management practices
- Online managerial and leadership capability building exercises after digitalised assessments
- In house-built apps for major work processes like COVID-19 Management, Employee services, etc.
- SAP Implementation i) Conduct of Departmental Promotion Committee through ONLINE.
- Online Meetings through zoom or life-size cloud. All other processes were already automated prior to the pandemic.

How are you building your Organization's capability on this front?

Video tutorial and DIY Manual is shared as soon as an e-product/ application is launched. In case further assistance, round the clock support service is provided.

For systemic implementation of SAP and LMS, online and offline classes are organized.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Biggest leadership trait that has emerged out of this pandemic is empathy and candour. Empathetic leadership and open to admit the situation and commit to the better future will transfer resilience and endurance to the organizations. Organizations must invest to nurture empathy, honesty, and resilience in its top line talent. The three P's –People, Planet and profit would have to be revisited in

terms of the attention organization gives to them. More environment friendly organizational processes, investment for fostering sustainable environmental measures and taking care of people on their health and social wellbeing through greater CSR spends or mechanism of educating and skilling and absorbing in talent mainstream is something all Organizations will have to focus upon. Organizations including NLCIL will have to reimagine completely the workplace infrastructure in view and forecast of future pandemics being more frequent and assailant and re-integrate physical workspaces and processes with virtual workspace and work processes as hybrid workforce model will be the new normal.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Talent segmentation and hiring of liquid workforce is a new normal. Organizations may foster lean solid workforce and deploy more gig workforce on field, particularly in non-critical areas. This would generate more employment opportunities and will allow organizations to be less crowded. Organizations may have to have dedicated champions on continuous look out for automating processes wherever it can be to minimize the operational overheads in terms of manpower cost. The frequency with which we are encountering pandemic every 4-5 years with each pandemic being more severe than the predecessor, the need would be to have in place Pandemic planning and emergency response teams who excels in pandemic mitigation cum containment strategies and have in-depth knowledge of epidemiology, behavioural sciences, safety management, demography and rudimentary knowledge of immunology, population and bio- statistics and medicines.

OTHER INITIATIVES

NLCIL was one of the first companies to roll out detailed guidelines on mitigation activities way back in first week of March'20 itself. NLCIL was again one of the first PSUs to roll out detailed exit strategy from lockdown and rehabilitation and ramping up plans to achieve 100% operational & administrative efficiency

NLCIL rolled out a model Employee behavioural and action framework for NLCIans to adopt and adapt to the new normal.

ENGINEERS INDIA LTD.

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

We have implemented, flexi Work from Home timings, flexible attendance to young parents, complete work from home to expectant mothers and persons with disabilities, amended the medical benefits to address COVID 19 requirements, arranged for health and wellness sessions, modified the leave rules with special dispensation for COVID patients and facilitated online/ virtual working. Extensive sanitization has been undertaken and social distancing ensured.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

There have been regular virtual meetings and addresses convened by the top management.

HR PROCESS & PRACTICES

Workforce Planning

Rostering to ensure social distancing in office premises; employees who can discharge responsibilities remotely have been allowed WFH to the maximum possible extent.

Talent Acquisition and Onboarding

Recruitment interviews, induction processes have been completed online.

Learning & Development

All training modules, domain specific, leadership development programs, soft skill programs have been carried out virtually since April 2020.

Performance Management

The complete performance management process was completed online during the lockdown period, and the resulting promotion results were declared on time based on the same.

Employee Engagement

We have implemented Work from Home, flexi timings, flexible attendance to young parents, complete work from home to expectant mothers and persons with disabilities, working. Extensive sanitization has been undertaken and social distancing ensured amended the medical benefits to address COVID 19 requirements, arranged for health and wellness sessions, modified the leave rules with special dispensation for COVID patients and facilitated online/ virtual.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Through remote access of our office systems, provision of laptops to employees as required, web-based systems enabling work from anywhere.

How are you building your Organization's capability on this front?

EIL's IT Department is building up capabilities with latest technologies to ensure that work does not suffer in case the organisation is faced with a similar situation in the future.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

To face a similar situation and continue to deliver, an organization should have (a) latest IT systems and facilities to allow undeterred WFH; (b) an engaged & motivated workforce willing to put in its best despite the trying times and (c) systems to monitor logged in hours etc.

PRESPL

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- Basic medicines & PPE at each location
- Improved sanitization & regular sanitization & fumigation
- HSSE Updates & Awareness Drives
- Routine interactions with KMPs
- Daily Health Status Monitoring
- Isolation Ward created in each Plant
- Enhanced Sanitary conditions
- Follow all Govt & Health agencies advisories with rapid dissemination through MS Notifications & WhatsApp
- Promoted Work from Home with minimal office attendance.
- Enhanced number of video conference interactions to keep in touch with respective departments
- Regular visits in field locations by EHS Officers & Senior Management

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

- Placed mid-level Management near to field locations, in anticipation of Lockdown
- Long duration visits to States by KMP to enable following of all due processes & have detailed connect with Teams
- Migration to MS Office with MS Teams being used till last member to remain connected for business continuity & direct connect
- Created various Department-wise & Project-wise WhatsApp Groups to enable real-time communications.

HR PROCESS & PRACTICES

Workforce Planning

- Catered to lodging & accommodation for staff & labour at each Plant with adequate stocking of rations, essentials & medicines prior to Lockdown
- Regular induction of labour from other parts of a State or another State through monitoring of modes of transportation which were open & liaison with officials
- Moving key managers nearer to Plants & Field locations with speedy approvals within 3 days of declaration of Lockdown
- Routine monitoring of strength at each Plant & proactive planning of reserves

- Contractual Agreements for labour & Security Guards etc

Talent Acquisition and Onboarding

- Manpower Requisition Form prepared online & given to HR
- Online shortlisting through available portals, WhatsApp Groups, LinkedIn etc
- Online Interviews through a diverse Panel & Prioritizing of candidates
- Online confirmation & approvals
- Online issue of Job Offer Letter
- . Online / Physical joining, as specified.

Learning & Development

- Online Schedules for Training prepared by Training & Development department
- Courses identified for both in-house & external training
- Maximum online courses subscribed to
- Feedback received online & tabulated.

Performance Management

- Appraisal System has been designed recently which will have digital cataloguing through HRMS
- Policies have been disseminated through MS Notifications & explained through MS Teams portal

Employee Engagement

- Robust engagement observed during Pandemic
- HR Department made routine direct connects with each employee
- KMP randomly interacted with employees.

Rewards & Recognition

- System has recently been instituted
- Online movement of recommendations is a norm.

Workforce management and enabling dispersed operations.

- Clusters of Excellence have been formulated as a Concept where movement is allowed within a limited geographical area & Area Managers look after each Plant operation under their jurisdiction
- Road & Air connectivity utilized by KMP to reach field locations and guide employees & have interactions with officials

- Timely approvals taken by Company and that afforded a lot of flexibility of operations in Punjab, Maharashtra, Karnataka & Rajasthan

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

- Adapted to 100 WFH for offices
- Installed MS Office for Company
- Maximum online interactions within Company
- Drafts approved online
- HRMS being set up
- ERP being set up.

How are you building your Organization's capability on this front?

- Collaborating with many foreign & domestic companies & manufacturers of farm equipment, biofuels sector, etc
- Maximum engagement is online
- Imbibing better platforms & digital processes

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Each Plant must be self-sustained operationally & administratively to cater to such contingencies with accommodation, lodging & medical facilities
- Key Managers must operate from field locations
- Regular connect within & trans departments and with field locations is a must. No pay cut is necessary & we must look after our employees well. We did not have a pay cut and Company had record breaking revenues this year.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Staff better people who can bear such conditions
- Plant / Factory must be 24x7 ready to operate in isolated mode for minimum 3 months
- Workforce must be as close to the Factory as possible
- GMC etc policy for employees &, if possible, for families will be better
- Please read pinned tweet @RDXThinksThat

OTHER INITIATIVES

- Various recreational online activities organized
- Direct interaction with COO maintained
- Attrition Analysis done & measures enforced as necessitated
- Standard Operating Procedures made, refined & reiterated.

SINDICATUM RENEWABLE ENERGY

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Insured everyone including dependent family member and their parents. Following a strict EHS policy.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Not more than 33% workforce at HQ. Encouraging Video calls. Immediately address medical issues

HR PROCESS & PRACTICES

Workforce Planning

33% come to Head office. at plants full attendance following Covid protocol

Learning & Development

Regular training through Webinars.

Performance Management

Done yearly.

Employee Engagement

On calls with all employees once a week

Rewards & Recognition

Instant gratification

Workforce management and enabling dispersed operations.

Done at plant level by HR and EHS heads

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

By regularly interacting with employees on video calls and training them.

How are you building your Organization's capability on this front?

Do not need to employees are fully conversant.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Need to adapt to changing circumstances.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

As stated, above organizations need to reinvent themselves. remain positive and retain employees.

SPRNG ENERGY PRIVATE LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- Engagement Activities- Running 21 Days Challenges for employees on No Junk Food, pamper yourself, Confidence, Kindness, Mental Wellness, Fixing Sleep Schedule, Home workout, Declutter, Happiness, and Social Media Detox.
- Conducting Training on Emotional Resilience
- Introducing Reimbursement Policies on work from home set-up and connectivity
- Insuring all employees including contractual employees under COVID-19 Health Coverage Policy apart from the existing medical policies as an additional coverage to promote health and safety
- Providing COVID-19 Safety Kits to all employees

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Promoting culture of VC

HR PROCESS & PRACTICES

Workforce Planning

Shifted focus to planning based on project and diversity inclusion needs.

Talent Acquisition and Onboarding

Shifted to Virtual Onboarding

Learning & Development

Shifted to virtual workshops and training sessions.

Performance Management

Shifted from manual to automated excel based elaborative PMS System.

Employee Engagement

- a) Engagement Activities- Running 21 Days Challenges for employees on No Junk Food, pamper yourself, Confidence, Kindness, Mental Wellness, Fixing Sleep Schedule, Home workout, Declutter, Happiness, No Junk food, and Social Media Detox.
- b) Conducting Training on Emotional Resilience
- c) Introducing Reimbursement Policies on work from home set-up and connectivity

- d) Insuring all employees including contractual employees under COVID-19 Health Coverage Policy apart from the existing medical policies as an additional coverage to promote health and safety
- e) Providing COVID-19 Safety Kits to all employees

Rewards & Recognition

Virtual Offsite Planning is in process

Workforce management and enabling dispersed operations.

Being on similar lines

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Automating the existing manual processes- for instance PMS System

How are you building your Organization's capability on this front?

Trying to automate as many processes as possible and cutting down on paperwork.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Perseverance
- Health, Mental Wellness and Safety
- Importance of Family

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Digitalization and automation on processes

MANUFACTURING

BHEL

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- Monetary Contribution to PM CARES Fund

In response to the management's call for strengthening the fight against Covid19, BHEL employees have expressed their solidarity by contributing of one day's salary to the Prime Minister's Relief Fund. Aimed at extending a helping hand to alleviate the effects of this pandemic, BHEL has contributed of Rs. 7 Crore through its CSR funds, while its employees have made a humble contribution of donating their one-day's salary to the Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund (PM-CARES Fund). To bolster the fight against this unprecedented medical emergency, a total amount of Rs. 15.72 Crore has been transferred to the PM-Cares fund by BHEL.

- Payment to Contractual Workers during Lockdown Period

In these trying times, it is of utmost importance to keep up the spirits of the workforce and boost their morale. BHEL has taken care to see that payments are made to contractual workers.

- Social Support to Needy by Providing Food & Shelter

Leading a helping hand, BHEL's Haridwar unit along with its Ladies Welfare Centre, handed over dry ration kits to the Haridwar district administration for distribution to the needy, in the wake of the Covid19 pandemic.

Hyderabad unit provided cooking provisions to truck drivers and cleaners who have been stranded due to the lockdown and are currently staying in the unit's premises. To help mitigate the problems being faced by essential services sanitary workers and their families due to lockdown, Hyderabad unit also distributed daily provisions to its sanitary workers. The gesture was made to acknowledge and appreciate their hard work and relentless contribution in improving sanitation and maintaining general cleanliness to control the spread of Covid19 in the unit.

BHEL's Tiruchirappalli unit has also donated bags containing essential provisions, including groceries and vegetables to 250 under privileged families, reiterating BHEL's commitment to giving back to society, especially during calamities such as the Covid19 pandemic.

- Medical Support to Address Health Crisis Innovation

As part of the initiatives to check the spread of Covid19, **hand sanitizer** was prepared in-house, in line with WHO guidelines, by a team of chemical engineers, doctors and human resource officials of BHEL Tiruchirappalli at its Coal Research Centre. Around 100 litres of sanitiser were produced for distribution to BHEL Mail Hospital, OHS centre and Security department. In addition, Haridwar, Bhopal and Jhansi units, have made hand sanitisers in-house, for distribution and use at their local BHEL hospitals, dispensaries and for distribution to the security personnel and essential services staff.

Three-ply masks have been made in-house by the company's Jhansi unit to meet the requirement of the unit's hospital, guest house, security guards and employees working under essential services. BHEL has also taken up a welfare project for distribution of masks which will be manufactured by BHEL's Ladies Welfare Association, Noida Township.

BHEL's Tiruchirappalli unit has developed a new set of in-house **PPE products** like 'Half-Sleeve Protective Gown', 'Splitter for Oxygen Cylinder', and 'FACE Shield Prototype' for protecting its employees working under essential services from infection and for their care.

To address limited manufacturing capacity of Critical Care Ventilators in country and to meet the surge requirement of Critical Care Ventilators due to Covid19 BHEL is extending its manufacturing facilities for assembly of critical care Ventilators. In this endeavour, BHEL has entered strategic tie ups and signed non-exclusive Manufacturing Association Agreements with two domestic OEMs of critical care ventilators, i.e., M/s AgVa Healthcare M/s AB Industries.

R&D and Technological Breakthrough:

- BHEL has developed in-house technology with the new BHELMISTER amongst others. Ranipet unit has developed in-house, a spray assembly that atomises sanitising liquid and can be used for mass sanitisation for combating Covid19, while consuming comparatively less liquid. It has been named BHELMISTER and has been donated to the local administration of Ranipet for sanitising the whole town on a mass scale. The system is in operation on the streets of Ranipet in Tamil Nadu. The design is being shared with all other units of BHEL so that it can be adapted and used by them as well.
- BHEL Haridwar in association with CSIR, has successfully developed an Electrostatic Disinfectant Spray Machine for sanitising indoor areas. The portable machine, through a mist of charged micro particles, achieves uniform coverage on target surfaces and reduces consumption of disinfectant. As a CSR project, five such machines have been deployed at various BHEL offices.
- BHEL's Haridwar unit have made their elevator systems free of human contact by making Touch-free Elevator Buttons. The process involves a simple mechanism of just waving one's hand within 160 mm of the sensor, which registers the request in the existing control panel. The modification in the machine is a simple and easy solution which snugly fits in the existing location without impairing the aesthetics of the elevator.
- The Tiruchirappalli unit has also developed a compact, portable, battery-operated, Automatic Hand-Sanitiser. The system senses the user's hands and operates automatically without physical contact making it extremely safe in the current scenario. With a five-litre tank to store the sanitiser, the system has a level indicator that shows the exact volume of liquid available for use. A photoelectric sensor provided at the opening senses the physical presence of the hands. The entire system operates on 12V DC which is supplied from a general-purpose battery thus, making it conveniently portable and deployable.
- Tiruchirappalli unit has also developed a hands-free Sanitiser Dispensing Machine with an innovative design to promote hygienic hand sanitising as part of its initiatives to contribute to the nation's effort to contain Covid19. The portable mechanical device allows the user to easily operate the dispenser by simply pressing on a foot-pedal. The device has been conceptualized, designed, and manufactured completely in-house by Tiruchirappalli unit with available resources.

Preventive Measures (for the organisation and employees):

- For Employees

Continuing with the concerted efforts of the nation to fight Covid19, preventive measures are in place at all BHEL units and offices. Strict social distancing is being practiced across offices by the employees working under the essential services category. Thorough sanitisation drives are being conducted as precautionary measures by units, not only in the factories and office buildings, but also entire township premises including hospitals, schools, shops/markets, and banks/ATM areas.

Monitoring and sanitising of vehicles is also being done at the single-entry points and exit gates. Masks, gloves, and sanitisers are being provided to employees. All these efforts are directed towards keeping the employees and their families safe during this pandemic.

- For Organisation

BHEL is making a collective effort to maintain business continuity and ensure quick resumption of work post lifting of lockdown. Remote access has been provided through IT network to enable employees to carry out office activities and meetings are being conducted via video conferencing. Utilisation of this time to carry out initial material procurement, engineering and project activities are being encouraged during the work from home period. Further, online training through video lectures, webinars etc. is being undertaken for employees to update knowledge and skills. BHEL is in association with external consultants to assimilate best industry practices to develop an SOP to restart activities keeping in mind the safety of its employees.

Undaunted by the unprecedented halt in operations due to the lockdown, the company has achieved a major milestone by successfully implementing a huge employee engagement initiative. During this phase, the company has reached out to nearly 21,000 employees to maintain continuity and to facilitate the transition to work-from-home. Significantly, in addition to focusing on the health and wellbeing of its employees, BHEL has effectively used this lockdown as an opportunity to sharpen the skill set and creativity and productivity of employees.

