



AUGUST  
2020

# HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

 randstad

THE ADECCO GROUP



 ManpowerGroup<sup>®</sup>

 Group  
YOUR JOB, OUR WORK

# Charting The Way Ahead In The Covid-19 Era

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

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

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



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

**PAUL DUPUIS**  
Managing Director & CEO  
Randstad India



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

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



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

**SANDEEP GULATI**  
Managing Director  
ManpowerGroup India



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

**MARCOS SEGADOR ARREBOLA**  
Managing Director  
Gi Group India

# Why This Report Is Important

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

## THE OBJECTIVE OF THIS ALLIANCE:

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

identified are widely and rapidly shared across companies and industries.

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

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

**SECTION 1** - Gives the context and objectives of this report

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

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

**SECTION 4** - Details out safeguard measures that companies are implementing to get back to work safely  
- Covers 7 major sectors

- Manufacturing
- IT / ITES
- Pharmaceuticals and Life Sciences
- Infrastructure



- Business Services and Consulting
- Retail
- Ecommerce

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

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

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



# HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

## CONTEXT & OBJECTIVES

SAFELY  
BACK TO  
WORK

EXAMPLES  
OF SAFE &  
NEXT WORK  
SOLUTIONS

INDUSTRY  
EXAMPLES  
OF PRACTICE

OVERVIEW OF  
MEASURES

# Bringing Our Employees Back To Work Safely

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

## 1 A GRADUAL RETURN TO WORK FROM OFFICE

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

## 2 STAGGERED EMPLOYEE RETURN

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

## 3 NECESSITY FOR EMPLOYEE DISCRETION

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



# COVID-19 Health & Safety Protocols

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



## SOCIAL DISTANCING

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



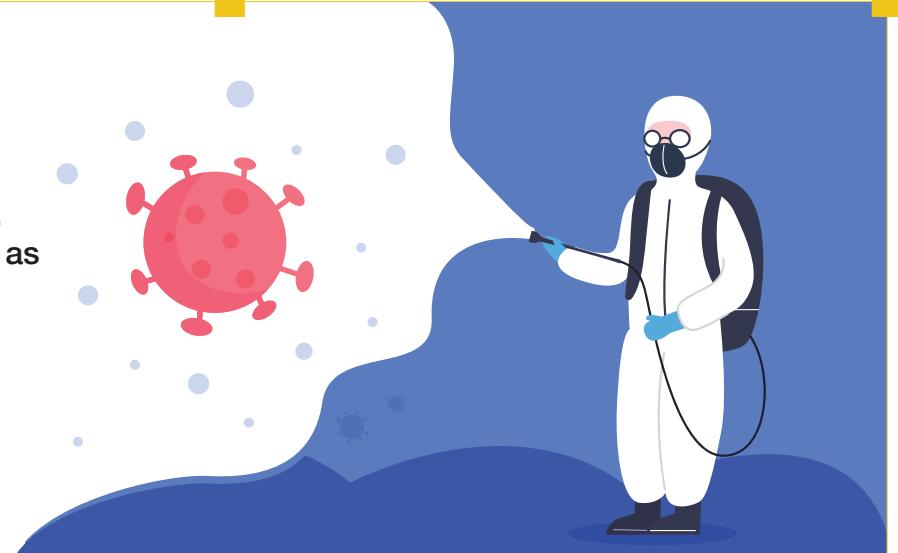
## GROUP OF 5

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



## REGULAR DISINFECTION

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



Local governmental rules and decisions should always be followed carefully

## LIFTS & STAIRWAYS

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



## SANITISERS

Sanitisers to be placed at frequent spots throughout the premises.



## STAGGERED TIMINGS

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



## AGE & HEALTH FACTOR

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



## TEMPERATURE CHECKS

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



## NON-ESSENTIAL VISITORS

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



## COVID-19 INFORMATION

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



Source: Excerpts from "Getting your workplace ready for COVID-19" by WHO.int

# Risk Management & Mitigation



IMPACT	JOB TYPE	MITIGATION	POSSIBLE JOBS AT RISK
<b>LOW RISK</b> <ul style="list-style-type: none"> <li>Low Human Impact</li> <li>Low Economic Impact</li> </ul>	<ul style="list-style-type: none"> <li>Jobs without frequent or close contact with the general public</li> <li>Workers with minimal occupational contact with the public and other co-workers</li> </ul>	<ul style="list-style-type: none"> <li>Providing hand sanitizers at each entry point and to each section</li> <li>Marking common areas where gathering is prohibited</li> <li>Regular bleach and sanitisation of the whole office</li> <li>Emergency health kit with cough medicine, disposable masks, gown and gloves</li> <li>Create awareness and train workers in safety and control measures and use of Personal Protective Equipment (PPE)</li> </ul>	<ul style="list-style-type: none"> <li>Remote workers</li> <li>Office workers without frequent close contact with others</li> <li>Workers providing teleservices</li> </ul>
<b>MEDIUM RISK</b> <ul style="list-style-type: none"> <li>Can impact daily lifestyle due to self-isolation</li> <li>Average Economic Impact</li> </ul>	<ul style="list-style-type: none"> <li>Jobs requiring close or frequent contact with co-workers or the general public</li> <li>Workers who frequent high-population-density work environments</li> <li>Close or frequent contact with people returning from areas with community transmission</li> </ul>	<ul style="list-style-type: none"> <li>Cleaning and sanitization of the office at least twice a day.</li> <li>Suspend any activity where physical distancing of at least 1 metre is not possible.</li> <li>Alternatively, increase ventilation, and implement sanitization procedures.</li> <li>Staff to wear appropriate face masks, goggles, gloves and work clothes.</li> <li>Create awareness and train workers in safety and control measures and use of Personal Protective Equipment (PPE)</li> <li>Implement barrier devices to allow control of access points</li> </ul>	<ul style="list-style-type: none"> <li>Frontline workers in retail, home deliveries, healthcare, hospitality, construction</li> <li>Police and security</li> <li>Public transport</li> <li>Sanitation workers</li> </ul>
<b>HIGH RISK</b> <ul style="list-style-type: none"> <li>High Human Impact</li> <li>High Economic Impact</li> </ul>	<ul style="list-style-type: none"> <li>Jobs requiring close contact with people with COVID-19 or suspected to have COVID-19</li> <li>Contact with objects and surfaces possibly contaminated with the virus</li> <li>Providing domestic services or home care for people with COVID-19</li> <li>Having contact with the deceased who had or were suspected of having COVID-19 at the time of their death</li> </ul>	<ul style="list-style-type: none"> <li>Assess the possibility of suspending the activity.</li> <li>Enhance regular hand hygiene; provide medical masks, disposable gowns, gloves, and eye protection for workers who must work in the homes of people who are suspected or known to have COVID-19</li> <li>Create awareness and train workers in safety and control measures and use of Personal Protective Equipment (PPE)</li> <li>Avoid assigning tasks with high risk to workers who are pregnant, above 60 or have pre-existing medical conditions</li> <li>Implement barrier devices to allow control of access points</li> </ul>	<ul style="list-style-type: none"> <li>Domestic workers</li> <li>Social care workers</li> <li>Drivers</li> <li>Delivery service providers</li> <li>Home repair technicians</li> <li>Any worker who has to provide services in the homes of people with COVID-19</li> </ul>

# Employer FAQs



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

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

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

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

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

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

## 4 Can the employer conduct compulsory temperature screenings for employees?

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

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

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

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

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

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

While there is no such legality imposing this, employers may ask

their employees to take the basic precautions to safeguard the health of their employees.

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

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

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

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

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

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





# HELP INDIA GET BACK TO WORK SAFELY

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# SAFELY BACK TO WORK

CONTEXT &  
OBJECTIVES

OVERVIEW OF  
MEASURES

INDUSTRY  
EXAMPLES  
OF PRACTICE

EXAMPLES  
OF SAFE &  
NEXT WORK  
SOLUTIONS

# Approach for getting **Safely Back to Work**

**1** Co-assess current work environment regarding back-to-work-readiness

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

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

## PRIORITIZATION OF INITIATIVES

**Quick wins** VS **Moon shots**  
“the path back to work tomorrow” VS “sustaining the journey”

**2** Setting the course for a tailored path back to work

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

### A: Accelerator module – quick win path

- You already consider implementing concrete back-to-work-initiatives?
- We help you getting what you already have onto the road at the speed of light

### B: Build & Test Module – holistic development path

- You know you need to safely get back to work, but don't exactly know how?
- We help with an agile end-to-end process to co-create concrete tailored initiatives

**3** Develop concepts / solutions

- Take existing initiatives/MVPs into a rapid test- & learnloop
- Alignment with key stakeholders and testing with key target audiences
- Co-create prototypes (Sprint-/agile-based “Develop, test, & iterate” - setup)
- Alignment with key stakeholders and testing with key target audiences

**OPTIONAL:** Model the impact of solutions using advanced analytics

**4** Develop roadmap for the path back to safe work

## SUCCESSFUL ADOPTION

### Co-create transition journey

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

**5** Implement solutions

### Facilitate adoption of transition journey

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

**6** Evaluate & iterate

### Adoption success-reflection

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

**7** Ongoing support / check-ins

### Sustaining the adoption journey

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

## SAFE OPERATIONS

### Define prioritized concept launch-plan

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

### Operational implementation of initiatives/ideas

- Collaborate with internal stakeholders to realize the successful implementation of the prioritized “safely-back-to-work”-solutions at the workplace

### Implementation success-reflection

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

### Sustaining the implementation journey

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

## EXAMPLE TOOLS



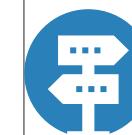
Back-to-work-readiness scorecard: review of floor plan, PPE guidance, policies and training methods



Setting-the-Course-Workshop



IdeationPrototyping Testing Iteration (KPIs x Impact)



Adaption of toolbox (transformation co-creation kit)  
Back-to-work transition journey  
Back-to-work implementation roadmap



Collision Workshop: Agenda-set ownership for implementation & responsibilities  
Operations implementation sprint



Safe workplace dashboard/control room & reflection — weekly with key stakeholders  
Employee and stakeholder evaluative survey



Follow-up and coaching session

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

## ILLUSTRATIVE EXAMPLE

### LOCKDOWN / REMOTE PERIOD

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

### TRANSITION PERIOD

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

### PLANNING AND SET UP FOR RETURN

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



### Research and co-creation to develop action plan and roadmap

#### SUCCESSFUL ADOPTION

##### WORKER BEHAVIOUR AND POLICIES

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

##### RETURN TO WORK TRAINING

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

#### SAFE OPERATIONS

##### SEPARATION - SPACE AND TIME

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

##### CONTROL, TESTING AND SURVEILLANCE

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

##### PERSONAL HEALTH MEASURES

- Clean working kits
- Hotspots marked with colour



# HELP INDIA GET BACK TO WORK SAFELY

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## EXAMPLES OF SAFE & NEXT WORK SOLUTIONS

CONTEXT &  
OBJECTIVES

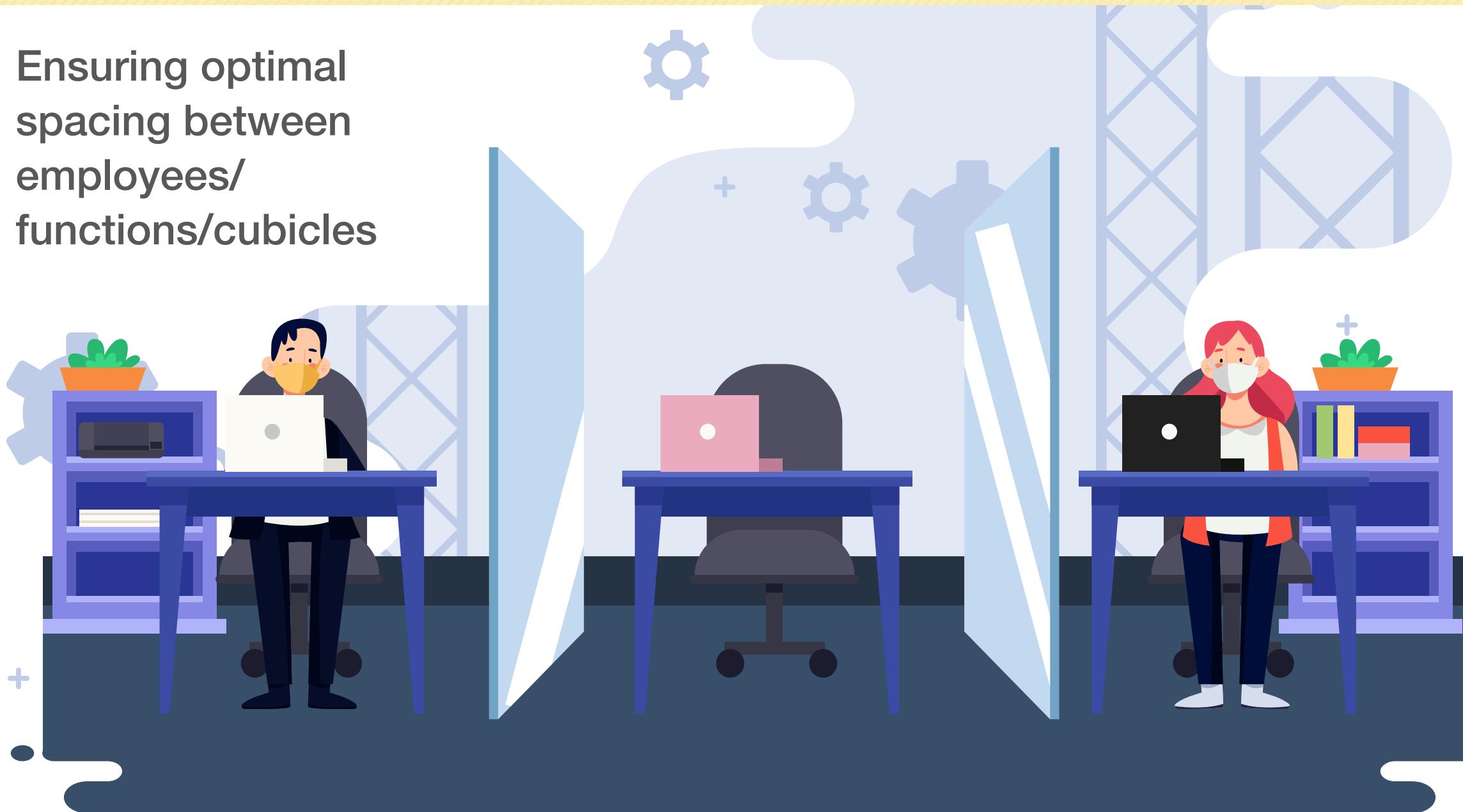
SAFELY  
BACK TO  
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INDUSTRY  
EXAMPLES  
OF PRACTICE