In line with government directives regarding Workplace protocols, including strict adherence to social distancing and sanitisation guidelines, BHEL has commenced operations keeping in view work and production exigencies in all manufacturing units, divisions, and offices, including the Corporate Office in New Delhi. All the necessary precautions are being taken while restarting operations.

Awareness Campaigns:

BHEL's Units are creating awareness through displaying banners and hoardings regarding precautions and safety measures on Covid19.

Banners, hoardings, pamphlets and displays on Notice Boards regarding safety measures and awareness on the pandemic have been displayed across the organisation at its office premises and townships.

All employees are being sensitised through emails sent to them individually, information on internal web systems etc. Precaution methods and awareness messages are being shared via the in-house journal EKAM as well.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

As a part of HR Excellence initiative, a need was identified to improve the Internal Communication in the organization. While the Internal Communication in the organization would be broadly based on the already issued Internal Communication Policy, as a part of corporate outreach for dissemination of an authentic information and credible content from the Corporate level, an Editorial Board, Content & Design Team and Channel exploration team were constituted.

Subsequently it was decided that WhatsApp is the most effective communication channel for highest reach among the Executives and Non-Executives.

Accordingly, around 205 WhatsApp groups have been formulated to circulate authentic, real-time, and credible content through WhatsApp. WhatsApp groups proved to be extremely useful during the times of lockdown.

EKAM is the celebration of BHEL's common vision, existence, coherence, unity and BHEL's spirit to be the best in whatever we do! 'Ekam' ("one" in Sanskrit) is born out of our passion to strengthen our oneness. It is a monthly newsletter which includes wide range of articles such as company news, bites from our leaders, performance overview, operations' highlights, innovations, best practices, success stories, learning opportunities, feedback, interviews with featured employees, etc. First issue of EKAM was published in Feb 2020.

Interaction of Senior Officers with Top Management

To foster engagement several interactions are being conducted on regular basis with CMD and Directors. Recently, at the behest of Director (HR) multiple sessions of Director (HR) with senior level officers of BHEL were conducted to discuss opportunities for streamlining processes, optimum utilization of resources, exploring new business areas, cost, and wastage reduction, etc. Interactions with top management including Director (Finance) and Director (HR) were organized through online mode to stay in touch.

BHEL's presence on social media

BHEL now has a strong presence on Facebook (@BHELOfficial), Twitter (@BHEL_India), Instagram (@bhel. India) and YouTube (@BHEL_India) with multiple followers. BHEL is quite active on these platforms and regularly shares its highlights and achievements over these platforms.

To drive virtual engagement, online training interventions/remote learning opportunities aligned to business objective of the organization were planned and delivered through WebEx/ external and internal e-learning courses/webinar/WhatsApp covering more than 60,000 participants in the months of April to Sept,2020.

HR PROCESSES & PRACTICES

Workforce Planning

At the strategic level, HR is one of the prime enablers for the formulation of business strategy. Whether, it be diversification, Technology up gradation or capacity augmentation, HR has a very key role to play. It starts right from manpower planning, providing training in newer technology, and filling up vacancies (due to attrition / organizational changes / retirements) to Employee Engagement and change management. Keeping this in view, HR is always a part of the meetings involved in formulation of business strategy and major/minor intervention whenever required.

At the apex level a designated position of Director HR substantiates the role of HR in all the organizational issues and matters. Manpower planning, Development and Evaluation are given the utmost priority in all the business-related decisions. Invariably in all the decision-making committees' adequate level HR functionaries participate and contribute.

Talent Acquisition and Onboarding

BHEL was the pioneers amongst all the PSUs in conducting the entire recruitment process online. Careers.bhel.in is the URL for the official Recruitment Website of BHEL. Through this website, BHEL strives to ensure that the entire application process is paperless. The entire recruitment related information and processes are explained in a very user-friendly manner. Candidates can apply to

specific openings by clicking on the relevant links, which guides them further to the application process, which is entirely online.

BHEL's application processes for recruitment are completely online and system driven, right from the application stage to final issue of offers. Our systems are robust and cater to lakhs of applications for BHEL advertised vacancies. Information at every stage of the application process is communicated via SMS and E-mail to keep the candidate duly updated about each stage. Recruitment is gradually being made paperless except verification of key documents.

In addition to take care of the business requirements, time to time engagement of Fixed Tenure Appointees and Young Professionals is ensured.

Learning & Development

Corporate Learning & Development (CLD) transformed its entire gamut of learning initiatives covering technical as well as behavioural programs to online avatar using various online platforms. Also, CLD through its in house developed e-learning platform is providing access to about 45 e-learning courses on various topics like Energy storage systems, Steam turbine, Stability of structures, Turbo generator, Factories Act, GST, Arbitration, and conciliation, Coaching etc. More than 7500 employees have benefitted from these e-courses. CLD is also arranging e-courses through external agencies on topics like Machine learning, Big data etc.

Performance Management

BHEL is the pioneer amongst the PSUs to have an online Performance Management System. The online system is called eMAP (Moving Ahead through Performance) and it is a part and parcel of the BHEL culture since its conceptualization and implementation in 2001-02. This was in place in BHEL much before online PMS became a norm in PSUs and other private organization.

There are 6 key Pillars of our Performance Management System. These are:

- Objectivity
- Consistency
- Alignment
- Transparency
- Development
- Differentiation

There are 3 phases in BHEL's Performance Management System

- Performance Planning
- Mid-Year Review
- Final Review

In addition to these 3 phases, since 2016-17 BHEL has introduced a unique practice of Quarterly Feedback System.

Performance Management and Planning starts at Company level and cascades down to individual level. To align and reach the company goals, a Company level BSC is created based on the Strategic

Plan and the financial and other objectives after due deliberations with the Govt. of India through MOU. This BSC is cascaded to the various Units through Unit level BSCs and further to Departmental and Sectional level BSCs through which individual performance plans are derived.

To align Individual targets with Company and streamline the process of planning, from 2020-21 onwards, the CLBSC parameters shall be cascaded from Heads BSCs to PG/Fn Heads to HoDs to HoSs and to KRA holders. For this a new system has been developed internally with combined efforts of PSG and CDT to ensure a prescribed percentage cascading at each level i.e., from Unit Head to PG/Fn Heads then HODs and subsequently. This will ensure more objectivity and complete alignment of individual's goals with Company Level Goals.

BHEL has aligned the plans of all the executives with that of MoU and Company Level Balanced Score Card through an Online System where in it has been ensured that Company Level Targets are cascaded to all the executives up to the last level with a specified percentage. This has helped align all employees with the Company Goals.

Plans are evaluated and Individuals scores are assigned which are converted into ratings (A /A/B /B/C) through a scientific system-driven process of Normalization. All the individuals are fitted in a dynamic bell-shaped curve based on the principle of normal distribution. This results in employee involvement and contribution towards company's goals, differentiation, and variable compensation by way of Performance related benefits.

The above system is applicable to All the Executives and Sr Supervisors. For all others that is, Jr Supervisors and Workmen we have an Online SAP based ACR system through which yearly performance is evaluated.

Further, a performance improvement plan scheme is in place to address recurring performance issues. This shall help identify areas of inadequate performance and enhance ability to meet expected performance standards. The process is being implemented with the sole objective of employee development and ensuring a high-performance culture. The process involves, individual, his superiors and HR who work closely and together.

Employee Engagement

BHEL conducts Employee Satisfaction Survey at an Organization level every alternate year. The Survey aims at Identification of opportunities for improvement (OFIs) at Company and Unit level, bringing about improvements in identified areas in a time bound manner, Internal benchmarking amongst various units to facilitate adoption of best practices from amongst units of BHEL. The Survey comprises of questions covering parameters(divided into Hygiene and Motivation factors) like Communication, Target Setting & Appraisal, Training & Development, Reward & Recognition, Leadership, Organizational Values, Mission & Vision, Empowerment , Management of Change, Work Environment, Health, Safety & Environment, Pay & Benefits, Policy & Strategy, Organizational Environmental policy, Organizational role in Community & Society, Employment conditions & Job Security, Peer Relationships and Facilities & benefits etc. Consistent improvement has been made over the years in all the parameters. an Employee Satisfaction and Engagement Survey 2019-20 was launched on 18th December 2019.

ESES 2019-20 was conducted online for all categories/ cadres of BHEL employees across all units through a centrally administered online platform. Responses were collected on a scale of 1 to 10, for 21 parameters covering 71 questions.

With more than 17000 respondents, ESES 2019-20, garnered response from more than 50% employees, spread across Units, Grades and Functions.

The responses were analysed, and presentation was shared with Top Management. Subsequently a detailed action plan was formulated, and process champions were identified. Review meetings, chaired by Director (HR), with all process champions are being conducted on regular basis to monitor the action taken and remove any bottlenecks.

Rewards & Recognition

BHEL recognises its employees and rewards them through various avenues that have been established for quiet sometime and are now a part of the organisations culture.

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REWARDS & RECOGNITION

- ▶ Plant Performance Payment
- ▶ Special Incentive Payments
- Performance Related Pay

} For workmen
for Execs. & Supvrs.

(3% of Current PBT + 10% of incremental PBT subject to a ceiling of 5% of the Current Year PBT ,as per DPE)

- Impress Scheme (Employee level & Unit level)
- Excel Awards Scheme (Company Level)
- Employee of the Quarter
- Incentive Scheme for Patents

Encouraging & rewarding creativity & Innovation

Idea Portal: BHEL has an e- enabled employee suggestion scheme called 'Idea portal' overseen by administrators, evaluators, and idea specialists.

Under the BHEL Idea Portal, Suggestions may be registered in any of the following areas:

- Improvement in one's own work.
- Savings in energy, material, and other resources
- Improvement in the working environment
- Improvements in machines and processes
- Improvements in jigs and tools
- Improvements in office work
- Improvements in product quality
- Ideas for new products
- Customer services and customers relations

All these schemes are aimed at reinforcing the collaborative spirit among employees to work together for the betterment of the organisation.

CMD's My Idea: Employees can share their suggestions wrt. their Work, Technologies, HR Policies, Organization processes etc. directly with the Chairman and Managing Director. For this purpose, the CMD has created a dedicated portal for employees to pool in their suggestions.

A senior level committee goes through these suggestions, and these are addressed by the concerned Functional groups in a timely manner.

Bipartite Forums 'BHEL has three levels of bipartite fora which include the Joint Committee at the apex level, the Plant Council at the unit level and the Shop Councils in each shop floor. All worker related benefits and welfare measures are discussed and decided jointly through participative approach. Apart from these issues the workers are also involved in business- and work-related discussions at the shop level and the company level. Their views and suggestions on company's operations are sought through meetings and workshops.

Quality Circles It has been now 50 years that BHEL has an established system of Quality Circles. All around the year quality Improvement projects are undertaken by employees from all cadres. During the quality month the quality circle teams are felicitated and presentations on improvement projects are made in across the organisation.

Executive of the Quarter/Best Supervisor of the Unit: In line with the organisation's effort towards developing a high-performance culture, this scheme was framed. It provides an equal opportunity to all the executives to apply for the award. The focus of the scheme is to motivate executives and recognise their initiatives towards developing better processes/ systems in their areas of work. 400 employees have been rewarded as per the scheme and they are being recognized through certificates, citations on Intranet and Newsletters. They are felicitated every quarter under the categories viz. Operations, Support and Services. This scheme has led to a high employee motivation despite the challenges being faced by the organization.

A scheme for workmen category is under finalisation in 2016. Upon approval, under one umbrella of Best Employee Scheme, we would be able to engage and motivate Executives, Supervisors and Workmen through these schemes.

Workforce management and enabling dispersed operations.

Bharat Heavy Electricals Limited (BHEL) has been maintaining a conducive, progressive, and harmonious Industrial Relations climate ever since its inception in the year 1964. The Industrial Relations policy and practice in BHEL essentially revolves around participative style of Management.

The participative Management culture was instituted as long ago as 1973 with the formation of an Apex level bipartite forum namely "The Joint Committee for BHEL" which is a voluntary body not constituted under any statute. The full potential of adopting a participative style of Management has been leveraged by way of formation of Plant Councils at plant level, Shop Councils at shop level and Executive and Supervisory Associations at various Units/Divisions of BHEL.

The Management enters into collective bargaining agreements with Unions represented on the Joint Committee for BHEL on issues related to periodic wage revision, distribution of incentives, certain benefits, and allowances etc. The bargaining is held in an atmosphere of mutual trust and all decisions are arrived at and implemented based on consensus emerging therefrom.

The focus of discussion at various voluntary bipartite fora has over a period shifted from being merely limited to employee interest centric issues to diverse Company interest related issues within its fold.

'All round Development through Participation of All' has been the driving mantra in our Industrial Relations journey.

BHEL's policy of open and continuous communication with all sections of employees and the presence of a strong and well laid down Grievance Redressal Mechanism in place for all categories of employees has been instrumental in maintaining and building up an overall harmonious Industrial Relations climate in BHEL over the years.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

During the lock down Work from Home was enabled across the organization for Engineering & other functions through VPN Login and cloud-based Video Conferencing using Cisco WebEx and MS Teams Digital enablement is another key focus area for the company. Various initiatives taken/ being taken in this direction include installation of IPMS for real-time project monitoring, implementation of e-Office for faster decision making & file processing as well as integration of multiple ERP platforms for end-to-end monitoring of manufacturing, project execution and related processes to improve the overall efficiency of the organisation.

Data and Cyber Security Endpoint security has been deployed across BHEL's IT assets, comprising of PCs, laptops, and servers, and integrated with its Cyber Security Operations Centre. This approach enables implementation of advanced anti-malware techniques, ensuring data security for every connected device. The whole process is managed through a single console. This successful integration provides BHEL significantly enhanced protection for the company's geographically distributed endpoints and servers under a single umbrella.

How are you building your Organization's capability on this front?

Corporate Learning & Development (CLD) has adopted digital transformation for delivering all its training interventions using multitude of online platforms like WebEx, Microsoft Team, WhatsApp as well as providing e-modules on technical and behavioral inputs through Unnayan, in-house developed e-learning platform.

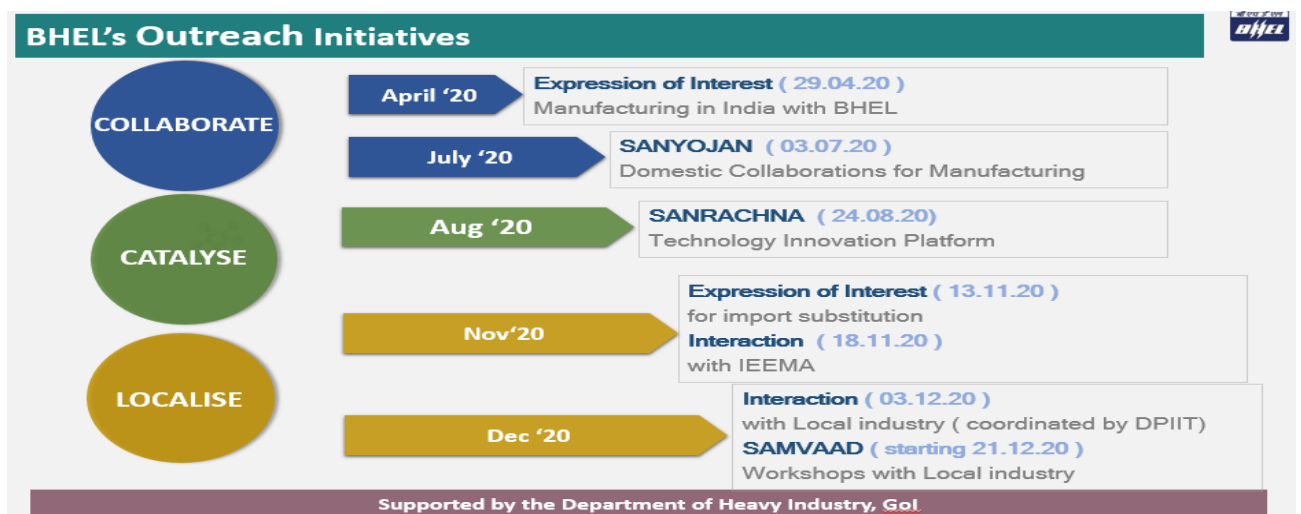
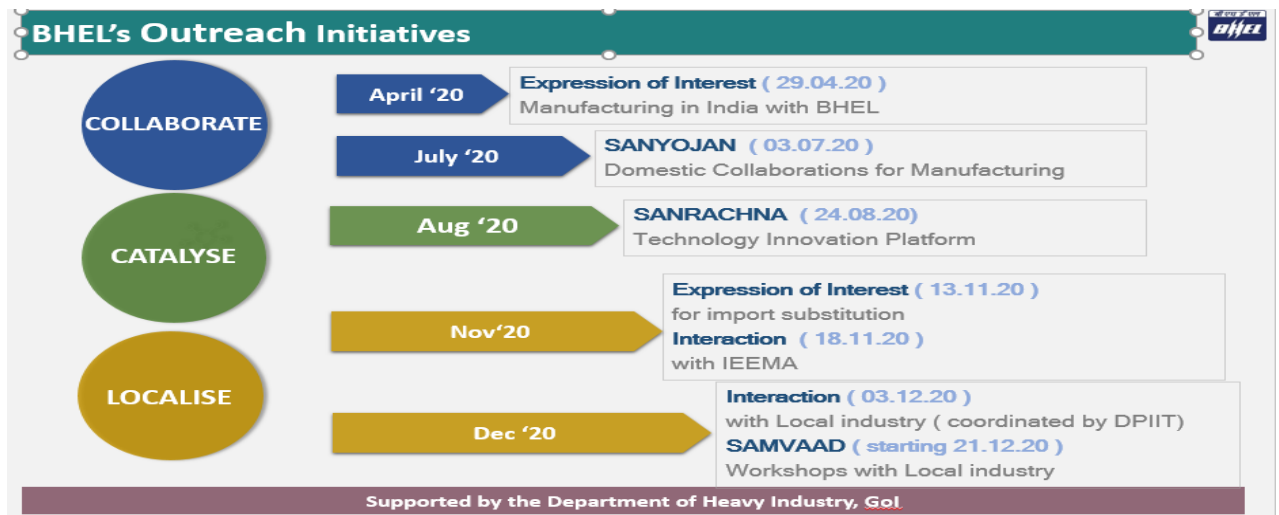
Corporate Learning & Development (CLD) has trained employees to navigate through online platforms and has created manuals on technicalities of these platforms. Also, trainings on "e-office" for online movement of official files have been organized.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Self-Reliance, Digitalisation, Care for Humanity

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?



OTHER INITIATIVES

BHEL invites Global OEMs to Leverage its Facilities and Capabilities to 'Make in India'.

To further promote Make in India and support international companies for setting up manufacturing in India, BHEL has floated an Expression of Interest (EOI) inviting global companies to partner with it and leverage its facilities and capabilities for setting up a manufacturing base in the country.

The ongoing economic disruption across the world, due to Covid19 has highlighted the dangers of manufacturing activities being concentrated in a single location and thrown up the need for diversification of supply chains and manufacturing. This has thrown up a huge opportunity for India - one of the fastest growing economies of the world and an attractive investment destination which

offers strong democratic governance, a well-established judicial system, a young work force, one of the largest domestic markets and favourable investment policies.

BHEL presented an in-house developed 'Electrostatic Disinfectant Spray Machine' to the Indian Railways

As a part of its ongoing efforts to support the nation's fight against Covid19, BHEL handed over an Electrostatic Disinfectant Spray Machine to the Indian Railways. The machine has been designed by CSIR and manufactured by BHEL's Haridwar unit. The same was presented to the railways for disinfecting the New Delhi Railway Station.

The machine was handed over to Shri R.P. Pandey, Station Director, New Delhi Railway Station by Shri Anil Joshi, Executive Director, PS-PEM at an event which was attended by Dr Vibha Malhotra Sawhney, In-charge (Innovation Protection Unit), CSIR & Shri K. Venkata Subramanian, Chief Scientist, CSIR. Other senior officials of BHEL were also present.

Udyog Bhavan sanitised using BHEL's in-house technological developments – BHELMISTER and Electrostatic Disinfection Machine

The Department of Heavy Industry, Ministry of Heavy Industries and Public Enterprises at Udyog Bhawan, New Delhi was sanitised using the 'Electrostatic Disinfectant Spray Machine', developed by BHEL in association with CSIR. With the help of this machine all indoor areas were sanitised for the safety of all employees. The building area outdoors was also sanitised with the BHELMISTER, another in-house development by BHEL to fight Covid19.

Community Sanitisation Drives

To prevent the spread of Covid19, the in-house fire service department of BHEL's Tiruchirappalli unit sanitised the neighbouring panchayat area of Krishnasamuthiram, Tiruverumbur Taluk, Tiruchirappalli District. The total area covered was more than 700 acres, comprising over 3,000 houses with a total population of nearly 18,000 residents. BHEL's efforts were highly appreciated by the residents and the President of the Krishnasamuthiram Panchayat. Tiruchirappalli unit also engaged the services of its in-house fire services crew for spraying disinfectant from Palpannai to Thuvakudi area, covering about 15 kms. BHEL's Visakhapatnam unit arranged for spraying of sanitiser in the suburb of Gajuwaka, for a period of three days, using the company's in-house fire services. The Haridwar unit successfully utilised the BHELMister to carry out large-scale sanitisation drives in Jwalapur area of Haridwar.

Banking at Ease

To help prevent the spread of Covid19, in line with the principle of social distancing, the Employees Co-operative Bank of BHEL's Tiruchirappalli unit has taken measures to enable easy withdrawal of cash for all its members. Cash was made available to the residents of the township at their doorstep. This was accomplished efficiently, without compromising with accounting accuracy and safety of cash handling, with the help of a mobile ATM which was driven around the township, enabling residents to withdraw cash.

Blood Donation Camp

Always willing to go the extra mile to help the nation especially in times of crisis, BHEL's Hyderabad unit organised a blood donation camp to alleviate the shortage of blood in local hospitals. Around 100 units of blood were collected in the camp, maintaining all preventive protocols against spread of any kind of infection.

BHEL's Employee Support Initiative PEACE (Positive Emotional Alignment through Counselling Experience) was launched by Director (HR) in July 2020 for facilitating our employees to seek help and advice on issues impacting their well-being, performance and behaviour at the workplace, family, and society at large by providing confidential counselling services. Employees can avail these services

online through email, mobile and offline through face-to-face sessions also. Employees may also access Mobile application and website for exploring various tools, tests, articles, and related material. The facility was made available for 1 month to enable employees and their 3 family members to cope up with any anxiety or stress due to uncertainty caused by the pandemic and rollout of Unlock 2.0.

In addition, BHEL launched its online medical platform Round Glass to enable serving retired employees of BHEL to avail OPD consultation online.

Apart from several sanitization drives, BHEL organized several Covid Testing camps inside the office premises to ensure professional testing companies at employees' disposal.

Also, online inputs on emotional intelligence & change management are being made available to employees.

CEMENT CORPORATION OF INDIA LTD

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Comprehensive Medical reimbursement Policy and Medical Insurance

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

CCI has started virtual meetings during Covid-19 days. During lock down period all employees came together virtually and every day at 11 AM and 3 PM knowledge sharing sessions have been conducted. Automation of process such as e-office, leave module, E-PMS introduced

HR PROCESSES & PRACTICES

Workforce Planning

Comprehensive manpower study was conducted through a reputed third party to ensure continuity of business operations.

Talent Acquisition and Onboarding

Comprehensive manpower study was conducted through a reputed third party to ensure continuity of business operations.

Learning & Development

More than 100 online training have been conducted through Video Conferencing. Company has defined learning and development policy. Unit wise monthly targets have also been fixed.

Performance Management

Online tool for better control has been introduced. The KPA are fixed at beginning of year and same is monitored monthly, quarterly, and annually. Bell curve is also made applicable. Succession planning is also in place for key positions.

Employee Engagement

Many sports activities, family get to gather, Team building activities are arranged periodically.

Workforce management and enabling dispersed operations.

Knowledge Management (KM) has become a central theme in today's business environment and a commonly cited source of competitive advantage. Accordingly, CCI has framed its activities based on the requirement of corporation and automation capturing of contractual manpower is also ensured to ensure timely availability and development of skilled manpower.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Key processes are being automated. PMS, Leave Module, Attendance, filing and E-filing have been made automated.

How are you building your Organization's capability on this front?

Through automating various process

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Caring, Employee Centric, Learning and Development

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Automation of manual process and to make it 100% paper free organisation.

JK ORGANISATION

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Even as the nation fought the pandemic, JK Organisation, as always, came forward with a comprehensive approach, to make a positive impact at several fronts – i.e., Employees, Communities, Customers, Vendors and Government / NGOs. It started very early, as the pandemic broke out, and continued since, for several months. Our units in several locations across the country rose to the occasion and provided much needed support to the people. We as an organisation launched “360-degree stakeholder’s care and wellbeing” practice as business continuity measures. The details are as follows –

Practice / Initiative Title: 360-degree stakeholder’s care and wellbeing

Support to Customers / Vendors

- Facilitated MSMEs vendors and helped them for getting benefits of government relief package to ensure business continuity and continuous supply chain
- Covid-19 awareness amongst 22875 customers and vendors
- More than 74000 trucks/ vehicles were sanitised entering our location for safety of people
Collaboration with Govt. / Local Administration: Extending support to the local authorities throughout the combat –
- JK Organisation contributed INR 10 Crores to the PM Care Fund
- Developed ‘Ventilator’ machine and “Hand Sanitizer” internally
- More than 5005 trips were made by company ambulance / vehicle to support government officials for movement of patients and food items in the nearby communities. Also supplied 965 litres diesel for vehicles & generators.
- Arranged food facilities for 8100 local government officials including police personnel and corona warriors
- 4200 litters Hypo Solutions provided to Local Administration for deep sanitisation and fumigation of villages
- Provided 3440 nos. safety essentials kits to local administration
- Community and Social Wellbeing
- Distributed more than 8.3 lacs masks and approx. 4000 litres of sanitizer to employees & community.
- Conducted medical health check-up camps covering 8578 patients in the nearby society / villages / tribal communities
- A total of 27794 nos. Food Packets / Grain items (Packets) distributed to migrant workers and nearby villagers
- Public Awareness on Covid19 through Public Address System, Distribution of Leaflets, Display of Banners in strategic location in the community. More than 1.52 lacs community members covered in the awareness campaign

- Isolation Wards with beds / medical support - 5117 beds were made available for the community
- Fumigation/ Spray of Hypo-Chemical in residential Colonies, roads drains, and nearby villages - More than 70000 people in the nearby villages were impacted
- Helped 2937 people and enrolled them in Ayushman Bharat Yojana for availing health insurance against Covid-19

Employees Wellbeing

- Employee Health & Safety:
- >29 thousand employees were benefitted
- Workplace sanitization, Disinfectant tunnel in plants, thermal scanning, Isolation centre, safe drinking water facility.
- SOPs & guidelines – for work from home, back to work, safety while working in offices and leave management etc
- Online Skill Development program conducted for more than 6500 employees.
- Covid-19 awareness campaign organized for more than 28 thousand employees Various employee and family engagement programs were conducted online, which includes quiz contests, Yoga sessions, drawing and painting competitions, cross-functional projects etc.
- Family Support / care - Door to door doctor visit, health check-up, counselling and awareness sessions, food items and financial assistance to employees and families. In these more than 10 thousand employees were benefitted
- Covid-19 tests were conducted for 14315 employees
- Serving “Khada” in the offices **and plants to all employees**

What changes/ shifts have you made in these times to enable leaders ‘stay in touch’, establish human connect and drive virtual engagement with their teams?

- Managing difficult time with agility, communication at all levels, action orientation, market intelligence was the key hallmark during the pandemic time, and which was very much evident by our leaders in this tough times
- Immediate Quick Response Team (“QRT”) was formed at Apex Level, headed by senior business leaders
- Subgroups “Within-The-Group” were formed for ease & speedy communication by leaders
- Created Core Group for key decisions & policies at JK Organisation Level
- Frequent & regular communications (Virtual, Video Message, Employee Care App etc) from Top leadership team to all employees and their families.
- Build emotional connect by organising virtual live motivational sessions and -Connect with our leaders- Coffee with Leader
- Regular periodic reviews & Team meetings through virtual platforms like Zoom, MS Teams etc.

- Developed Standard Operating Procedures “SOPs” & Guidelines / Advisories for “New Normal” practices such as Work from Home, Opening of offices and plants post Lockdown etc.
- Cross functional Teams were formed and were engaged in various improvement projects related to Productivity, Cost, Quality, Process improvement etc across sections of businesses.
- Employees and their family members were engaged in Online Quiz context, Community Well-being, Training Sessions etc.
- Financial Assistance to employees: The JK Organisation has proactively assisted employees with financial support: salary advances, timely disbursement of salary / wage and perks etc.
- Covid Pulse Survey had been conducted to understand the pulse of the employee
- Conducted various Webinars on “Experience sharing with Corona Survivors” and “Best Practices on Covid Prevention at workplace”
- Conducted “Yoga Sessions” and “Live Talk with Doctors of our Own PSRI Hospital.
- Technology upgradation where employees were given full access to ERP by moving to cloud platform. Enabled remote working & provided all relevant IT support along with help desk.

HR PROCESSES & PRACTICES

Workforce Planning

- Workforce Effectiveness Study conducted across businesses of JK Organisation.
- Staggered working Hrs and Roster system introduced.
- Implementation of industry best practices. Conducted Intelligence & research study across sectors.

Talent Acquisition and Onboarding

- Continued with Talent Acquisition process. Hiring i.e., Campus / Lateral are being done virtually with optimum utilisation of IT tools & technology
- Concluded Virtual Talent Partner Conclave with all the search partners to enhance brand visibility
- Initiated Virtual Assessment centre for hiring process
- Online On-boarding done for all new recruits.

Learning & Development

- Rigorous online skill based, and awareness training program conducted for employees imparting training to 6582 employees
- Covid awareness campaign launched through various digital platforms and encouraged employees for their active participation covering more than 28000 employees
JK Talk Series initiatives launched for knowledge sharing session with industry experts
d. Usage of App based E- learning modules for all employees, in order to promote “anywhere – anytime” learning culture
- Online “Annual sales Conclave” conducted Pan India

Performance Management

- Online PMS process & review mechanism
- Online “Goal Setting” and “Strategic Business Plan” exercise completed successfully
- Performance Variable Pay-out disbursed for the year 2019-20
- Performance Feedback sessions were conducted between appraiser and appraisee.

Employee Engagement

- Frequent communication to all employees from President JKO & Directors, Business Heads Communication meeting organised virtually with Director’s in charge of respective business.
- Frequent Communication from Leadership Team & HR Timely welfare meetings organized with HODs, HR and CEO
- Regular Webinars, Counselling session by Doctors & Yoga Session for boosting employee morale.
- Initiated webinars i.e., “JK Talk Series” Leveraged technology for learning from acclaimed experts in various domains on Global Business Landscape: Post Covid 19 by Padma Bhushan Dr Jagdish Seth, Business Continuity: Seamless ramp up & emerging Stronger for Manufacturing Leaders by Mr Shiva Gulvady and Managing Emotions during Current Challenges” for HR Professionals by Dr Anand Prakash Circulated Video on Covid 19 preventive measure by PSRI Doctor to all the employees.
- Developed Motivational Videos for creating Emotional Connect within our employees Organised various initiatives like Craft Competition, 5'S at Home, Photography Competition, Quiz Competition on periodically basis, Drawing & Poster Competition for family members
Organized webinars with Corona Survivor for sharing their experience during the tough time
Conducted various awareness training Program for Family members of employees, vendors & customers.

Rewards & Recognition

- Hygiene Award for Contribution in COVID 19 & Covid Team Appreciation
- Reward the sales force during this pandemic time by giving appreciation letter and gift voucher
- **Variable pay released for businesses despite of lockdown & covid impact.**

Workforce management and enabling dispersed operations.

- Operating with 50% capacity with roaster basis

DIGITAL TRANSFORMATIONS

How are you approaching this digital transformation?

- Leadership focus with positive frame of mind & Appointment of “Chief Digital Officer” in all businesses to strengthen the overall Digital Culture in the Organisation
- Migrated to Cloud based solutions for ease of doing business
- Enabled remote working & provided all relevant IT support along with help desk
- Equipped with all possible virtual meetings platforms for business
- Initiated Online dealer ordering, invoicing & payment process for business continuity
- Enhanced data security at Organisational level
- Reviewing and assessing the processes which can be digitized
- Analysing Digital Culture in the Organisation by conducting “Digital Culture Survey” across all our businesses

How are you building your Organization’s capability on this front?

- “Digital Cultural” Survey will give us an opportunity & better insight on further enhancing our digital capabilities.
- Apart from these frequent trainings and webinar on digitization.
- “JK Talk Series” by industry experts & our leaders are being organized to trained are employees for remote working culture and usage of digital in our process.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Distance does not matter to perform any task i.e., Power of going digital . Need to Embrace technology
- Agility & adaptability towards change

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Investment in Digital Technology
- Disruption Mindset
- Build Agile and Compassionate Leadership in the Organization

OTHER INITIATIVES

- At Group Level, timely issuance of relevant advisories, guidelines, and SOPs, more than a dozen of times on: -

- JKO Advisory - Prevention against COVID-19: (Issued on: 6th March 2020 and 18th March 2020)
- Ensuring wellbeing of employees: Covid-19: (Issued on: 6th March 2020 and 17th March 2020)
- Guidelines on Work from Home (WFH): (Issued on: 21st and 22nd March 2020)
- Managing remote team, while Working from Home (issued on 14th April 2020)
- Working @ Office ... the New Way!! Guidelines for Offices Post lockdown: (issued on :1st May 2020)
- Guidelines for Responding and Prevention of exposure at Workplace to COVID-19 :(issued on 9th June 2020)
- JKO Personal Safety: Do's & Do not: (issued on 19th June 2020)
- Guidelines on preventive measures to contain spread of COVID-19 In office premises & Leave provisions: (issued on 19th June 2020)
- List of Hospitals & testing labs in India

HINDALCO INDUSTRIES LTD

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Taking care of both Physical and Mental Health through set up of COVID care centres and by conducting various Emotional support sessions for employees and their families.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Virtual connects by leaders at all levels at regular intervals.

HR PROCESSES & PRACTICES

Workforce Planning

Work from Home instituted even in Plant locations.

Talent Acquisition and Onboarding

Virtual screening and selection

Learning & Development

No lockdown on learning. It was more and seamless on virtual platforms.

Performance Management

It is always online. Feedback discussions were physical.

Employee Engagement

Mental health was most important, and all the initiatives were focused on that aspect.

Rewards & Recognition

Appreciation and PRAISE was on top order for Medical teams and the company also paid COVID ex-gratia.

Workforce management and enabling dispersed operations

Seamlessly done.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

In a full swing. All meetings are through Teams.

How are you building your Organization's capability on this front?