OVERVIEW OF  
MEASURES

# Re-modeling/Re-tooling of the workplace

Ensuring optimal spacing between employees/functions/cubicles



## ILLUSTRATIVE

Local governmental rules and decisions should always be followed carefully

## CONCEPT DESCRIPTION

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

## IMPACT

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

Source/Supporting Rationale: American Centre for Disease Control – “Implementation of Mitigation Strategies for Communities with Local COVID-19 Transmission” OSHA – “Guidance on Preparing Workplaces for COVID-19”

# Improved **Air Filtration** & Ventilation

More efficient removal  
of hazardous particles  
from the environment



**ILLUSTRATIVE**

## **CONCEPT DESCRIPTION**

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

## **IMPACT**

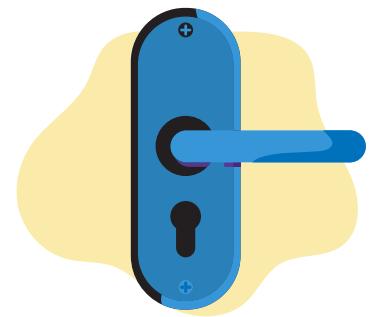
- Reduces the concentration of airborne viral or bacterial particles which may help reduce the likelihood of worker infection

# More **Touch-free** Handles/Interfaces

Limited handles and physical interfaces  
and introduce motion control



MONEY



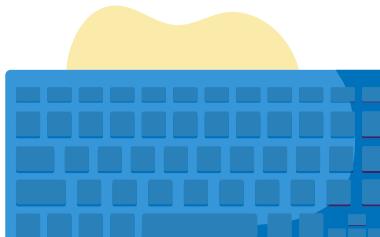
DOOR HANDLES



KEYS



COFFEE CUPS



KEYBOARD

## INFECTION HOT SPOTS



PHONES



BATHROOM FAUCETS



ELEVATOR BUTTONS

## **CONCEPT DESCRIPTION**

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

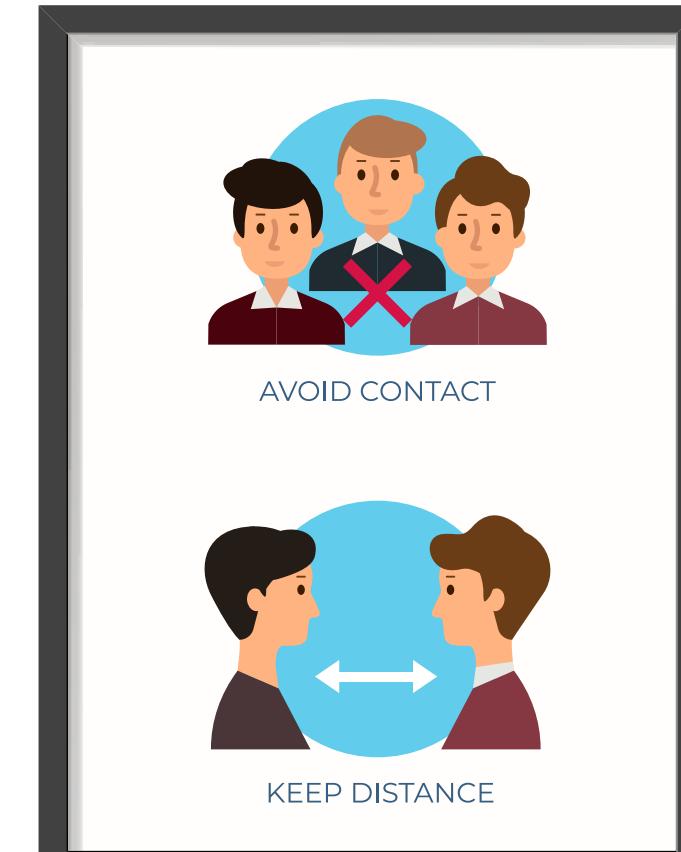
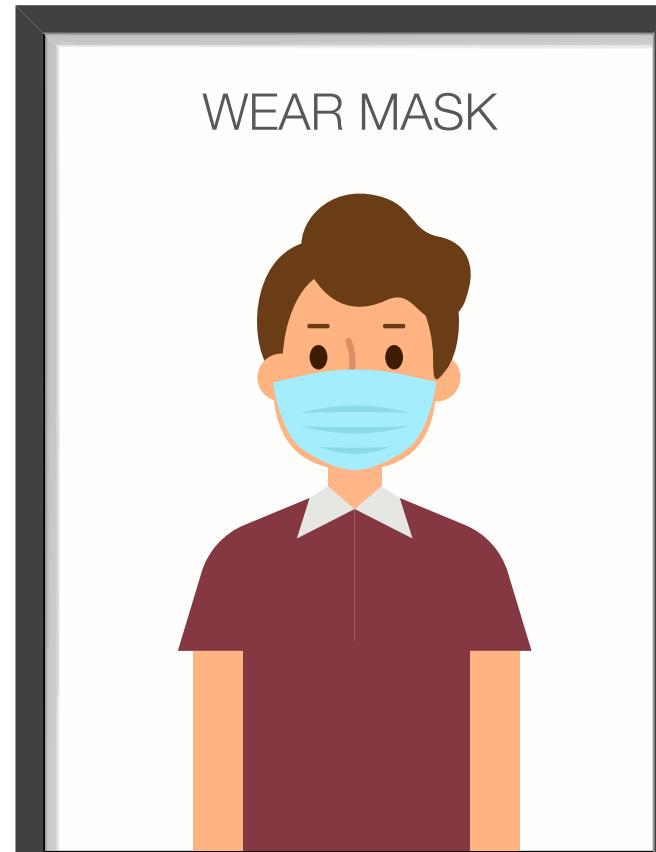
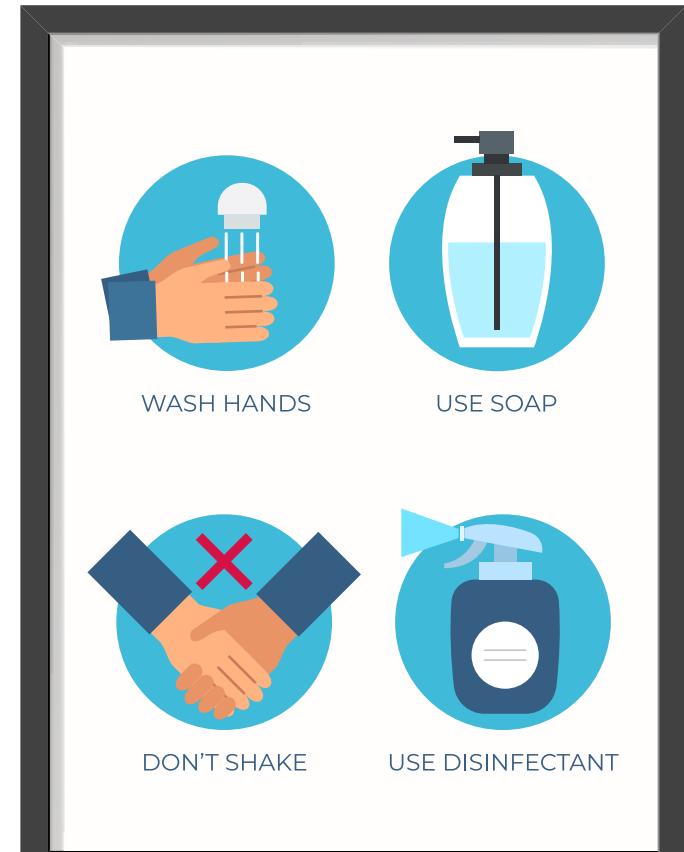
## **IMPACT**