Increasing Bandwidth and by developing the Digital Dexterity

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Working from Home to be integrated into the policy Establish more connect virtually Focus on Digital capability building.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Revisit ways of working. Invest in digital infrastructure Make your employees resilient.

MURUGAPPA MORGAN

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Following COVID Protocols, ensure hygiene is taken care, COVID Special leave policy, Insurance Policy support.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

WhatsApp Group, MS Teams call with employees, continuous communication.

HR PROCESSES & PRACTICES

Workforce Planning

Considering COVID protocols, manpower planning

Talent Acquisition and Onboarding

Virtual onboarding and recruitment process

Learning & Development

Virtual trainings, short duration trainings

Performance Management

Not much.

Employee Engagement

Virtually running initiatives

Rewards & Recognition

Vouchers & Gifts delivery at the house

Workforce management and enabling dispersed operations.

Ensure people work in the shopfloor following COVID protocol.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Very well planned

How are you building your Organization's capability on this front?

Through various training

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Working from Home is not challenge for the manufacturing organization, Virtual trainings, Continuous communication.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Flexible policies

GGEPIL [Luthra India]

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- Work from home.
- Covid-19 Committee to continuously monitor the health of employees.
- PCR Test of every employee before reopening of office.
- Providing special assistance to those employees and families who have been tested positive
- Advance salary to employees

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Covid19 committee daily monitored the health level of all employees across the country. The HODs on a periodic interval conducted the VCs and ensured proper bonding.

HR PROCESSES & PRACTICES**Workforce Planning**

Yearly budgeting exercise with austerity measures. Focus on leadership development.

Talent Acquisition and Onboarding

As per the budget

Learning & Development

Nomination to relevant virtual programs

Performance Management

Increment already done for the year 2019-20.

Employee Engagement

During Lockdown: Virtual team meetings. Virtual Skip meetings. POST OPENING OF OFFICE: celebrations, recognitions, rewards and small group meetings with social distancing and the prescribed norms of MHA

Rewards & Recognition

PMS over for the year 2019-20. Other spot R&R and regular motivational programs are vigorously on the floor.

Workforce management and enabling dispersed operations.

We are giving priority to campus and strengthening the internal learning system.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

WFH [work from home] has enabled the employees to shift to digital way of working, presenting, and reviewing their respective fields. Also, IT has played a vital role in digitizing a whole lot of initiatives. Especially w.r.t HR, the engagement platform, the PMS, and the Knowledge sharing etc

How are you building your Organization's capability on this front?

Internal training. External virtual learning in the specific areas.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

1. Second line development. 2. IT enablement 3. Enhanced empowerment and delegation

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

for the best & Prepare for the worst. 1. Ensuring work life balance 2. Productivity Management 3. Focus on cost, quality, and delivery.

OTHER INITIATIVES

Based on our Vision 2025, we are now into Leadership Devt

MINDA INDUSTRIES

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Special Covid Leave Policy, Hospitalization Support, Treatment Support, Flexible Approach, Work from Home, Food & Stay support for all those who were finding difficulties, Touchless Entry - Exit, Face recognition-based Attendance & Temperature monitoring, Automated AI based Social Distancing Tool, Reorganizations of workstation and process to maintain social distancing, Safe Food & Canteen Facility, Extra Transport to ensure Social Distancing.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Minda Care Apps to monitor health, well-being, and GPS location of all employees, 100% adherence of Arogya Setu, Frequent camps for free RTPCR & Antigen Testing for all employees, Each Staff member is aligned with approx. 20 members to contact on daily basis to check and support their wellbeing, Extensive use of MS Team for Town Hall and other daily / regular communication, Daily status & action review by CMD, Top Management, Regional Teams, Plant Heads, HR Heads.

HR PROCESS & PRACTICES

Workforce Planning

Forward looking, additional manpower to support operational requirements. Daily review by Top Management.

Talent Acquisition and Onboarding

Extra efforts by HR Team on timely talent Acquisition and ensure 100% timely onboarding with the help of L&D Team - Extensive use of eLearning and Micro Learning tools.

Learning & Development

Extensive use of eLearning and Micro Learning tools with the help of Virtual Learning Tools. 100% Participation ensured. New skills & competence inculcated across organization to cope with the pandemic impact and easy navigate through New Normal.

Performance Management

No change in our PMS

Employee Engagement

Plenty of online & virtual celebrations of National, Local festivals. Virtual Quizzes, Virtual Huddles, going beyond the call of duty to support employees at all levels. Participation in external events and activities to boost moral & motivation.

Rewards & Recognition

On spot recognition, Organisation wide recognition

Workforce management and enabling dispersed operations.

We followed our internal SoP, Systems without any compromise.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Training of all employees to extensive use technology. Enough MS Team Licenses (10000+), Extensive use of IoT, Extensive use of AI & ML.

How are you building your Organization's capability on this front?

Total Employee Involvement, New skills & competence for New Normal, Well thought out Change Management. Extensive use of Virtual eLearning tools.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- People are key to manage & handle any adverse situation.
- Technology is good friend to mankind.
- Be ready always for any contingency & keep your-self always ready.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Communication is essence of leadership and employee trust.

OTHER INITIATIVES

Good people connect, Quick decision making, Effective both way communications, Open Door Management, Passionate & Empathetic Top Management.

BFSI/ INSURANCE

ICICI LOMBARD GIC LIMITED

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- Adherence to Safety First Principles for self and at Workplace with Safety Marshals to track compliance.
- Medical team tracking and support of Covid positive cases.
- Increase in health insurance cover
- Mental Health Counselling services
- Wellness and Health Talks by experts.
- Creation of informal social connect forums such as Hobby groups, Chat rooms and involvement of family members in employee events to build community.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

- Laptops and internet connectivity for all
- Collaboration platform MS Teams launched before lockdown
- All meetings, recognition, learning, engagement programs moved virtually/online.
- Leader Connects program for engagement with larger teams
- Involvement of family in all employee events, Hobby groups and Informal chat rooms created for driving informal connects.

HR PROCESS & PRACTICES

Workforce Planning

Redeployment of manpower into businesses which were seeing better traction and rebound prospects.

Talent Acquisition and Onboarding

Leveraged on-line platforms of MS teams to carry out both selection and on-boarding as well as induction of new employees.

Learning & Development

- Activation of videos platform to help employees access learning with more than 150 hours of self-learning content.
- Converted all classroom learning to on-line/virtual sessions increasing reach and coverage.

Performance Management

Performance Management through online mid-year reviews, interventions for improvement of performance and recognition of top performers

Employee Engagement

- Greater connect with Leaders and skip level managers using online platforms.
- Involvement of family in engagement events.
- All meetings, recognition, learning, engagement programs moved virtually/online.
- Involvement of family in all employee events
- Hobby groups and Informal chat rooms created for driving informal connects.

Rewards & Recognition

All recognition events moved to on-line platforms and use of apps to drive and encourage recognition of employees for performance, demonstration of behaviours during the lockdown.

Workforce management and enabling dispersed operations.

Robust 'Business Continuity Management System' (BCMS) ensured minimum adverse impact on operations and ensuring limited phased deployment of employees coming into office and by rotation.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

- Accelerating the pace of the ongoing journey
- Expanding the scope to leverage the advantages better and address any existing gaps.

How are you building your Organization's capability on this front?

Cross-functional teams driving specific enterprise-level projects related to enabling customers, channel partners and employees.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Critical to have continuous connect and engagement with customers, channels, and employees.
- Continue to drive digital transformation and technology adoption by customers, channel partners and employees.
- Location and time flexibility for employees to enable productivity and performance.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Drive Digital Transformation.
- Evolve new ways of working and getting work done in the light of flexible work arrangements.
- Adopting agile at scale to adapt with speed to any changes in the operating environment.

ICICI PRUDENTIAL LIFE

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Doctor tele consultation, Wi-Fi reimbursement, full reimbursement of hospitalisation, mental health tele counselling, reimbursement of Wi-Fi charges, **physical safety measures like plexi glass dividers, UV irradiation air purifier** etc

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Calendarized one on one and one to many meetings virtually, step up in virtual / digital engagement and communication, surveys to record voice of employees.

HR PROCESS & PRACTICES

Talent Acquisition and Onboarding

Virtual onboarding & video interviewing

Learning & Development

Digital learning and certification - byte sized learning

Employee Engagement

Virtual engagement forums and events

Rewards & Recognition

Virtual R&R with family

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Improving digital infrastructure across employee life cycle

How are you building your Organization's capability on this front?

Investment in digital projects

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Importance of mental health
- Shift to digital offerings across employee life cycle

- Enabling & flexible policies to embrace WFH as the new normal

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Investment in digital infrastructure

OTHER INITIATIVES

All support for employee health safety and wellbeing.

MAGMA FINCORP

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- As “One Team”- the Emergency Response Team (ERT - HR & Corporate Services) has made every effort so that the glue which binds us together never runs out. Together under the able guidance of the ExCom team, the ERT has been able to ensure that Magmaites are safe and enabled to keep doing their magic on the field: Initiatives in following areas were deployed:
- Physical Wellness Support and Reporting –
- An Employee Helpline was initiated with a 24*7 service for employees across geographies.
- Daily tracking of employee wellbeing and extending medical related guidance & support was ensured
- The Team extended this support during other natural calamities and closely monitored employee safety during Amphan and Nisarga cyclones
- LEADERSHIP FACETIME – The HR, facilitated multiple connect sessions for the Leadership team at Magma. The VC & MD, the ExCom team and CEOs of all the Business connected with the employees at regular intervals to ensure they keep the flock together
- As a part of policy change in the wake of surging Covid 19 crisis, an Emergency Medical Top-up of Insurance was also brought about as the effort of the management at Magma to ensure the employees can work without being worried about any medical expenses due to COVID-19
- Work from Home Support
- For 850+ employees set up workstations at home for business continuity.
- There was a Standard Operating Procedure developed to facilitate the understanding of roles across all levels of work hierarchy, for each business
- To enable the employees to get used to the new normal of using digital means of work, created multiple Digital Knowledge nuggets on work from home enablement for technology support.
- Online Communication Etiquette – to help the workforce understand the right ways of using digital meetings.
- Beating the Pandemic Blues-
- The Stay Happy Stay Positive campaign focused on mental wellness – activities like, yoga, gardening, cooking, and other vocational rejuvenation
- An online Fitness program - sessions like, CrossFit, Yoga, and nutrition Management
- Digital celebrations of festivals.
- Online R&R “Magma Tarag” facilitated through social media platform – Customers, partners, employee families also invited.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Leaders are the weavers of an organization's fabric. With regular communication like The Weaver's Digest - a virtual Leader's team handling guide enabling the remote working culture made the leaders understand new alleys to manage their teams virtually. Managers across all levels, were guided to Connect, Collaborate and Communicate with Confidence and instil Commitment in their virtual teams. The HR facilitated multiple connect sessions for the Leadership team at Magma. The VC & MD, the ExCom team and CEOs of all the Business connected with the employees at regular intervals to ensure they keep the flock together.

HR PROCESS & PRACTICES

Talent Acquisition and Onboarding

- Complete digitisation of the onboarding - till front line level.
- Virtual Inductions through webinars. Since the induction is virtual, every employee is provided a document "**Aarambh**" which has the following critical information for the employees:
 - "INTRODUCTION"
 - "MAGMA's JOURNEY"
 - "ORGANISATION STRUCTURE"
 - "CORE VALUES"
 - "BUSINESS OVERVIEW & ROLE DESCRIPTION"
 - "KRA / KPI's"
 - "NEW EMPLOYEE ORIENTATION CHECKLIST"
 - "MEET AND GREET INTEGRATION TEMPLATE"
 - "ONLINE RESOURCES/LINKS"
 - "NEXT STEPS"
 - "SPOC FOR ANY ESCALATION"

These documents have been prepared in 6 vernacular languages for the ease of frontline employees.

Learning & Development

The L&D team at Magma had begun its digital journey in 2019, when the Pandemic hit us, we were already doing majority of our trainings through webinars. Our employees have adapted seamlessly to the new normal of learning and we have conducted more than 1800 online webinars since April. The new normal and created internal capability to create digital training content for guiding Magma employees on the following

- Educating customers on various digital modes of payments for effective collection efficiency.
- Downloading and installing the ZOOM application for virtual connect with customers and DSA/Dealers/Agency partners.
- Enabling employees to utilise digital collection through webinars on digital modes of collection and the soft skills required, thereof.

- Online Communication Etiquette: As the globe was pushed to work remotely, the ERT made sure that employees learn to communicate through collaboration tools. With the rural and semi-rural employee base, the team-initiated learning platform such as 'Netiquette Series' which helped to sensitize the employee to maintain official decorum while working remotely from home.
- Constant updates on product and policy changes and enhancements were circulated through Videos/GIFS/webinars. This gave equal opportunity to every employee at all levels for knowledge and productivity boost.
- **Idea Bubble up Survey:** The ERT, created platforms for ensuring there is constant flow of ideas and ground realities from the frontline employees, by conducting surveys. These ideas generating activities helped the business strategy teams to re-develop post COVID Business strategies and many new products like insurance cross sell were a result of these idea bubble ups.

Employee Engagement

- Beating the Pandemic Blues-
- The Stay Happy Stay Positive campaign focused on mental wellness – activities like, yoga, gardening, cooking, and other vocational rejuvenation
- An online Fitness program - sessions like, CrossFit, Yoga, and nutrition Management
- Digital celebrations of festivals.

Rewards & Recognition

Online R&R “Magma Tarag” facilitated through social media platform – Customers, partners, employee families also invited. This is a quarterly event, felicitating the top performers, followed by a concert or musical evening. This program is unique as it is hosted on social media and is attended by employees, their families, their business intermediaries, and the customers as well. We believe that the families of our employees are also a part of this family, and we take pride in this.

Workforce management and enabling dispersed operations.

There was a Standard Operating Procedure developed to facilitate the understanding of roles across all levels of work hierarchy, for each business.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Magma has always been forward looking to digitisation, we always believed that Digital revolution is an inevitable certainty, and we were preparing for the same from the last few years. Under the guidance of our CDO, Magma has done transition of its retail financing operations to digital modes and now disbursements are being done paperless. We believe that Technology is going to play a big role in the transformation post COVID, and we want to be ahead in the game.

How are you building your Organization's capability on this front?

The L&D team at Magma had begun its digital journey in 2019, when the Pandemic hit us, we were already doing majority of our trainings through webinars. Our employees have adapted seamlessly to the new normal of learning and we have conducted more than 1800 online webinars since April. Today we have complete suite of online capability building initiatives, including system simulations for better learning TAT. we are utilising Internally created animation videos to provide byte sized learning nuggets for the workforce, we are actively using, digitals modes like WhatsApp, LMS, Webinars to hand hold employees during these times of technological change and adapting.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Inform, Nurture and Guide your employees through tough times.
- Plan and be open for sudden change
- Invest in technology and keep up with the changing business landscape

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Invest in technology and keep up with the changing business landscape.
- Inform, Nurture and Guide your employees consistently,

HOUSING & URBAN DEVELOPMENT CORPORATION LTD.

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

As HDCO being a Financial Institution, the services being categorised as essential, the workplace was to be kept open. To ensure a safe working environment, the Sanitizers with auto dispensers were immediately placed at various location in the premises. Face masks, Hand Sanitizers along with the immune kits sponsored by Ayush were distributed. Auto sensor taps were installed. The Guards were trained to take thermal screening and checking of Arogya Setu status before allowing anyone to enter. Besides staggered timings with minimum staff were there.

Online Yoga and Meditation classes were started for employees and their family members. Counselling and Motivation sessions were also organised for ensuring the emotional wellbeing of our employees.

The organisation allowed the employees and their family members to take admission in any hospital during this pandemic. A vaccination camp for all the employees and their family members and also for the contractual staff was held in which almost 300 persons got vaccinated. Oxygen concentrator machine have also been procured, which can be borrowed by those employees requiring it.

A dedicated team has been formed under the Covid Nodal Officer for helping the employees during critical times. Many of the employees have themselves volunteered for helping employees in whatever means possible.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Our Leaders were also quick to move from the requirement of physical meetings in Board Room / Conference rooms to the digital platform (ZOOM / Microsoft Team) to keep a constant touch with all the employees. There has been an increased focus on proper and clear communication. The employees are also encouraged to raise their concerns to ensure a culture of listening, openness, and transparency.

Mention the initiatives taken in aspect of following HR process and practices

HR PROCESS & PRACTICES

Workforce Planning

Our Organisation comprises of various professionals from different streams such as Civil Engineering, Architecture, CAs, ICWAs, MBA, IT, LLBs etc. There is defined sanctioned strength for each of the streams keeping in view our requirement. For short term requirements of specialists, our organisations go for engaging of consultants. During the pandemic times the workforce has been encouraged to work from home as well as some percentage employees are required to attend office on rotation basis.

Talent Acquisition and Onboarding

In our Organisation the recruitment is mostly done at the induction level and the new joiners are taken through a one-year training programme which comprises of classroom coaching as well as attachment to different offices. As per needs, the talent is also taken at lateral level. For all the on-boardings there is a formal induction process which is managed jointly by HR and the Training Institute. Due to its employee centric policies the attrition rate in our organisation is quite low.

Learning & Development

Our Organisation has an in-house training institute which has taken the digital route for offering various training programmes as per the needs identified. The employees willing to pursue long term higher courses are also provided with sponsorship / sabbaticals. HSMI has also tie-ups with various institutes in India / Abroad for providing avenues to our employees for both short term/ long term courses

Performance Management

Our Organisation already had an online PMS with strong focus on setting of goals at all levels and the evaluation of the achievement at the end of the year. Keeping in view the changed circumstances we will be trying to be more innovative in goal setting and reevaluating our business model to accelerate our growth as well diversify into other areas.