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

**ILLUSTRATIVE**

# Visual Social-distancing/Sanitization Cues

Providing quick checks/reminders to maintain distancing and hygiene



## CONCEPT DESCRIPTION

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

## IMPACT

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

## ILLUSTRATIVE

# Staggered Shifts and Lunch Times

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



ILLUSTRATIVE

## CONCEPT DESCRIPTION

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

## IMPACT

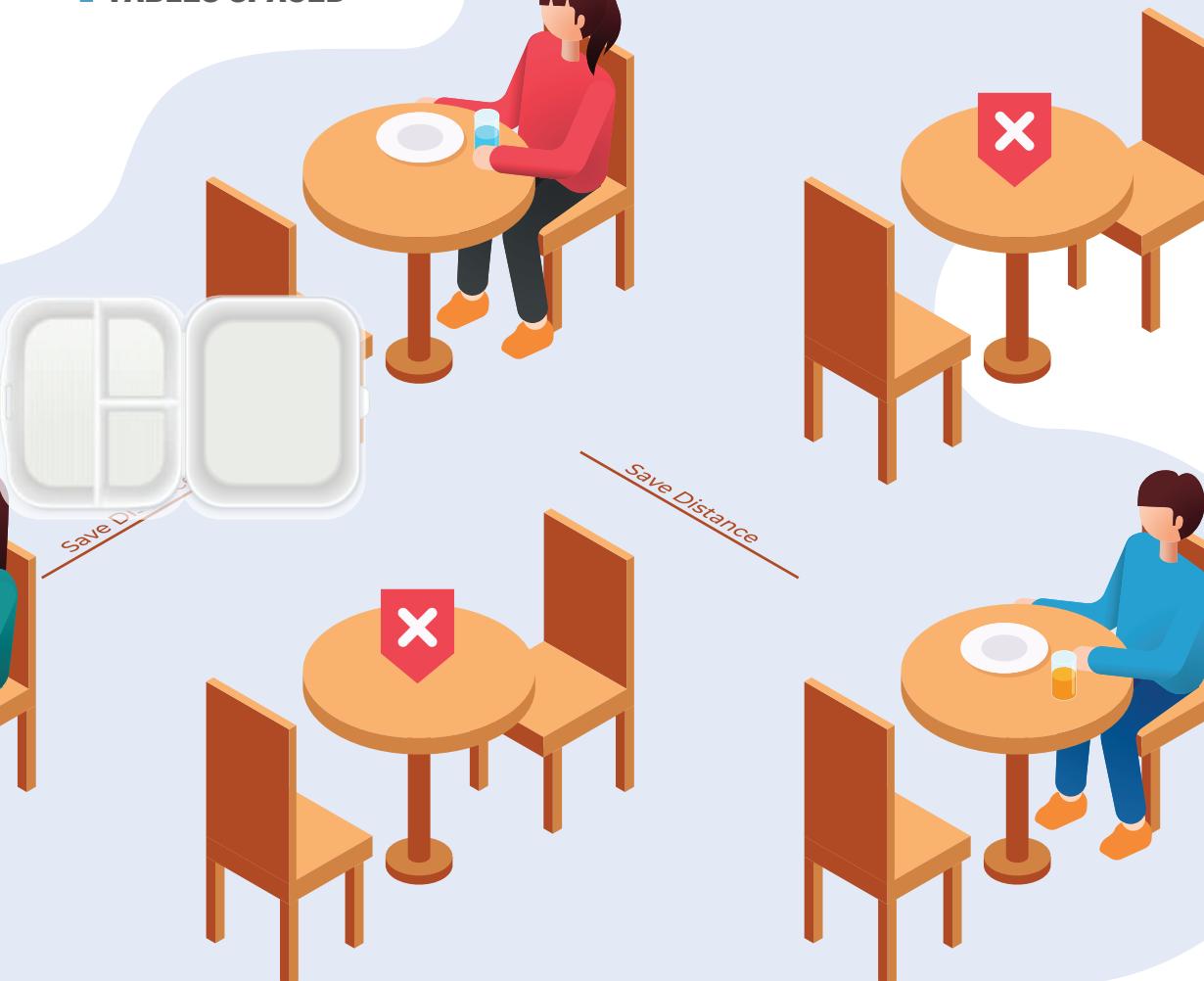
- Can help reduce queues and crowds, especially relevant if screening measures are introduced requiring more time to pass through
- Could make it easier for workers to maintain social distance

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

Serving pre-packed food in re-usable boxes



**1 CANTEEN TABLES SPACED**



**2 PRE-PORTIONED RE-USABLE / DISPOSABLE BOXES**

**ILLUSTRATIVE**

## CONCEPT DESCRIPTION

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

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

## IMPACT

- May help reduce queues and physical contact between workers

# Hygiene Zones with Checkpoints

Workspace separated into zones with mandatory sanitization between each zone



## ILLUSTRATIVE

## CONCEPT DESCRIPTION

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

## IMPACT

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

# Highly Visible **Workspace Cleaning**

Confirmation of cleaning is displayed confirming cleanliness of workspace



**ILLUSTRATIVE**

## **CONCEPT DESCRIPTION**

Cleaners should update a ‘housecleaning checklist’ and display in a highly prominent location upon completion of cleaning.

## **IMPACT**

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

# Hotspot Surfaces Marked with Colour

Frequently contacted surfaces highlighted and prioritized for cleaning



## ILLUSTRATIVE

## CONCEPT DESCRIPTION

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

## IMPACT

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

# Clean Working Kits

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



## ILLUSTRATIVE

### CONCEPT DESCRIPTION

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

### IMPACT

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

# Designated **Team Guard**

A team member who ensures new standards are being followed



## ILLUSTRATIVE

### **CONCEPT DESCRIPTION**

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

### **IMPACT**

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

# Printed Media Campaign

An information and learning campaign comprising printed info-packs



## ILLUSTRATIVE

## CONCEPT DESCRIPTION

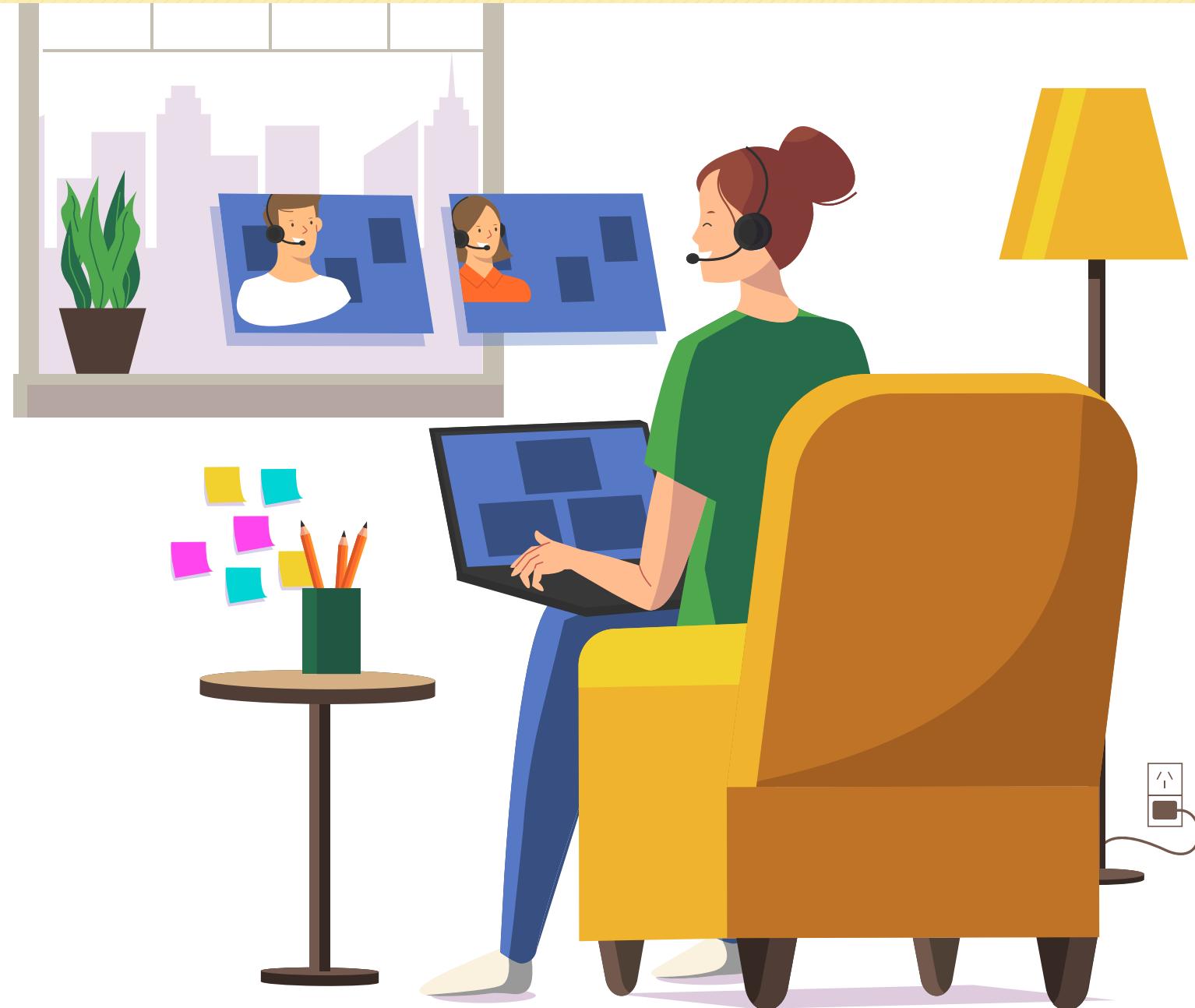
Leveraging printed media to inform employees about the changes they can expect when returning to work.

## IMPACT

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

# Web Conferences (Pre-Return)

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



## ILLUSTRATIVE

### CONCEPT DESCRIPTION

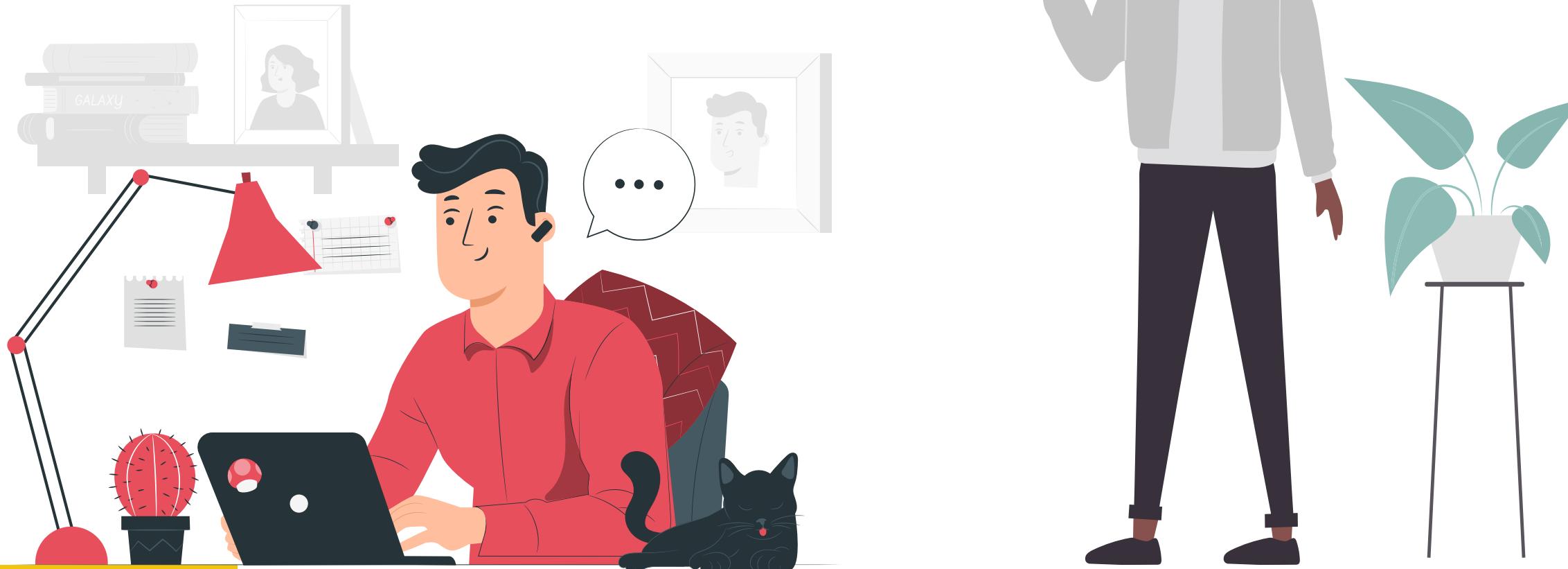
Gathering employee groups to video conferences where they can get the latest information from their employer. Allowing questions and concerns to be raised prior or during call.