Employee Engagement

All the HoDs as part of their routine, interact with their teams constantly. Our organisation also encourages forming a lot of cross-cultural teams for improvising our working in different areas. Besides work other cultural, sports and wellness activities are also organised where employees are encouraged to participate and also showcase their skills.

Rewards & Recognition

Our organisation has a defined policy for recognising achievers

Workforce Management

Our organisation has pan-India operations with physical offices located in almost all State capitals. The Heads of each of the offices have been provided with appropriate autonomy to take decisions at their regional office both with respect to business and welfare of employees. Our organisation also has a policy of transferring employees after they spend few years in a particular station which also allows experience sharing flow of knowledge as well from Corporate Office to RO and vice versa. Our leadership constantly interacts with the various locations on a time-to-time basis to keep the connect as well as address the concerns of the employees.

COVID-19 has been the strongest reason for Digital Transformation and adoption across organisations

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Our Organisation has implemented the e-office which has done away with the requirement of movement of physical files. Besides the ERP is also being implemented across all the verticals. As soon as the

pandemic started, the company introduced the policy for issuing laptop to all employees to enable them work from home. The reimbursement of mobile/internet bills and mobile phone was already in existence.

Our organisation is ramping up the digital efforts and improving the remote experience

How are you building your Organization's capability on this front?

There is continuous online training happening for all levels of employees to make them adapt at the use of various digital tools

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- People are at the centre of the business, and they need to be taken care of, because end of the day the business is as strong as its people
- Organisations which think bigger, faster, and willing to take bold decisions will survive and grow during such unprecedented times
- Since technology will be driving businesses, a digital transformation road map to be always ready

MEDIA & ENTERTAINMENT

DISNEY-STAR INDIA

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- The organization has been extremely responsive in reaching out to all our employees and ensuring that we support their health and wellness in many ways all through this time.
- An Incident Response Team (IRT) was created in Feb 2020, comprising of senior leaders of the organization from teams such as Security, HR, Admin, Communications, etc. to closely monitor the situation and take proactive measures to track and support employees at risk. The IRT, in consultation with medical experts and regulatory authorities, also rapidly put in place guidelines and protocols for all scenarios, such as employees who needed to physically visit the Workplace, sanitization protocols and new ways of operations in our office premises, among others. The IRT continues to be the point of contact for any support and action required by our employees related to COVID-19.
- An Employee Outreach was done where every employee was contacted to identify any existing or potential risk areas and provide proactive support. Factors such as recent travel, exposure to at-risk individuals, etc. were considered in determining risk. Frequent check ins with all employees over a period of a few months until everyone's risk level was managed.
- Frequent communication through emails and online learning programs have helped us communicate facts about COVID-19, preventive measures, tips on working remotely and share support resources available to employees.
- Any employee who needed to return to the physical Workplace, even for a short period, is first trained in the new safety protocols before being allowed to return.
- Several online sessions are regularly conducted on relevant themes such as health and safety protocols (conducted by a senior doctor), mental wellness (conducted by trained psychologists and health experts), holistic wellness practices such as mindfulness and yoga, and ways to adapt and thrive in the new normal.
- Several resources, such as a manager's toolkit, were created and circulated to employees to aid them to transition in this difficult time.
- Support to all our employees to set home office was provided, by giving them ergonomic furniture, office supplies, broadband connections and any role specific hardware or software, to enable them to be productive and comfortable.
- The Employee Assistance Program (EAP) was actively promoted, and employees encouraged to reach out for emotional or mental support when needed.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

- A virtual session was conducted with all senior leaders in the organization to support them to adapt to these challenging times, and to provide constant support to their teams.
- The HR partners of each business act as champions to engage and connect with employees and keep communication lines open.

- Managers are encouraged to keep in frequent touch with their team members to understand their wellness levels and concerns, and any issues are proactively highlighted and taken care of in partnership with the HR team.

HR PROCESS & PRACTICES

Workforce Planning

- In the context of the media and entertainment sector, the lockdowns meant film and television productions, sporting events had to be stalled; cinema halls and theatres had to be shuttered, that have severely affected operations in the media and entertainment industry, resulting in reduced revenue prospects for several businesses. That said, it also led to enhanced consumption of content as people were confined at home.
- The prolonged financial impact of not being able to produce content, impact on advertising led monetization and lower market attrition led to review of our business priorities leading to temporary pause of hiring (in all businesses except the streaming business) as well as redistributing internal capability and capacity to deliver work through internal transfers and reskilling. We continue to focus on internal talent development and mobility, as we drive innovative ways of prioritizing and delivering the work.

Talent Acquisition and Onboarding

- i. Given the nature of our industry, a large part of our recruiting strategy previously was driven in a hybrid physical and digital approach.
- ii. While digitization of recruiting was always a big priority, the pandemic enabled fast tracking of such virtualization and delivering technology powered experiences. Key changes included implementation of:
 - Virtual sourcing including internal first strategy to give opportunities to employees Video interviewing and assessment days (including leveraging digital platforms or partners like Zoom, Hackerrank etc.)
 - E-sign technologies and digital document collection
 - Candidate experience considerations particularly relaxing requirements around relocation
 - Remote on boarding including delivery of technology equipment like laptops and others needed to be productive in the roles employees are hired for.

Learning & Development

- All learning initiatives were quickly pivoted to virtual delivery to ensure maximum impact despite the remote working situation. Today our delivery is 100% virtual (from 100% classroom a year ago)
- Several online sessions are regularly conducted on relevant themes such as health and safety protocols (conducted by a senior doctor), mental wellness (conducted by trained psychologists and health experts), holistic wellness practices such as mindfulness and yoga, and ways to adapt and thrive in the new normal.

- Several resources, such as a manager's toolkit, were created and circulated to employees to aid them to transition in this difficult time.
- Online learning modules on various COVID-19 related topics, such as safety protocols, the science behind the spreading of the virus and preventive measures, etc. have been created and are circulated via the Learning Management System
- Online self-learning resources are being actively promoted and a plethora of content is available to employees on demand. A weekly promotion shares content on a relevant theme, across a variety of learning modes (Watch - videos, read - articles, listen - podcasts) to engage every type of learner.
- Our library service has now been extended to deliver books to employees at their location, and e-books and audio books have been added to the list of offerings.

Performance Management

The organization places a strong focus on continuous and ongoing Quality Conversations between managers and employees right through the year. They are encouraged to have well-rounded conversations, not just to share performance feedback, but to talk about business priorities, collaboration, career aspirations and development. Managers are encouraged to cascade organization priorities to each team member and enable them to understand how everyone is impacting the organization's results. Performance criteria are clearly defined and expand beyond just an employee's hard deliverables to include their collaboration with key stakeholders and the knowledge, skills, and capabilities they have developed and demonstrated through the year. Emphasis on the individual's career aspirations ensure that they are actively working on their professional development while also giving the organization insights to support internal mobility and leverage talent more effectively.

- Our processes have evolved to Place a lot more ownership in the hands of the employee and make room for managers to spend more time in coaching and developing team members.
- Ongoing conversations through the year form the cornerstone of the performance and development philosophy of the organization.
- Top performers continue to be identified and rewarded differentially (with an equal focus on collaborative ways of working) to drive a culture of high performing teams.

Employee Engagement

- The leadership at a business level right up to the global leadership, maintains constant and regular communication with all employees through frequent emails and regular townhalls Periodic no meeting days to support well-being of employees.
- Frequent connects with the managers and HR team ensure that every employee is heard and supported.
- New joiners are engaged right from when they join till, they are well-settled and embedded within their teams.
- Frequent connects through virtual webinars and the use of online polls for engagement ensure that employees are kept connected despite working from home.

Rewards & Recognition

The leadership team instituted a Frontline Heroes award to recognize all our colleagues who continued to keep our business running during the start of the pandemic, when the uncertainty & fear around the virus was at its peak. Certificates & commendation letters, endorsed by our APAC & Country head were sent to the residences of these colleagues.

DIGITAL TRANSFORMATION

How are you building your Organization's capability on this front?

- Ongoing learning initiatives support employees in adapting to the new normal, e.g., Virtual pitching for our sales teams, resources for employees and managers on working virtually, having value-added conversation virtually, etc
- Online self-learning resources are being actively promoted, specifically content on a relevant theme such as virtual presentations, building trust in virtual teams, tips to manage remote working, and so on.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- The many benefits of remote working (higher productivity, higher retention of workforce, particularly women employees, potential infrastructure efficiencies) have been a revelation and we hope to leverage this as a formal flexi-working policy soon. The unwavering focus on health and wellness of our employees has been extremely well received and will continue to be a focus area going forward.
- The importance of frequent and transparent communication across levels has never been more important and efforts will continue to enhance communication and leadership visibility across the organization.

VESTIGE MARKETING PVT. LTD

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

To enable people to stay strong and motivated with the power of community we have launched our own on demand radio channel called Vestige radio where entire organization tuned in which not only bound them everyone together but also motivated them by sharing positive stories and live performances. It took place on demand of the employees and has sections like bouts of motivation, Sochneki Himmat, Muskurahatein, and the Vestige Helpline to keep everyone light-hearted.

Covid helpline & Covid Fund - We have personally touched based with every single employee through phone call, SMS, and WhatsApp to know their well-being and do they require any help? We have also created a dedicated Covid Helpline and a Covid-19 Fund for this purpose.

Live Virtual Yoga Sessions – We all know that YOG has the power to keep us stronger and healthier throughout life. This has become more relevant in the pandemic and restricted life of employees in lockdown. In order to help our employee, utilize the lockdown time and remain healthy, happy, and balanced we had launched a series of live online yoga sessions.

Online App Based Doctor Support – Pursuant to Government’s notice on lockdown and social distancing restrictions due to Covid-19 and as a part of our ongoing efforts to help control the Covid-19 Pandemic, we have collaborated with two online Healthcare Service Providers CallHealth&MediBuddy so that our employees may consult a Doctor to address any worrying symptoms of Covid-19 and can get assistance as needed.

Challenge of Week- In order to constructively engage and to help our employees to release their creative energy we launched a program called “Challenge of Week” wherein employees participated in weekly creative contest e.g., Best of out of Waste, innovative homemade mask, Healthy cooking competition etc.

What changes/ shifts have you made in these times to enable leaders ‘stay in touch’, establish human connect and drive virtual engagement with their teams?

The Covid-19 crisis and the lockdown measures being taken across India has posed a great challenge to all organizations on how to handle business continuity at the same time ensuring safety and wellbeing of its people. How quickly we adapt to this reality, the timely and effective communication to our people, support and care we can provide to them at the same time ensuring they are productively engaged is key to tide over this crisis. At vestige, we have made clear and effective communication regarding what steps have we taken to ensure the safety and well-being of our people at the same time remaining productive. We have announced work from home policy well in time along-with guidelines for using tools like zoom, GoToMeeting etc

Vestige Huddle - Vestige Huddle is an initiative wherein we have been huddling at all levels to discuss, strategize and learn the ways to effectively deal with the lockdown. There has been HODs huddle with management, company huddles, department huddles, team huddles all facilitated by HR.

HR PROCESS & PRACTICES

Workforce Planning

Lockdown and the work from home policy made all employees, irrespective of their profiles remain at their homes. Though many employees were able to manage their work quite effectively using the online communication and engagement tools like Microsoft Teams, GoToMeeting, Zoom etc. but there were employees whose job role gets limited due to their work profile. As a part of our workforce planning and to make them productively engaged we assigned cross functional roles to these employees.

Talent Acquisition and Onboarding

Digital Onboarding – Entire Induction and On-boarding has been transitioned to digital mode. HRD facilitates the new joiners with their induction process via GoToMeeting wherein he/she is given induction PPT and orientation about the company and is also introduced to key stakeholders.

Learning & Development

To keep our people constructively engaged and upgrade their skills we have been doing a lot of E-Trainings like Virtual Yoga Sessions, English Grammar sessions for our Branch employees and leadership training for senior managers. We have also provided E-learning resources from Coursera, and future learn to our people to continue their learning journey.

V-Learn – We have launched this initiative wherein we share ideas, knowledge, tools, techniques, and perspectives to develop and upgrade skills to solve problems, improve processes and deliver expected results in line with our great culture.

Performance Management

We were one of very few companies that went ahead with annual appraisal process despite lockdown. We completed the entire exercise of appraisal digitally including distribution of appraisal letters. We announced increments and promotions which was higher than industry average.

Employee Engagement

- Vestige Radio - To enable people to stay strong and motivated with the power of community we have launched our own on demand radio channel called Vestige radio where entire organization tuned in which not bound everyone together but also motivated them by sharing positive stories and live performances. It takes place on demand of the employees and has sections like bouts of motivation, Sochneki Himmat, Muskurahatein, and the Vestige Helpline to keep everyone light-hearted
- Vestige Kids carnival – During the lockdown when everyone was at home with their families, we organized a virtual Kids carnival wherein employees showcased the talents of their kids. Top entries were rewarded.
- Vestige Idol – We organized Virtual Singing Competition among employees wherein top 3 singers were facilitated with exciting rewards. There were two rounds audition round and grand finale. Total 17 employees from across the country who were shortlisted and performed in grand finale which was judged by a popular singer
- Challenge of the week - In order to constructively engage and to help our employees to release their creative energy we launched a program called “Challenge of Week” wherein employees participated

in weekly creative contest e.g., Best of out of Waste, innovative homemade mask, Healthy cooking competition etc.

- V-Connect – With the objective to touch base with all the employees of Branch & Warehouse simultaneously we have used this platform to say “Thanks” to the team members, the way they have worked during this difficult situation. We asked them share whatever they want to share with us & asked for suggestions as well. We also appreciated the way all the functions are working towards a common goal & heard their stories.
- Samvaad Sessions with team – To constantly connect and engage with our team, HRD is doing a virtual engagement session with various departments and functions in Head office and branches.

Rewards & Recognition

- Appreciating the employees who took initiative in Virtual learning – We acknowledged and recognized top learners who did online courses during lockdown and work from home
- Digital Recognition on HRMS Portal - It is very important to appreciate the employees as it helps in building engagement and a culture that everyone wants to be part of. Any manager/ team leader may give badges from 8 categories (e.g., going above and beyond, thank you, making work fun etc.) when he/she think it helps in improvement of any individual, department, or overall company's performance.

Workforce management and enabling dispersed operations.

All employees mark their daily attendance of Mobile App. All meetings, trainings, review happen on virtual mode like Zoom, GoToMeeting etc.

DIGITAL TRANSFORMATION

How are you building your Organization’s capability on this front?

We are investing heavily on technology to digitalize most of our processes. We have taken online tools like Zoom, GoToMeeting to enable digital communication and engagement.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- All processes of the company should be digital ready
- Leaders and Key stakeholders of the company must lead from front
- We must be quick and clear in our communication with our people.

EDUCATION

BIMTECH

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Many awareness mails and advisory were released from time to time. Sanitation and Hygiene was the priority. Covid Marshals were appointed and WFH facility was provided as per the government norms.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

- Webinars, zoom meetings etc.

HR PROCESSES & PRACTICES

Workforce Planning

HoD and Supervisors were involved in the process of deciding the number of people to be called on a particular day.

Talent Acquisition and Onboarding

We have done few hiring during this period. All new employees could join us through a virtual onboarding process. We have a detailed induction process for any new employee who joins us. The laptops, phones, and other office stationery was sent to their home.

Learning & Development

Continuous webinars, **MooCs** and virtual modes of L & D were followed.

Performance Management

As per the pre-existing setup

Employee Engagement

No specific initiative as such was planned.

Rewards & Recognition

As per the previous setup.

Workforce Management

Through virtual platforms

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

In a very planned yet resilient manner. Quick but well thought of.

How are you building your Organization's capability on this front?

Continuous learning is on!

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Sustainable work practices are the key to existence.
- Employee Wellbeing is significant
- Not short cut works. Long term planning and responsible behaviour should be the culture of every business.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Flexible and open work culture is more fruitful
- People are not work shirkers but overall, wellbeing and family life is crucial for all

OTHER INITIATIVES

A quick shift from offline to online was planned and executed.

SOIL

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

From March 2020, all employees were working from home. The leadership team ensured that every day they discussed the status of health of each employee and their family. All the employees use to meet virtually in morning and in the evening to share the positive work happening in their locality. Since we were all working from home, extra support was extended by the leadership team to ensure good internet connectivity for all employees.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Every employee was given training to work and engage with each other's virtually. We explored various online platforms and arranged continuous training programmes. Since children and other members in the family had virtual engagements during the day, we allowed time flexibility to our team. Meeting time was made short and the frequency of meetings with smaller teams increased.

HR PROCESSES & PRACTICES

Workforce Planning

During the early days of lockdown, we allowed flexible working hours to our employees. Employees were also allowed to avail their earned leaves during this period. From August 2020, we started working partially from office. Employees with kids below 5 years and who have elder parents could work from home. Employees who had to travel by public transport were also allowed to work from home. Employees who have been tested COVID positive, were given one month of paid leave.

Talent Acquisition and Onboarding

Hiring was freeze.

Learning & Development

We used the time from March to July for training and development of our staff members. This is a lean period for our faculty members. Every Monday we invited all our professors to share their experience of using new platforms for teaching and learning.