### IMPACT

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

# Online Trainings (Pre and Post-Return)

Online learning courses providing latest info to prepare workers for return



ILLUSTRATIVE

## CONCEPT DESCRIPTION

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

## IMPACT

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

# Large Format Visual Displays in Workplace

Prominent displays highlighting new processes, policies, tools and layouts



## ILLUSTRATIVE

Local governmental rules and decisions should always be followed carefully

## CONCEPT DESCRIPTION

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

## IMPACT

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

# Safeguarding measures - overview



PHARMA

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

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

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

Local government rules and decisions should always be followed carefully

# Safeguarding measures



THEME

## WORKFORCE PROTECTION

MEASURE CLASS	MEASURES
Travel / movement to work (including work from home measure)	<ul style="list-style-type: none"><li>In the absence of public transport, provide shuttles or cabs for office employees and plant workers temporarily, until normal transportation is restored</li></ul>
Entry to worksite	<ul style="list-style-type: none"><li>Ensure everyone is tested for body temperature at the main porch, before entering the work premises. Restrict access to the workplace if the temperature is higher than 37.5°C/99.5°F</li><li>Permit entry to reception area only after hand sanitization/washing</li></ul>
Employee health policy measures	<ul style="list-style-type: none"><li>Create a Biosafety Plan that must include<ol style="list-style-type: none"><li>List of job classifications with exposure to infectious pathogens</li><li>List of infectious pathogens known or reasonably expected to be present in lab materials and applicable biosafety measures</li><li>Procedures to ensure all incoming materials containing pathogens are treated as virulent, until verified as deactivated or attenuated</li><li>A risk assessment, performed by the biological safety officer</li><li>Feasible engineering controls including containment equipment and procedures</li><li>Required safe work practice controls and prohibited unsafe work practices in accordance with the risk assessment</li><li>Necessary Personal Protective Equipment (PPE), including respiratory protective equipment.</li><li>Effective decontamination and disinfection procedures for laboratory surfaces, equipment, and tools.</li><li>Procedures for communicating hazards to workers and providing required worker training.</li></ol></li><li>Emergency procedures for uncontrolled releases in the facility and untreated releases outside the facility.</li><li>Provision of applicable vaccines to workers.</li><li>Procedures to investigate and provide medical follow up to workers exposed to laboratory pathogens.</li><li>Procedures to annually inspect facilities and audit the facility's biosafety procedures.</li><li>Procedures to record and correct deficiencies found during inspections and audits.</li><li>If diagnosed with symptoms, the said employee should be allowed entry if<ul style="list-style-type: none"><li>at least 72 hours have passed since they have been fever free without the use of fever-reducing medication and with improvement in respiratory symptoms AND atleast 7 days have passed since the first symptoms appeared.</li><li>The employee should also produce their latest COVID test report which must be negative</li></ul></li><li>In case of air travel or travel to known high-risk area in the last 14 days, employees are advised to avoid entering any facility and they should self-quarantine for 14 days with self-monitoring for any symptoms</li></ul>

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



# Safeguarding measures



PHARMA

THEME

## EMPLOYEE PROTECTION

MEASURE CLASS	MEASURES	
Personal Protective Equipment	<ul style="list-style-type: none"><li>Provide and ensure that the workers use all necessary PPE, including eye protection and gloves where necessary.</li><li>Provide disposable gloves to workers who are screening others for symptoms, or handling commonly touched items.</li></ul>	<ul style="list-style-type: none"><li>Masks should be reusable, but may be disposable if reusable is not available.</li><li>A supplementary mask, mini hand sanitizer and a handkerchief should be carried by all.</li></ul>
Workplace distancing and workstation barriers	<ul style="list-style-type: none"><li>Physically distance every individual by at least 6-feet with measures such as physical partitions (Plexiglas barriers) or visual cues (e.g., floor markings, colored tape, or signs to indicate to where workers and/or employees should stand).</li><li>In areas where maintaining physical distancing is difficult, frequent thermal screening for workers is advised including temperature, visual, and verbal checks.</li></ul>	<ul style="list-style-type: none"><li>reception area, workstation areas, kitchens and all common areas</li><li>Strict social distancing to be maintained during the shift changes</li><li>Not more than two people should be in the same zone, especially in the labs.</li></ul>
Sanitization measures	<ul style="list-style-type: none"><li>Encourage frequent hand washing and use of hand sanitizer.</li><li>Frequently sanitize commonly used surfaces &amp; high traffic areas</li><li>Clean and sanitize shared equipment, touchable surfaces between each use.</li><li>Employees should be asked to wipe their respective work stations at regular intervals and at the closing of the working hours.</li><li>Ensure that sanitary facilities stay operational and stocked at all times and ensure workers have necessary cleaning products.</li><li>Provide time for workers to implement cleaning practices during their shifts.</li><li>Clean floors using a vacuum with HEPA filter or other methods that do not disperse pathogens</li></ul>	<ul style="list-style-type: none"><li>into the air.</li><li>For facilities in laboratory, research, or clinical settings, evaluate existing cleaning and disinfecting protocols and determine additional measures or necessary adjustments to prevent exposure to COVID-19.</li><li>The plant should be disinfected prior to anyone returning to work</li><li>In the production areas and workshops, cleaning of tools, workstations, and machine control panels should be initiated with sign off, every 60 minutes</li><li>Washing of the workshop aisles to be organized at a frequency of every 2 hours</li><li>A minimum of four times per shift, disinfect toilets and locker rooms (every 2 hours)</li><li>A minimum of two times per shift, disinfect public areas such as halls, corridors, conference rooms, elevators, stairs, etc.</li><li>A minimum of two times per shift, disinfect external areas such as pedestrians entrances, external corridors, accesses to locker areas, cafeteria and buildings</li><li>Ensure cleaning and disinfection of contact points every 2 hours</li><li>Sharing of Lab equipments to be avoided, if possible</li><li>Equipment/parts/tools to be wiped before and after every use</li><li>Hands should be washed thoroughly before and after the use of equipments</li><li>ESD and other surfaces/tables to be wiped twice a day with alcohol based disinfectant</li></ul>