Performance Management

We improved our performance management system by:

- Short meetings by the line manager in the morning and evening
- Detailed reporting to all the senior management team by email everyday

Employee Engagement

We follow a unique practice of Morning circle every day to have fresh start by infusing positivity in everybody. We pray, share some good thoughts, discuss relevant topics, and will also have some motivational talks. This is 20 minutes crisp meeting with everybody.

Rewards & Recognition

Though we were not able to give any monetary incentives to our staff during the last April - May, we ensured that the salary of every employee was paid on time.

DIGITALISATION

How are you approaching this digital transformation?

We have made all our process automated.

Teaching and Learning process has completely made digital. We are using our learning management System very effectively for this process.

How are you building your Organization's capability on this front?

We have invested heavily to automate most of our systems and process and to **train our staff to use them effectively.**

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

1) We could challenge the assumption that an educational institute cannot function effectively on a virtual mode. We are equipped to conduct the full program online and give a great learning experience to students.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Since future is very uncertain, the organisations must be very flexible with HR policies and systems. Continuous training for skill development is the most important aspect. Efforts should be taken to ensure the physical and mental wellbeing of all employees.

OTHER INITIATIVES

A quick shift from offline to online was planned and executed.

IPE, HYDERABAD

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

The disruption caused by the lockdown and the different ways that business schools managed the situation. IPE took this as an opportunity to improve its operations.

I In-Person Classes - SOP

As the off-line classes are scheduled to commence IPE designed its policy for ensuring safety protocols in the classroom which has already been shared with students.

- The first row of students to be seated a minimum of 6 feet away from the podium.
- Faculty should stay stationary and stick to the podium and not move about inside the classroom, as that would subject them to the risk of exposure at close quarters
- Faculty to wear double masks if appropriate (double-masks have been found to significantly increase the safety of the mask-wearers).
- Clear Entry and Exit procedures to be followed by both Faculty and Students, to ensure the 6 feet distance rule is followed

A copy of the SOPs for Health, Hygiene and other safety protocols is shared with all employees, students, parents etc.

General Instructions

- Physical distancing of at least 6 feet shall be followed.
- Use of face covers/masks are mandatory.
- Frequent hand washing with soap even when hands are not visibly dirty.
- Frequent use of hand sanitizers
- 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 of used tissues properly.
- Self-monitoring of health by all and reporting any illness at the earliest.
- Spitting shall be strictly prohibited on campus.
- Installation and use of Arogya Setu App is advised.

Medical Camps

Free medical camps were organised for all employees including Full time, Maintenance team, and Contractual employees etc. to screen Covid-19 cases before starting physical office and classes.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Usage of technology is become the need of the hour to communicate with employees. IPE uses both formal and informal mechanism of the communication.

Formal: Email

Informal: WhatsApp group

Progress updating group – No. of students attended the classes.

Academic Meetings

Faculty interactions happened as frequently as possible and discussed wide range of issues including academic systems strengthening, research and publications, student's assessments, etc.

Faculty knowledge sharing and gaining.

IPE faculty members are quite active in knowledge accumulation by attending and participating various online courses, workshops, and seminars, etc. Our faculty were invited by various institutions as resource persons, speakers at academic and research session.

HR PROCESSES & PRACTICES

Talent Acquisition and Onboarding

Online interviews have been conducted and faculty has joined the institute and was present during online meetings and has taken classes during the pandemic as the travel was restricted. No more physical joining matters to the institute as this has enabled the institute to have better faculty accessibility.

Learning & Development

With the Covid-19, IPE soon realised that there is an urgent need for the faculties to 'unlearn' some of the knowledge and skills they currently possess and quickly 'learn' skills required for delivering online education. The online learning behaviour of participants is vastly different from their normal classroom behaviour. Lack of personal interaction with the teachers and peers in a classroom can distract students' attention leading to poor learning outcomes. Moreover, much of the learning experience in a business school also happens in peer groups and peer-to-peer interactions. Motivating and engaging students through remote interactions can be extremely challenging. Hence, the faculty must be trained in the latest tools and techniques of online course delivery.

Learning opportunities: Organized regular FDPs, encouraged participants to attend virtual conferences and Seminars to be updated and enhance teaching abilities. Faculties participated in them.

Faculty Development program:

Faculty has been trained in the latest tools and techniques of online course delivery.

- Online workshop on 'How to develop a Mindset to never waste time'. The ultimate time management course' January 8, 2021

Teaching methods - Pedagogy must be a mix of all. It is one of the safe methods of education in today's time since students do not have to meet physically in a classroom. For faculty too, it works as faculty could guide from remote place. Group teaching should also be considered especially if one were to structure the programme in modular form.

Performance Management

In education sector, the deliverables remain same irrespective of location. Faculties must teach, write, publish, conduct virtual training, and participate in bidding consulting assignments. Every faculty has their choice of areas to perform. They make choice in beginning of year for the preference to perform. During Covid-19 scenario, not many changes have been incorporated in the performance area considering the ease in operations online for educational feedback. Students' feedbacks play an important role in performance of faculties.

Employee Engagement

Online weekly meetings have helped us to cross the difficult phase of Covid-19. A two-ways communication has always been the key at IPE, Hyderabad.

Workforce Management

IPE followed a staggered workforce in the initial days of spread of pandemic. Only 30% of the workforce could work at time. IPE has two campuses, thus only those people who were needed at office were asked to report at office in person with those who were needed to have login time.

Systems logins were made compulsory and that made the difference as every individual were doing their job. An element of trust was always for all IPE members in the IPE family as where-ever they are, work will happen.

DIGITALISATION

How are you approaching this digital transformation?

There has been complete dependence on technology for the smooth conduct of classes at IPE. During this period, IPE has conducted all its classes every day, in the same manner as it is conducted in the more traditional way inside the campus. There has been no change in the regular timetable and teaching and learning is continuing in the similar manner with the only change being the geographical dispersion of the students, and faculty having to rely entirely on the technology platform for conducting classes. IPE has been using its MOODLE based Learning Management System for providing blended learning, flipped classrooms, and other e-learning based assignment and assessments, and term ending examinations highly effectively. In addition to that, our faculty quickly shifted over to the Zoom platform for conducting regular classes at IPE.

I IPE issued guidelines to faculties for conduct online class.

Guidelines to conduct online Class:

Establishing infrastructure to conduct the Online/Offline classes using MS Teams and Digital Pad with Stylus. The very recent efforts with both in-class and online students include:

LAN cable for the Internet (For Good Speed)

- Projector Cable (To project your screen to classroom students)
- Digital Pad Stylus

II IPE has involved various digital technologies and platforms including Zoom, Microsoft Teams, Google Classroom etc.

How are you building your Organization's capability on this front?

Aggregated and standardized teaching along with distributed and customized learning is the main objective of IPE at the difficult times of Covid-19. IPE has initiated various drives using digital platform.

Alumni Connect – During the pandemic, taking advantage of the online platform, IPE organised events where an alumni panel comprising alumni from across the globe address the current students. In such events alumni, who are in very senior positions, bring in their experiences of either setting up their own companies, or their rich and varied experience of working in multiple countries across the world. Hangout, on the other hand, is a panel discussion, where award winners in various categories from different batches during their PGDM days, share their experience of what it takes to be an award winner in IPE, and their journey post IPE. All these experienced alumni also give insights to the students about the current scenario of their industries.

Industry Connect - A PGDM course does not meet its objectives when students are not able to connect theory with practice. IPE has addressed industry connect in the following ways:

Panel Discussions: Senior industry practitioners are invited to conduct panel discussion through webinars. For these panel discussions, IPE has invited leading senior executives from PSUs and private enterprises who share their experiences on the theme of the discussions.

Classroom Research Projects: Each of our students has completed an individual class research project. This project is a full- fledged primary survey-based research paper. Students have identified topics that are contemporary and relevant. Since they cannot go out to talk to respondents and collect data, students have been encouraged to go for online surveys.

Virtual Projects – At IPE students are encouraged to undertake virtual projects to be done from their homes. Virtual Projects are like internships, for which students are kept free from their classes in the second half of the day, so that they can work on the projects given by the company. These projects are for a minimum duration of 4 weeks and is in addition to the internship, which we expect our students to do early next year, should the situation improve by that time.

Guest Lectures – Guest lectures form an important part of the PGDM curriculum at IPE. They not only help students interact with industry professionals but also network with them and gain knowledge of industry best practices, developments and advances, new trends and guidance to shape their own success story. During this period, we at IPE are continuing to have our regular guest lectures using digital platform as in the same manner as in the past.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Learning I – Unforeseen situations can affect us, but resilience is the key to manage it.

Learning II – Changes to be appreciated as it gives us better opportunities. – International guest lectures have suddenly become at ease and affordable. This is certainly possible to be retained.

Learning III – Empathy and trusting employees makes a lot of difference.

People are usually nice; it is just the situations which makes it difficult. Empathizing and trusting employees and students in difficult times does build confidence and sense of responsibility among individuals.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Suggestion I – Digitalisation is the key

Suggestion II –Blended learning will sustain. Classroom alone will not be of any help and is not needed. Best faculties can be accessed from anywhere and everywhere.

OTHER INITIATIVES

A quick shift from offline to online was planned and executed.

EMPOWER PRAGATI

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Work from home, staggered timing, rearranged working spaces.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Focus more on online communication (zoom/google meet)

HR PROCESSES & PRACTICES

Workforce Planning

Only essential hiring. **Send employees on LWP.**

Learning & Development

Online Training Courses from reputed institutions/body

Employee Engagement

E-Chaupal across all our locations (Pan India)

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

The orthodox classroom teachings have moved to online modes wherever possible.

How are you building your Organization's capability on this front?

Both Trainers (employees) and students have come to accept the technological transformation pushed by the pandemic, which otherwise may not be acceptable.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Technology is the future
- Innovation keeps you going
- Change is inevitable, the faster it is adapted to, better you swim through.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Change Management - some are calculative and are affected by manmade situations and other are by nature. Hence change as a future course of action must be acceptable by all. The basic human nature to resist change must change and we should be more open to such happenings in the future.

OTHER INITIATIVES

A quick shift from offline to online was planned and executed.

HEALTHCARE / PHARMA

GLAXO SMITHKLINE PHARMACEUTICALS LTD

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Employee Assistance Program, Mental wellbeing, Work from Home policy

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Virtual townhall, posts on workplace by Facebook, Rewards and recognition on virtual forums, Business school contests on virtual forum

HR PROCESSES

Workforce Planning

Changes in operating models of support functions

Talent Acquisition and Onboarding

Virtual on-boarding, **Satellite city hiring vs HO**, avoiding replacement hiring unless most essential.

Learning & Development

Zero classroom trainings, all virtual trainings with byte size smaller modules to sustain engagement.

Performance Management

NO ratings system, **KPIs based on outcome measures (vs in process or lead measures)**

Employee Engagement

Fitness/Yoga contests, active usage of workplace posts,

Rewards & Recognition

Balanced of Outcome based, Behaviour based. No reduction in salary increases.

Workforce management and enabling dispersed operations.

Identified for 20-100% work from home basis, satellite offices, reducing HO size.

DIGITALIZATION

How are you approaching this digital transformation?

Every possible sphere (meetings, sales information, digital sales calls, digital data-based marketing investments, e-filing of employee records, etc)

How are you building your Organization's capability on this front?

Role modelling by leadership and tone from CEO is the most important aspect. Easier to build capability and adoption.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Performance outcome is more important than physical presence, every role, and its content need to be relooked at, it is about being effective at work in the context of individual situation and one size fits all does not work.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Reskilling the whole org towards digital skills is the most important capability to be built, Leadership role modelling on new ways adoption is key.

OTHER INITITIVES

Strict adherence to COVID protocols.

ESSILOR INDIA PVT LTD

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Daily Newsletter, Doctor online, Enhanced Medical insurance Coverage.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Virtual Townhall, Regular Team meetings.

HR PROCESSES

Workforce Planning

No additional hiring.

Talent Acquisition and Onboarding

Totally virtual on boarding

Learning & Development

Learning months during Lockdown with virtual platforms

Employee Engagement

Town Halls, Engagement surveys, Daily newsletter, virtual celebrations,

Rewards & Recognition

- **Special R&R for Customer facing roles.**
- Workforce management and enabling dispersed operations.
- Rota working and break the chain initiative for manufacturing employees.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

WFH a reality, Flexible workforce, virtually connected working

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Virtually connected workforce, digital enablement of HR process.

ACG

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

ACG has created an associate well-being philosophy to guide the future initiatives around well-being. This encompasses physical, mental, and emotional well-being. To ensure associate safety and psychical well-being of associates working out of manufacturing units, ACG has invested in best-in-class safety measures and provided the required safety gears to associates. Regular health check-ups have been done and additional company paid Medclaim coverage has been provided to associates. In terms of mental/emotional well-being ACG is bringing in a world-class EAP system - which includes unlimited counselling & stress control support.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

To ensure leaders stay in touch - ACG has conducted extensive sensitization sessions for managers and detailed out guidelines for managers formally in form of a work from home policy. New forms of communication have been created in terms of daily leadership meetings and associate leader connects. Leaders have also created more empowerment in the hierarchy by delegating more.

HR PROCESSES

Workforce Planning

Redefining Talent - Including alternate employment types like gig workers, fixed term employees within the organization structure.

Talent Acquisition and Onboarding

Decode Talent - Certification of Behavioural event interviewing
Digital Hiring - SAP success factor implementation.

Learning & Development

Launch of **ACG learning academy in collaboration with EdX.**

Performance Management

MAPS – Managing and Aligning Performance framework guides ACG's performance management system including goal setting and appraisal.

Employee Engagement

ACG has created spaces for community connect, distributed rations to associates in need and provided accommodations to associates staying further from manufacturing units. To measure the associate engagement platform powered by artificial intelligence.

Rewards & Recognition

Launch of Digital R&R platform

Workforce management and enabling dispersed operations.

To enable dispersed operations, ACE has divided associates into categories of full, partial work from home and work from office. Shift rosters have been created to ensure minimum associate presence in plant while maintaining production standard. ACE has also provided allowances to associates for purchase of work from home set-up.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

ACG has created digital as a separate new vertical within the organization to bring dedicated focus on digital technologies. It is creating a digital strategy to bring focus on all the critical areas of digital - Digital Transformation, IIoT, IT & Automation.

How are you building your Organization’s capability on this front?

We have planned to set-up the digital function as a Centre of Excellence - to drive standardization and capability building of associates at the group level. ACG group has made a commitment to consistently invest more in the digital space.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Empowerment – creating leadership at each level
- Digitally ready – Upgrading technologies and building associate capability to go digital and interface ACG seamlessly with business processes
- Pace of change – reconfiguring business and swiftly changing business models and structures to suit business needs.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

To make the organization future-ready the business needs to be agile in terms of processes. People need to work in a fast-paced environment at the same time be empathetic.

OTHER INITITIVES

Associate Well-Being: EAP Platform launch

BUSINESS SERVICES

DELOITTE

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

We have always focused on the holistic wellness of our practitioners. Long before the pandemic, we had already started with various initiatives to inculcate a mindset for healthy lifestyle within our people.

Monthly tips on practicing fitness through good eating habits, ergonomics, preventing illnesses etc. were published to build health consciousness among our people. We initiated a campaign, where we installed BMI charts across our office campuses along with weighing machines, supplemented by communication on exercising and maintaining a healthy body mass index.

Physical exercise sessions, sessions by mental health experts, campaigns on healthy eating and more were already the norm in our organization. We also have a 24X7 counselling helpline for our practitioners to access for any work or personal issue related stress. The pandemic just spurred our efforts on to continue the fitness sessions virtually, introduce live sessions with doctors from renowned hospitals, launch ambulance services for practitioners and their families, manage home sample collections, provide for the facility of COVID and other diagnostic tests at discounted rates.

We also ran a campaign on mental health by encouraging peer-to-peer support. This campaign involved reminders and prompts through our chatbot to encourage our practitioners to take some time and to reach out to their colleagues, sessions led by expert speakers on the importance of mental health, communiques, and sessions by Deloitte practitioners themselves on how they have tackled mental health issues. It has been continued in a fashion through a series of communication with illustrated stories to display model behaviour in reaching out to colleagues and building empathy. Not just this, but we have also reinforced that team leaders while having frequent feedback conversations with their team members, should also focus a part of the conversation on the practitioner's well-being.

Post the pandemic, we now have added to our wellness benefits as well. Ambulance services for practitioners and families at fixed rates, home sample collection and COVID and other diagnostic tests at discounted rates, a medical consultation round the clock helpline, sessions with doctors from reputed hospitals & fitness experts have been added to our existing repertoire.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

We have created handbooks for practitioners and team leaders to be able to work smoothly from their homes. Across our different verticals, our Talent Advisory teams have dedicatedly driven or facilitated engagement or connect sessions of different groups such as that of women practitioners or of all practitioners with senior leaders etc. This multitude of connects happening have different frequencies with some happening monthly, quarterly, bi-annually, or annually. Over and above this, we have launched a toolkit for team leaders to follow to help enhance trust and transparency within their teams. Focused efforts towards driving our performance management process, which involves frequent interactions one-on-one with the Team Leader and surveys for the team members to opine on the way the team's working, help strengthen this practice.

HR PROCESS & PRACTICES

Workforce Planning

We have quarterly and yearly budgets and forecasts prepared. Our Talent Acquisition team is well-prepared with order boards and plans drawn up to ensure that hiring is done right and at the right time.