Encourage frequent hand washing and use of hand sanitizer



WASH HANDS

# Safeguarding measures



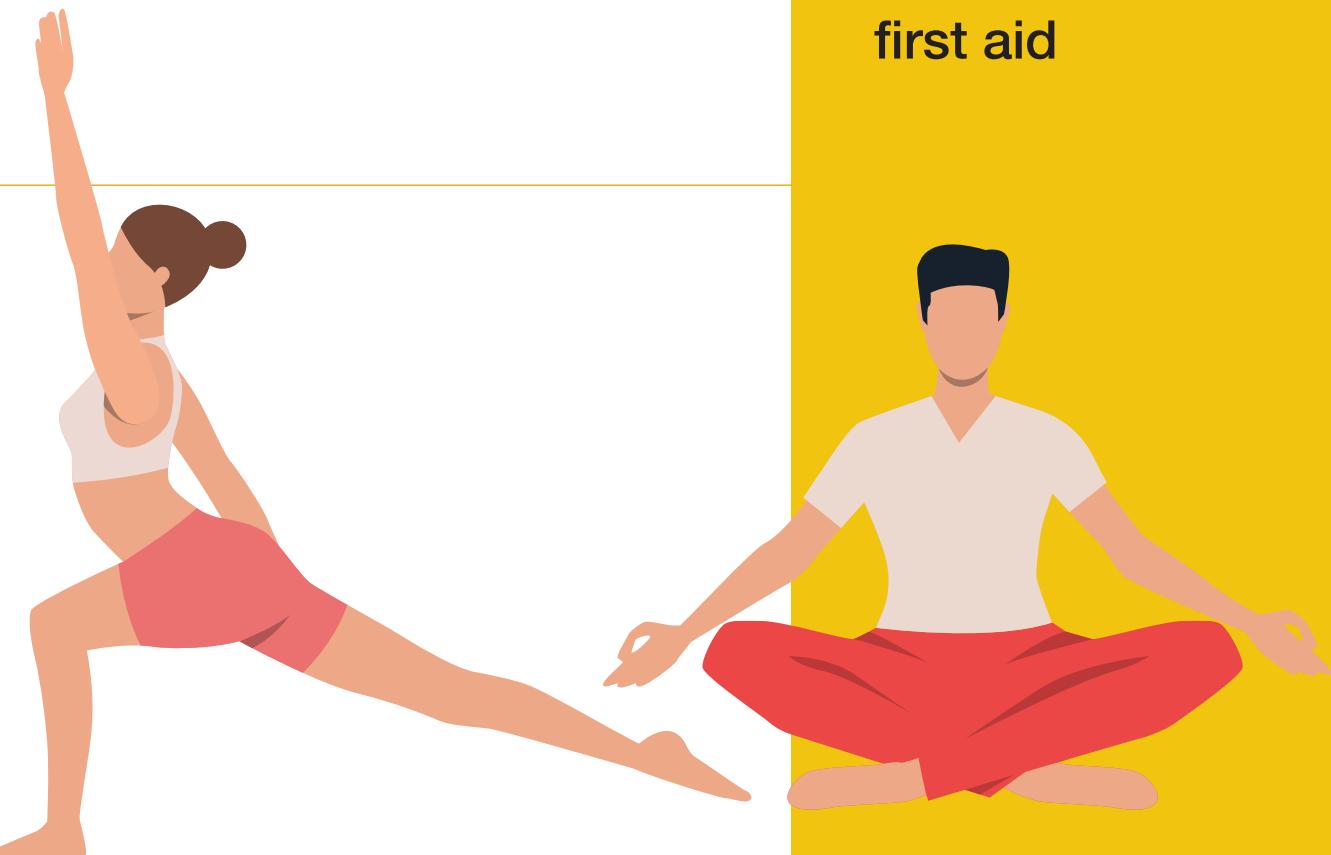
PHARMA

THEME

## EMPLOYEE PROTECTION

MEASURE CLASS	MEASURES
Sanitization measures	<ul style="list-style-type: none"><li>All job sites should implement additional measures of cleaning common areas, bathrooms and toilets to minimise the infection risk</li><li>Shared work vehicles to be sanitised after each journey (by driver/traveller) by thorough cleansing of touch points</li></ul>
Worksite facility conditions	<ul style="list-style-type: none"><li>Ensure all water systems are safe to use after a prolonged facility shutdown to minimize risk of disease.</li><li>Mandate that employees eat at different intervals with adequate seat separation to maintain social distancing</li><li>Stop using vending machines to prevent cross contamination. If not possible, ensure continuous disinfection.</li><li>Consider upgrades to improve air filtration and ventilation</li></ul>
Public health knowledge and capability building	<ul style="list-style-type: none"><li>Recommend activities like Meditation (Mindfulness &amp; Yoga) session, Virtual yoga sessions, Awareness session on mental health, first aid for supporting emotional and mental well being of the employees.</li></ul>

Create awareness on mental health first aid



# Safeguarding measures



PHARMA

THEME

## NON-EMPLOYEE PROTECTION

MEASURE CLASS	MEASURES
Social distancing measures	<ul style="list-style-type: none"><li>All visitors should maintain a 6 foot / 2 meter distance from the receptionist or security guard and must wear masks</li><li>Restrict visitor entry to reception-area conference rooms. Social distancing guidelines should be maintained</li></ul>
Sanitization measures	<ul style="list-style-type: none"><li>If hosting a meeting with a visitor, the host should ensure sanitization of meeting rooms before and after the use</li><li>Allow for a minimum of one-hour of time gap between the room usage</li></ul>
Limitations against exposure to individuals	<ul style="list-style-type: none"><li>Visitors must be free of illness symptoms</li><li>Visitors must not have traveled in the last 14 days before coming to a site</li><li>Before entering the plant, truck drivers should be identified, checked and measured for body temperature at the security gate entrance. Restrict entry to the site if the body temperature is abnormal (over 37.5°C or 99.5°F).</li></ul>
Preventions against material contamination	<ul style="list-style-type: none"><li>Employees and visitors should not exchange documents and/or pens</li><li>Visitors must refrain from carrying any token gift, even if it is within the policy</li><li>Transport documents should be validated by the driver at the site entrance/exit dedicated area (security gate), according to a procedure agreed with the establishment and any exchange of documents must be avoided as much as possible</li><li>If the entrance / exit / administrative reception does not have a separation window, set up a dedicated table for retrieving documents with a minimum distance of more than 1 meter.</li></ul>

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



# Safeguarding measures



PHARMA

THEME

## BUSINESS PROCESS ADAPTATIONS

MEASURE CLASS	MEASURES
Physical workspace adaptations	<ul style="list-style-type: none"><li>Reconfigure, restrict, or close common areas, like employee break rooms and provide outdoor break areas with shade covers where physical distancing can be practiced.</li><li>Work stations without a physical separator should not face each other</li><li>Reasonably arrange the production plan to maintain social distancing.</li></ul>
Operational and productivity process adaptations	<ul style="list-style-type: none"><li>Ensure all employees and contract employees complete an electronic return-to-work form prior to returning to any site for the first time after the site's quarantine</li><li>Deactivate all fingerprint or touch points related to tracking employee attendance or processing payments</li><li>Stagger employee breaks, in compliance with wage and hour regulations, to maintain physical distancing protocols.</li><li>Request employees to bring food from home and take meals in their own boxes. Bar ordering of outside food.</li><li>Non-lab personnel should mandatorily take prior permission from the lab in-charge to enter the lab</li><li>Boxed lunch to be provided to employees, if eating in the cafeteria</li><li>Every person before entering the office should fill in a form and give their personal details along with Govt id</li><li>Ensure doors of all operational staircases and washroom remain open to avoid indirect contact. Or an arrangement may be made to open/close the door by step and pull/push.</li></ul>
Communication and continuous improvement adaptations	<p><b>Consider the following topics for Worker Training</b></p> <ul style="list-style-type: none"><li>When to seek medical attention.</li><li>The importance of hand washing.</li><li>The importance of physical distancing, both at work and off work time.</li><li>Proper use of cloth face covers, including information in the guidance.</li><li>Information on paid leave benefits</li></ul> <p><b>Provide a detailed communication containing</b></p> <ul style="list-style-type: none"><li>Information on the local COVID-19 case situation</li><li>Why the decision was made that it is safe to return</li><li>Advise employees of the expected return to work</li></ul>