Talent Acquisition and Onboarding

Our Talent Acquisition team handles recruitment through various channels. With the help of our in-house platform for recruiters, we can execute a quicker recruitment process. With process improvements and focused efforts, we have been able to reduce vendor utilization substantially, use new routes to recruit professionals and achieve better diversity hiring. All our efforts have led to a decrease in our cost per hire by 31%. Strategic market mapping initiatives have been undertaken to scout and recruit for niche skills. This exercise has morphed into an initiative where we are creating a candidate database with skill mapping to help strengthen our recruitment efforts. From a process point of view, our recruiters are there with the candidate, every step of the way till the offer's generated and the candidate is informed of the Day 1 orientation details.

From here on, our Learning & Development team takes up the baton by leading our new joiners into a highly gamified and interactive learning journey to get inducted into the ways of the organization. Our gamified learning portal especially designed for new joiners designed to mimic the employee lifecycle helps practitioners know what is in store for them. Information on the dedicated page for new joiners related to our organization's policies and practices help strengthen this knowledge. This is supported by an in-person induction session on Day 1, followed by another session involving a much deeper dive at the end of the month to help the practitioner ingrain the knowledge firmly.

Surveys are conducted to garner feedback on the effectiveness of the methods used and regular enhancements are made to the program and aids. Apart from this, our talent operations team handholds the practitioners in completing all the necessary joining formalities such as filling up personal information on the HRIS and more. In the current scenario, we launched a refreshed version of our on-boarding process which has shortened the time needed for induction.

Learning & Development

Before the pandemic, we had created a state-of-the-art learning centre at Mumbai which housed the required technology, interiors, and space conducive to in-personal learning and assimilation. This has been followed by two virtual in-house learning platforms, that have helped take learning, especially at this time, to a new level. These platforms encourage learning on the go and provide a mix of learning courses curated to your indicated interests and identified development areas. You can create your own thread of learnings to pursue on these platforms which would involve multiple sources of learning such as videos, articles etc., follow other peers to know what learnings they are accessing and thus take charge of your own learning journey.

This has increased our learning participation by 3X. Through these transformations, we have had a 70% increase in participation of the 'Future Skills' and 'Industry Learning' courses and 76% increase in professionals engaged to develop coaching skills. Apart from our learning platforms, a whole host of programs and courses have been added to our learning curriculum to enhance the development journey for our people. For instance, we have initiated something known as a masterclass for innovation. Various courses on being 'Tech-Savvy', Industry Learning programs, Toastmasters

program, Inclusive Leadership Labs, Coaching programs have helped make our learning journey more holistic.

We have further added to our journey programs (specifically tailored for different career levels, with the intention of helping high potential practitioners progress to the next level of thinking and performing).

Performance Management

We had already done away with the typical annual review and appraisal processes and had pioneered a method of performance management, wherein, the practitioners themselves could have more autonomy in steering their career path. Monthly or even more frequent feedback conversations with the Team Leader, quarterly reviews by the Team Leader, ability to see one's performance vis-à-vis peers on a graph, quarterly reviews conducted by the leaders and pulse surveys conducted within the team to know team members' views, all through an extremely interactive portal, has led to a process which is being enthusiastically followed by practitioners across the organization. We have close to almost more than 90% of closures consistently per quarter. With a view to further enhance transparency, this process was improved through an enhancement to the portal, where practitioners can now access comments of their team leaders put in during the performance assessment. Automated periodic reports to leaders of the compliance statistics of all practitioners within their reporting tree are yet another new feature. We drive this process through recognizing team members and leaders who enthusiastically adhere to this process.

Employee Engagement

A variety of connect sessions, fun engagements such as festival celebration, talent shows, contests, annual townhall and the like help keep our engagement quotient high. We also have unique events such as a week at the end of the year, when we encourage a culture of appreciation in the organization, using e-cards on our R&R portal, appreciation mails and photo booths. We also have monthly innovation - based quizzes to engage our practitioners and build on our culture of innovation at the same time. This is the fun part of it.

But we also give our people the opportunity to feel that they are a part of a bigger purpose and can make an impact of the communities they are a part of. We have a day in the year dedicated to volunteering for social causes, where professionals converge at different places in teams, each led by a project lead, to contribute to a social cause of their choice in the form of resources, manual work, and the like. This involves causes ranging from sanitation, environment to child education.

Volunteering was something that had already been given impetus before the pandemic erupted. Our practitioners have always been dedicated to make an impact on the society around them more than just the one day in a year. In the post-pandemic world, we have seen a great momentum in virtual volunteering through the year. For this purpose, we are leveraging our long and enduring tie-ups with various NPOs and NGOs at different locations.

Rewards & Recognition

We have always believed in encouraging a culture of appreciation in the organization. We have a unique event, which is a week at the end of the year, where we encourage gratitude and appreciation, using e-cards on our R&R portal, appreciation mails and photo booths. We also have monthly innovation - based quizzes to engage our practitioners and build on our culture of innovation at the same time.

Such initiatives are given ample support by our interactive, agile, R&R portal which has customized to suit our requirements. Appreciation notes, cards, greetings on birthdays and anniversaries can be exchanged. This is apart from the recognition that can be given to high achievers with a digital certificate and points that can be redeemed through this portal. We also have a mobile app now which helps people to recognize quicker and from anywhere.

This is book ended well through our annual town hall CEO awards, where exemplary achievers of the year, are recognized and awarded by the CEO himself. Our entire R&R program is integrated with our core values and culture focus and is based on a framework of attributes we seek in our people.

Workforce management and enabling dispersed operations.

Our talent advisory, acquisition, advisory and operation teams are spread across all our different locations, enabling us to manage the dispersed population. Along with this, we have other central teams such Admin, IT and Finance also operating at each location helping to manage the location operations. What helps us is the strong infrastructure we have in place to support these operations. This includes our technology, support systems and team and streamlined processes.

DIGITALIZATION

How are you approaching this digital transformation?

While COVID has compelled an inevitable change to get on the fast track, a need for automation and digitizing our processes was already felt. It is important to have your people on board when you want to effect any transformation at the workplace, because it involves a massive change in the way you work. We had already voiced our focus on being more technology oriented and future focused. Being digital was something, we had already started working towards.

We had already embarked on the journey from a talent perspective, with the introduction of a performance management portal, a R&R portal, an agile learning platform, customized Talent portal, and an in-house Talent chatbot to answer routine employee queries. We now have mobile apps for most of these portal and enhancements to the rest in keeping with the times. Our current office app has been leveraged to help practitioners book seats, if they must come to office (this was posting the lockdown). Virtual connects have been normalized and encouraged to increase the use of these software and tools. Learning and materials on managing remote working have been provided to help practitioners become used to an increasingly digital world.

Another feather in our cap was the staggering pace at which the on-boarding process was converted into a completely virtual process owing to the pandemic situation. It helped to shorten the excess time used for on-boarding earlier.

More developments continue to happen on the front. For example, our chatbot can now set reminders in addition to answering queries. Our performance management portal can now trigger automated actions for the practitioners to complete and verify. Our digital transformation underway.

Our central Innovation team has also spurred up its efforts in leveraging new inventions and tools. We have had practitioners develop innovative, in-house technological solutions for various client projects and otherwise, which have really made an impact.

An initiative led by the Innovation team helps clients leverage start-ups in their transformations which majorly revolved around the latest technology such as AI, cognitive tech, IOT, advanced robotics, blockchain, HRTech, Future of Work etc. Basically, we help clients gain a competitive advantage by connecting them to high growth start-ups with innovative technologies. Not only this, but we leverage

this ecosystem to build unique solutions that extend our clients' capabilities. Contribution and efforts from all facets of the organization is helping us speed up the momentum towards a digital overhaul.

How are you building your Organization's capability on this front?

Identifying and building 'future skills' is very important to this cause. DI has already created this into a whole new area with learnings and programs focusing on these skills. With the help of our virtual learning platform, technology-oriented learnings have been leveraged, leading to a 48% increase in the learning consumed on digital disruptors and overall, 70% increase in the 'future skills' learning hours.

Reverse mentoring has been introduced to encourage the practice of millennials who are more well-versed with technology to guide senior leaders in the use of technology. Another learning platform has recently been launched with more than 6,000 courses on technology. Thought papers and articles are circulated on new age technology such as AI, RPA etc.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- An organization must be very agile to be able to change, transform as the situation and environment demands.
- It is essential, that as an organization, you put the health of your people first and make concerted efforts towards their wellness. Against the backdrop of the pandemic and increased isolated working, this becomes even more true.
- Any organization today must be future focused. Predicting and anticipating changes in the world will help organizations be more equipped to deal with any disruptions. This includes equipping practitioners with the necessary skillset.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- A mindset change is necessary. Organizations need to be emphatic in their messaging on the perks of being future focused.
- Training employees on the 'future skills' needed for the disruptive environment is crucial.
- Strengthening your infrastructure is a must.
- Vocal leadership buy-in is needed to ensure the organization is steered towards being future-ready. Communication and messaging from senior leaders supporting this is essential.

MERCADOS ENERGY MARKETS INDIA PVT LTD

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Proper sanitization measures at workplace and rotational attendance in office

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

- Online learning sessions
- Feedback surveys

HR PROCESS & PRACTICES

Workforce Planning

We adopted **agile workforce mobilization within various projects**, instead of hiring fresh.

Talent Acquisition and Onboarding

Hiring was sparse, done only for crucial assignments. Onboarding was done remotely during lockdown. The new joiners came to office rotational basis, during unlock period.

Performance Management

For 2020-21 cycle, performance/probation appraisal was conducted online, through a well-structured questionnaire that captured task completion % as per assigned timelines.

Employee Engagement

Learning and development sessions, Friday fun day sessions

Rewards & Recognition

R&R played a major role post pandemic. Any employee who rose above their call of duty was instantly recognised within 24 hrs and given a certificate of appreciation that was shared with all via email and WhatsApp group. HR recorded all such details in employee files.

Workforce management and enabling dispersed operations.

Same as point 1

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

By adopting and adapting to online platforms for all work discussions. E.g., Zoom, Google meet, HRIS etc.

How are you building your Organization's capability on this front?

Through training sessions and structured questionnaire and feedback.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Agile work methodology, remote working, and hybrid model (WFH and office both) are the best mode of office operations.
- Performance is evaluated based on tasks and timelines, rather than physical presence.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Adopting work model as per requirement. Flexible, agile mindset.

BGJC & ASSOCIATES LLP

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- All health safety measures are in place and are regularly appraised
- Online activities are undertaken
- On a regular basis health and wellbeing engagements are held.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Leaders are constantly engaging with their teams.

HR PROCESS & PRACTICES

Workforce Planning

Periodic assessment conducted by verticals.

Talent Acquisition and Onboarding

Constant search is ongoing through Linked in and direct contacts including alumina.

Performance Management

Six monthlies appraisal is done of professional staff and annually of admin staff.

Employee Engagement

Employees have developed and publish an online inhouse magazine, twice a month virtual engagement organised to play

Rewards & Recognition

Annual and event based.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Working on introducing technology in the work process

How are you building your Organization's capability on this front?

Investing in new software and training

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Employees are motivated when the organisation moves forward in step with the world
- Technology will play a critical role in growth
- Talent hunting is a process and matching work to talent is an important aspect.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- With advent of so many applications, organisations get confused on what to do and how. They need handholding.
- Majority can see only advances in the short term. How to do long term gazing if a technique must be shared.

RIGHT MANAGEMENT

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Flexible working hours, Work from home, Revised health insurance

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Virtual collaboration, creating shared mental models, shared leadership, continuous connect, frequent all employee meetings with senior leadership team.

HR PROCESS & PRACTICES

Talent Acquisition and Onboarding

New talent was hired depending on the quality of projects and need.

Performance Management

Regular performance conversations

Employee Engagement

Additional empowerment to experiment with new ideas.

Rewards & Recognition

Regular process was followed.

Workforce management and enabling dispersed operations.

The work was calibrated between in house and associates depending on client expectation.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Ongoing work on digitisation of all solutions

How are you building your Organization's capability on this front?

Working with an IT partner on a global scale

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Diversify service portfolio, trust in people, and empower them, keep experimenting and learning.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Innovation is the key to long term survival, and it need not be by setting up a separate function.
- Experiment with ideas.
- Strong focus on talent understanding with respect to strategic needs and develop them.
- Always be available to support your colleagues and clients.
- The future as I see it is of intrapreneurs.

AIDIAS CONSULTING GROUP

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Work from home as travelling by public conveyance is risky.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Catch up meetings every alternate day. Virtual celebrations along with families during festive occasions. Once a fortnight meeting in office to reenergise with commuting to work being coordinated with employees who have own vehicles

HR PROCESS & PRACTICES

Workforce Planning

No retrenchment. Transparent financial discussions with employees. **Redesigning KPIs and KRAs to suit work from home.**

Talent Acquisition and Onboarding

No recruitment since the onset of pandemic to manage costs in context to significant decline in revenues.

Performance Management

Google sheet based with no increments during the current year for the previous year and no increment for this year as well.

Employee Engagement

Through virtual meetings only. **Sending gifts for the entire family during Diwali. Gifts for new-born to team members during pandemic.**

Rewards & Recognition

Recognition is through public appreciation of achievements. No rewards

Workforce management and enabling dispersed operations.

Difficulty in network connectivity and IT equipment needed to work from home. What's APP group-based communication used extensively.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

By re-strategizing business proposition

How are you building your Organization's capability on this front?

Through training and IT infrastructure development

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Life will not be the same again. Customer path to purchase has been altered. Reinventing business model is key to survival.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Plan for the residual impact of the virus for the next 24 months. Opportunities will emerge where competition will be higher than pre pandemic days. Human resource planning, deployment and development should be highest priority for organizations to navigate the future.

OTHER INITIATIVES

Same percentage of salary deduction for all members of team with minimum take home threshold to manage fund flows.

INFRASTRUCTURE / REAL ESTATE

ATS INFRA

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

We allow relaxation in attendance in case of health issues. All precautions of sanitisation in office. Health cover of all employees.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Virtual meetings are a norm now. The regularity of interactions has increased. Participation is also good and cost minimal.

HR PROCESS & PRACTICES

Workforce Planning

Deep review of team structure, review of value adds by every employee. Identifying non-core activities and outsourcing them.

Talent Acquisition and Onboarding

Upward delegation of manpower sourcing approvals. Entire process is virtual from Recruitments to selection and on boarding.

Learning & Development

Identifying virtual classroom sessions of customised training.

Performance Management

Setting new norms for evaluating performance for 18 months rather than 1 year.

Employee Engagement

Limited to ensuring wellbeing.

Rewards & Recognition

Have taken a backseat this year.

Workforce management and enabling dispersed operations.

Site operations are all actual on site. Majority staff must be present on office. However, seriousness towards virtual delivery for HO operations staff has seen a massive upturn.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Adopting new remote work techniques in line with business need.

How are you building your Organization's capability on this front?

Higher investments in digital transformations

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Focus on health is primary.
- Upskilling no more optional but mandatory
- Save for the rainy day since unsurely is all time high.

What are few suggestions on making organizations future ready by reimagining the future against the background of COVID 19?

- Reduce fixed expenses and investment.
- Make agile plans and have Plan B for contingencies
- Hire cautiously to reduce separations leading to mass unemployment.

BIPL INFRASTRUCTURE

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

ESIC & Health Insurance

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Virtual meeting & rotational office attendance

HR PROCESS & PRACTICES

Workforce Planning

- Stagger workers physical presence in office
- Encourage virtual interaction to maximum.

Talent Acquisition and Onboarding

- Virtual Interviews & Agreements
- Email confirmation of Appointment

Learning & Development

- Interactive Training Module
- Virtual online Trainings

Performance Management

- Electronic supervision
- Schedule regular updates to HOD & HR

Employee Engagement

- Encourage Virtual meetings
- Non touch interaction.

Rewards & Recognition

- Status Quo

Workforce management and enabling dispersed operations.

- Status Quo

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Innovation for All process on case-to-case basis

How are you building your Organization's capability on this front?

Seeking ideas & suggestion from staff & clients before finalising IT directions

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Change seating concept @ distance between 2 staff be increase.
- Hygiene Emphasis @ Sensitisation of Personal Hygiene
- Sanitisation of Office area daily

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Encourage WFH where possible.
- Stagger office workforce for physical presence

OTHER INDUSTRIES

JM BAXI GROUP

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

JM Baxi Group considers its human capital as the most valuable resource and therefore, during the lock down all possible supports were extended to employees and their family members. We have listed below few key initiatives:

- Covered all the employees under Group Term Life Insurance policy to support the dependent in case of any unfortunate death.
- Organisation created a COVID Treatment Fund, through which monetary support was given to employees who shelled out money from their pocket due to COVID ailment.
- Enhancement of Group Mediclaim Policy for Non-Management Staff.
- 24X7 Quick Response Team and Help Line Facilities were put in place to extend prompt support.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Following online forums were established to connect with the employees and their families.

- Business Reviews for all businesses / locations on virtual platform.
- Individual Performance Reviews.
- MD's Family Day Program to connect with employees & their families.
- Virtual Talent Program (JMB's Got Talent)
- Social Evening with employees.
- Townhalls on major developments in the group.
- Webinar on COVID and other health matters.
- Strengthening online training programs.

HR PROCESSES & PRACTICES

Workforce Planning

- Covid 19 saw the workplace formats to change drastically. Organisation shifted from a static to agile planning approach. Well before COVID struck, J M Baxi Group extended the following:
Flexible WFH options to safeguard employees and their family members from unnecessary exposure during the pandemic time.
- When world saw staggered exit from lockdown, the Group provided pandemic protection handbook for reference and to follow protocol, employees were provided complete set of PPEs, Workplaces were sanitized.

- Rotational onsite workforce was structured for ease of operations.
- Employees whose jobs got redundant due to no resource or movement, were also paid full salary
- Boarding & Lodging facilities were provided within the terminals to protect employees, especially those who were travelling from long distances for work.
- Online learning platform was made available to enhance their skills while at home.

Talent Acquisition and Onboarding

Business saw continuation of new hires even in pandemic. J M Baxi group ensure that prospective employees felt confident and comfortable. Few practices adapted:

- The selection process was conducted virtually where candidate had a choice to attend interviews from the comfort of their home.
- Pre joining/Joining formalities completed online for swift operation.
- While ensuring the comfort of candidates, all the statutory compliances like Background verification, Independent Reference check, etc were mandatorily carried out
- Keeping in mind the risk of exposure, new candidates were given the relaxation of submission of medical certificates at their comfort to avoid exposure at hospital.
- Deliverables were communicated beforehand for clarity in functioning.

Learning & Development

- E learning platforms were made available to employees
- Employees were nominated to various seminars & webinars where they got the opportunity to enhance their skills.
- Trainings & orientations were carried out with the help of Training consultant through virtual platforms.

Performance Management

J M Baxi group strengthened the performance management process in these unprecedented times of COVID.

- As J M Baxi Group's activities came under essential services, employees who worked relentlessly during COVID to ensure that the essential services remain unaffected, were separately evaluated as COVID warriors
- PMS process was driven virtually where constant feedback and appreciation was communicated to employees.

Employee Engagement

- Conducted virtual engagement events to connect to employees and their families.
- Various online employee engagement activities were conducted across the Group for employees and their families.
- Health Care benefits through Group Medclaim, Group Term Life Coverage, Covid Treatment Fund given to employees to ensure, that not only employees but their loved ones are being taken care of.

Rewards & Recognition

- COVID warriors who relentlessly worked day and night to ensure that business runs smoothly were evaluated and shall be rewarded.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

- J M Baxi Group has just adapted a paperless culture by shifting its HRMS process to a fully automated software.
- Numerous e-learning courses and content have been made readily available for employees to enhance their skills.
- As now we understand the benefits about virtual connect, almost all the meets and discussion are done vide a virtual platform.
- Townhalls, employee communication is completely driven through virtual platform.

How are you building your Organization's capability on this front?

- In terms of capability building of employees, all the learning & development and the performance management system processes are run online successfully.
- Adapting to a new normal, WFH Model has been implemented. During unlock phase too we encouraged employees to WFH and avoid exposure, unless extremely necessary.
- Ensuring that the IT Infrastructural amenities are provided to employees to ensure smooth operation.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Employees are the strongest pillar of the organisation to sustain and survive
- Digitalisation is the only way forward
- As we say, the only thing constant is the change, so organisations will have to keep on adapting to the evolving business environment.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Organisations will have to be digitally equipped
- Employees will have to be driven to adapt to the evolving business environment
- While Organisations shrink to come closer digitally, they will have to be empathetic to human needs of employees.
- Learning & Development is a continuous process, which must go on and now preferably on virtual platform.

EXPORT TRADING GROUP

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

ETG rolled out work from home as an immediate response. However, the offices are working full time from Feb onwards.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Helped the leaders adapt to using technology to stay in touch with their teams.

HR PROCESS & PRACTICES

Talent Acquisition and Onboarding

Online Onboarding

Learning & Development

Shift to online sessions/models of delivery

Performance Management

Implementation of new PMS

Employee Engagement

Online programs and engagement sessions

Rewards & Recognition

Designed a rewards and recognition program.

Workforce management and enabling dispersed operations.

Enabling leaders adapt to technology.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

We are implementing an entire HRMS.

How are you building your Organization's capability on this front?

Sensitizing leaders and team members one team at a time with the help of HRBPs

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Top Management Alignment on Employee Policies (Hire to Retire)
- We must have a strong BCP for situations like COVID 19
- Focus on the importance of data and having the right data and systems in place.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Top Management Alignment on Employee Policies
- We must have a strong BCP for situations like COVID 19.

GOKALDAS EXPORTS LTD

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Awareness through podcast, daily mailers, and infrastructure at units to handle covid related exigencies.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Leadership talks, improve communication at shop floor.

HR PROCESSES & PRACTICES

Workforce Planning

Factor in higher absenteeism and have a bench by increased hiring.

Talent Acquisition and Onboarding

Strong onboarding introduces buddy system and hold 30-, 60- & 90-day engagement with HR

Learning & Development

Continuous, flexible training both on hard and soft skills

Performance Management

Align goals to organisation goals, encourage cross functional teams.

Employee Engagement

Everyday quiz, podcasts

Rewards & Recognition

New daily performance incentive paid out on a weekly basis.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Department wise all process are digitised provide tablets at end of line for capturing to all vital data as it happens such as defects, production, manpower availability etc.

How are you building your Organization's capability on this front?

Process standardisation and digitisation

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Employee engagement drives result, have scenario analysis for all eventuality, agile planning.

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

Digitisation and embracing technology right through the last layer of employees.

GAINWELL COMMOSALES PVT LTD

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- Work from Home COVID 19 Protocol
- Post Lockdown Protocol Handbook & Posters- A handbook and subsequent posters to create a safe working environment in the aftermath of COVID-19 has been prepared that clearly defined and directed our ways of performing and managing ourselves at our workplace.
- Unlock 2.0: Work Rules -Unlock 2.0 is seeing more of us go out from the confines of our homes to attend office with more relaxations being announced by the MHA, GOI. This phase is in fact more critical for all of us. Now is the time for us to be more mindful and careful in managing ourselves while going out to attend office or attending to our customer needs. We must now be more careful of managing our own health so as to ensure a safe working environment for our colleagues and also maintain the business operations in an uninterrupted manner.
- Health check-up below 35 years - In line with our Gainwell value of “Caring “where we are committed towards employee health and safety, we had extended health check up support for our employees below 35 years also starting July,2020.

What changes/ shifts have you made in these times to enable leaders ‘stay in touch’, establish human connect and drive virtual engagement with their teams?

- Reach Out - A virtual platform which is used by Leadership team to connect with employees at large while sharing newly introduced initiative or incentive schemes, reaching out to team members while driving organization wide existing initiatives, communication platform used by senior management to address employees at particular location.
- 'Hotline to GCPO (Group Chief People Officer) - A hotline which connects employees directly to the GCPO for their voices to be heard.
- Coffee Connection - When employees engage in a freewheeling conversation with CMD/JMD thereby sharing their learnings in Gainwell and also what is going well in their respective areas of work and areas which can be improved further. Invite is shared with selected group of employees (trainees, quarterly top performers etc) 2 weeks in advance to attend coffee session with CMD / JMD.
- e~SAMPARK - 'HR Connect and Town Hall -To connect with all employees across the organization periodically through a structured communication forum by CMD/JMD along with HR team in order to get feedback from employees about their experiences of the organization.

HR PROCESS & PRACTICES

Workforce Planning

In the initial months it was just hiring for replacement positions, however with business scaling up and with new opportunities, we are now hiring for new manpower positions as budgeted under 2020 also.

Talent Acquisition and Onboarding

Virtual On-boarding and Induction during the times of ongoing pandemic- To ensure smooth onboarding at respective locations amidst the ongoing pandemic. To brief all new joiners about Gainwell's processes and policies to equip them with the necessary knowledge and tools required to start their new journey in the organisation.

Process: The Induction program is being held on the day of joining virtually over digital platform. The employees and the faculty login from their respective locations on Zoom/WebEx. A two-day induction of the basic processes and policies are given to them.

Learning & Development

Virtual Instructor Led Training (VILT)

Objective – In wake of COVID-19 virus during 2020, classroom trainings has come to a halt because of the restrictions in travel across the country. Gainwell introduced Virtual Instructor Led Training (VILT) through digital platform to ensure continuity of learning and development as per the organization's objective. With laser focus on meeting the development goals as per the Individual Learning Plan (ILP) of Service and Sales personnel, VILT was adopted by Gainwell as solution to combat the circumstances.

Performance Management

- Nearly 99% of employees have uploaded their goal sheet for 2020.
- Monthly Business Review meet over Zoom platform
- Monthly performance discussion by Business Leaders

Employee Engagement

- Lockdown Online Engagements with Employees-To engage employees through On-line Quizzes, Sudokus, Word puzzle etc HR team had introduced weekly initiatives like Tuesday Twisters, Wednesday Wordsworth, and Saturday Sudoku where all employees had participated. Even Independence Day was celebrated online.
- Celebrating creativity of Young minds - Children Sit and Draw Competition || Our Lives, Our World – Covid 19 || Objective- At Gain well we took the opportunity to invite our children to express their feelings around "Our Lives, Our World – Covid 19", and what can be a better form than art!

Rewards & Recognition

Along with our regular monthly and quarterly R&R we had introduced the below initiatives:

1. Saluting Gainwell Warriors:

- Objective - To identify and celebrate the efforts of our employees who have risen to the call of duty and are doing extraordinary things in these trying times.
- Process - Daily mailer from GCPO acknowledging the tireless efforts of the employees which were later converted into "Digital Scarp book ", that will not only serve as a lasting memory of their enterprise but will also be a source of inspiration for all of us in times to come.

2. Celebrating creativity of Young minds - Children Sit and Draw Competition || Our Lives, Our World – Covid 19 ||

Objective - At Gainwell we took the opportunity to invite our children to express their feelings around "Our Lives, Our World – Covid 19", and what can be a better form than art! 15 Young Winners across age groups were "Thanked " through letter of appreciation and prizes also.

3. Saluting you on your service anniversary

Objective: Recognizing, appreciating, and celebrating a professional milestone of our colleagues who have been working tirelessly with unwavering commitment to contribute to the growth of the organization and the nation. We "SALUTE" them for their dedicated contribution over the years to co-create our enterprise. We thank them from the bottom of our hearts for having committed a large part of their professional lives in making & shaping this company - creating its' culture & values and ensuring an accelerated growth.

4. Women Achiever's Award:

Objective - Gainwell introduced a special Reward and Recognition Scheme in 2020 for all women employees across various departments to recognize the relentless pursuit of excellence by the women employees in advancing the vision of the company. This is in line with the company's efforts to establish a high-performance culture thereby encouraging extraordinary performance amongst women at work.

5. Meet Our "Value Champions"

Objectives - To appreciate/ recognize employees for displaying Gainwell values. at Gainwell, "Values" form the foundational cornerstones on which the superstructure of our organization has been built. It is this Value framework of Customer Centricity, caring of the employees, Collaboration amongst Gainwell citizens, Entrepreneurial orientation of its members and demonstration of Excellence in all its actions that constantly drive us towards achieving a sustainable competitive advantage and market leadership in their ever-dynamic business environment.

6. Recognizing Gainwell Warriors through pay out of Covid Bonus:

Objective - To recognize the commitment and dedication of employees who have braved the pandemic and worked under the challenging conditions of COVID-19 during the period of 1st April 2020 – 16th May 2020.

Workforce management and enabling dispersed operations.

- Regular meetings over Zoom

- Implementation of Time Sheet
- 90 days Onboarding Survey

Objective: To give the new incumbents a sense of belonging and give them a feeling that the organization cares and to enhance the onboarding process with feedback received.

DIGITALISATION

How are you approaching this digital transformation?

- Digital engagements for specific causes: Our biggest partners this past year have been CAT finance, who have supported our sales and customers through this tough economy. We did an exclusive campaign with them digitally promoting all the machines they are financing, particularly with a focus on their one-year anniversary. In addition, we also focused our creatives in the past few months on the #Vocalforlocal campaign the government of India has been promoting, highlighting our Made in India products.
- Virtual customer interactions and Sales campaign – Gainwell has a practice of Customer Interactions that are held physically in our offices and workshops. During this pandemic we took to the internet to provide our customers valuable virtual Engagements, giving them a virtual tour of our offerings and answering their questions on our products and services.
- Digitalisation of Incident reporting Process which will help to report any safety related Incident by employee through mobile app while he/she is attending is at Customer / mining site or while on travel4) Digitalisation of important activities like Customer Loyalty Program, Online Parts Sales, Logistics solution and VAST (i.e., Virtually connecting to our Customers or Product Specialist Remotely from mobile by sharing link)

How are you building your Organization's capability on this front?

- Through regular meetings and training and development of our employees
- Aligning with external vendors for helping us with adequate Online support

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- Adapting ourselves to the Hybrid model of working
- Leaders should know how to manage teams remotely
- Digitalisation of important activities like Customer Loyalty Program, Online Parts Sales, Logistics solution and VAST (i.e., Virtually connecting to our Customers or Product Specialist Remotely from mobile by sharing link)

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Redesigning of the workplace to support organizational priorities.
- The need for speed
- Adapting to Hybrid model of working
- Preparing for Gig workers and Gig technology
- Building Trust

MANIPAL EDUCATION AND MEDICAL GROUP

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- As an organization, during the Covid outburst, we ensured that all our employees were given the adequate essentials in terms of technology to be able to work from home
- Employees with small kids and elderly parents were given special consideration to work from home
- Family Connect sessions were conducted at our Hospitals wherein Hospital Director would connect to the employee's family to reassure that they are in safe working conditions
- Town halls/e-huddles were arranged where any concerns/issues were raised and addressed
- Frequent communication to employees through mailers regarding the general awareness on nutrition and health

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

- Weekly meetings with the respective teams to address any issues and concerns
- Frequent mailers from the leadership team to the employees enabled the employees to have a realistic picture.

HR PROCESS & PRACTICES

Talent Acquisition and Onboarding

Remote onboarding and exit processes were carried out.

Learning & Development

- Classes/Sessions at the universities were managed virtually
- Employee Trainings were arranged virtually.

Employee Engagement

Virtual Sessions for employee's kids and health and wellness programs conducted virtually.

Rewards & Recognition

Spot awards given to the healthcare workers. Appreciation given to the doctors and ambulance drivers during townhalls.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

Our organization has strived hard in responding to the crisis by accelerating our HR practices and strategizing digital transformation. Employees have got accustomed to the work from home set up with the adequate support from the business teams.

How are you building your Organization's capability on this front?

- In an environment where specific skills become obsolete faster, a workforce who can continuously adapt and acquire needed skills
- In an environment where companies struggle to access the talent they need, the ability to better access talent and increase motivation by making the day-to-day work experience more satisfying and meaningful.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

- As an organization we need to make our processes simple and flexible to quickly adapt to the circumstances.
- We must be accessible and visible and be able to provide a realistic picture along with a direction
- Communication is key, be in touch with your teams, and keep the engagement on

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

- Organizations must build organisational agility, or “the ability to respond effectively, with speed and stability, to opportunities and disruption.
- Organizations that can address the human needs are able to create better experiences not only for their customers but their employees leading to higher returns.

S.M KAPOOR&CO CHARTERED ACCOUNTANTS

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

They have been paid their full salary and have been equipped with the relevant software, internet facilities to be able to work from home.

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

We begin our day virtually by greeting them at 10am and have a group chat wherein we interact.

HR PROCESS & PRACTICES

Workforce Planning

No shift except that **now some of the staff who used to come by train has been given monies for an auto and then one of the partners drives them to the office in his car.**

Rewards & Recognition

All remuneration continues as before

Workforce management and enabling dispersed operations.

Since we are a firm of CAS the moment the Income tax department started working, we started which was sometime in the last week of May.

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

We are totally dependent on it and have facilitated all our associates with the required infrastructure.

WAY FORWARD

What are the 3 BIG learnings for you as an organization that you will carry through as you look at life and work moving forward?

Teamwork, **enhanced productivity due to non-fatigue of train travel**

What are few suggestions on making organizations future ready by reimagining the future in the background of COVID 19?

A method like they have overseas to monitor an employee's engagement while wfh so that they can be monitored and enabling them with the right technology and infrastructure and data security.

EDUVANTAGE

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

Health insurance, work from home

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

Virtual office

HR PROCESSES & PRACTICES

Talent Acquisition and Onboarding

Online

Learning & Development

Online

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

There is a digital transformation in the organisation.

OTHER INITIATIVES

A quick shift from offline to online was planned and executed.

NCDEX

PEOPLE

What initiatives and programs have your organization put in place to support the health and well-being of your employees during these testing times?

- Covid-19 Recovery Leave
- Round the year Health and Well Being program
- Covid-19 Health Insurance over and above GROUP Medclaim Insurance
- Company sponsored Vaccination Drive for employees, sub staff etc
- Fortnightly sanitization & fumigation
- Appreciation Programs for staff in office during March 2020 Lockdown
- Special NCDEX Taskforce for 24*7 employee's support
- Work from Anywhere Guidelines

What changes/ shifts have you made in these times to enable leaders 'stay in touch', establish human connect and drive virtual engagement with their teams?

- Small group discussions
- Staff and family virtual engagement events
- Virtual Fun@Work
- Appreciation ceremonies

HR PROCESS & PRACTICES

Workforce Planning

Business as usual, no real change

Talent Acquisition and Onboarding

- Virtual Onboarding and induction
- Online assessments

Learning & Development

Group based learning sessions under NCDEX Collaborative Learning Club (NCLC)

Performance Management

All online

DIGITAL TRANSFORMATION

How are you approaching this digital transformation?

- Ramping our Cybersecurity Knowledge and Intelligence
- Moving our Analytics under Power BI
- Automation of certain support processes

How are you building your Organisation' capability on this front?

Training and cross functional projects