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



# Safeguarding measures



PHARMA

THEME

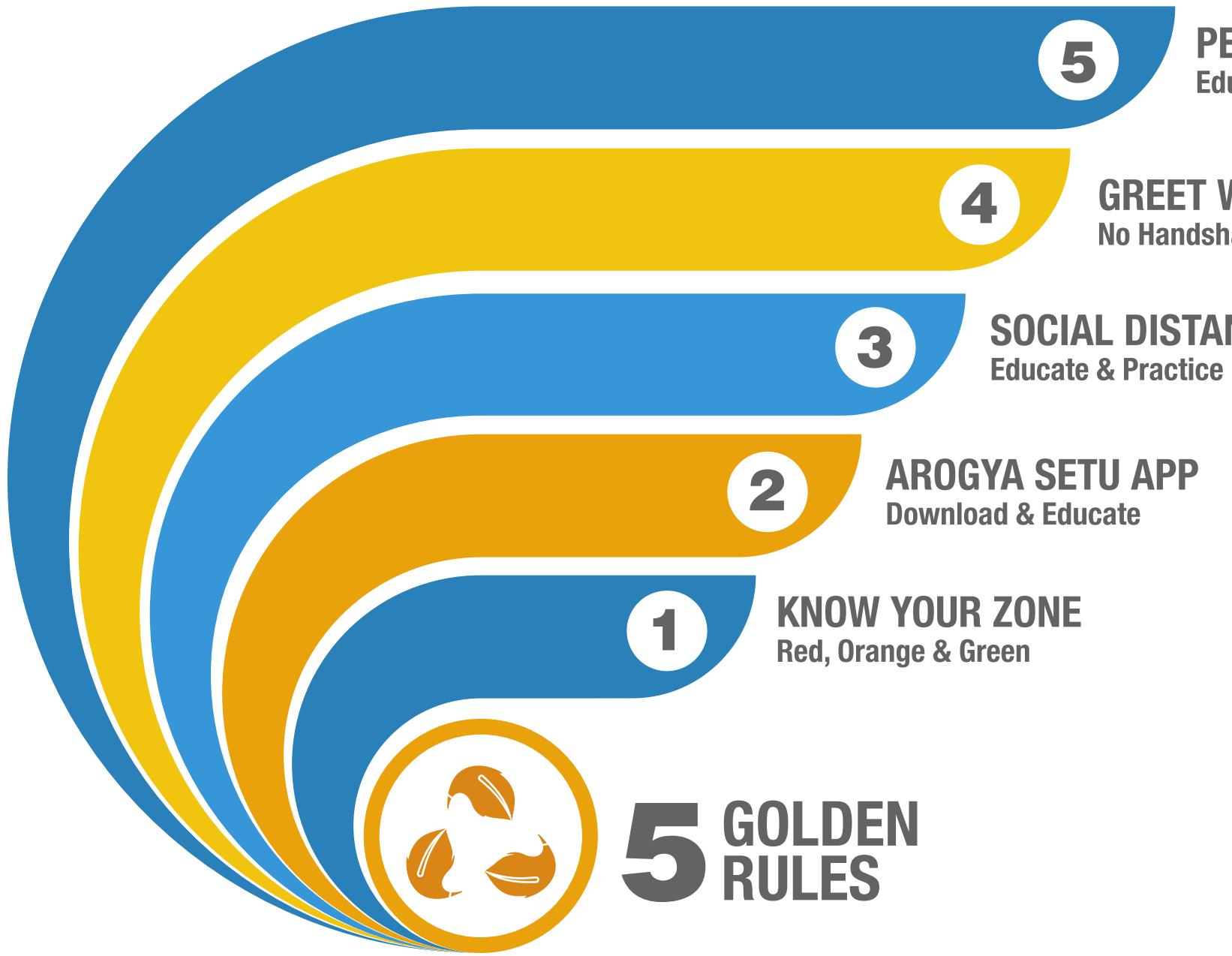
## EMPLOYER-LED HEALTH MEASURES

MEASURE CLASS	MEASURES
Detection and tracing	<ul style="list-style-type: none"><li>Encourage workers to do a self-assessment and advise them to stay home if they feel sick or display symptoms of COVID-19 (e.g., temperature of over 37.5°C or 99.5°F)</li></ul>
Personal behavior reinforcement	<ul style="list-style-type: none"><li>Ensure employees wash their hands properly before and after eating</li><li>Staff in charge for preparing or distributing food must wash hands at least every hour and should be equipped with mask, mob cap, disposable gloves etc.,</li><li>Implement additional sanitary measures at the work location:<ul style="list-style-type: none"><li>- hand washing protocols</li><li>- hand sanitiser stations</li><li>- provision of disinfectant wiping products</li></ul></li><li>Spitting in and around premises should be strictly prohibited. Defaulters could be referred to the police authorities.</li></ul>



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

# Recommendations: Back to Work



## Know your Zones

### RED ZONE

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

### ORANGE ZONE

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

### GREEN ZONE

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

# Recommendations: Back to Work

## DOWNLOAD THE AAROGYA SETU APP

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

## SOCIAL DISTANCING

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



## PERSONAL HYGIENE AND PERSONAL PROTECTIVE EQUIPMENT (PPE)

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

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

## PERSONAL PROTECTIVE EQUIPMENT (PPE):

Personal Protective Equipment (PPEs) are protective gears designed to safeguard the health of workers by minimizing the exposure to a biological agent. Appropriate use of PPEs like mask, gloves



significantly reduces risk of viral transmission. Components of PPE are goggles, face-shield, mask, gloves, coverall/gowns (with or without aprons), head cover and shoe cover.

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



# Recommendations: Back to Work

## TRAVEL/COMMUTING RECOMMENDATION

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

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



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

## KNOWLEDGE PARTNER

The Organisation of Pharmaceutical Producers of India (OPPI) established in 1965, represents the research-based pharmaceutical companies in India. OPPI remains committed to supporting the nation's healthcare objectives and collaborating with all stakeholders to find sustainable solutions. OPPI believes the need for innovation must be balanced with the necessity for more accessible medicines, within a robust IP environment. For more information, please visit <https://www.indiaoppi.com/>



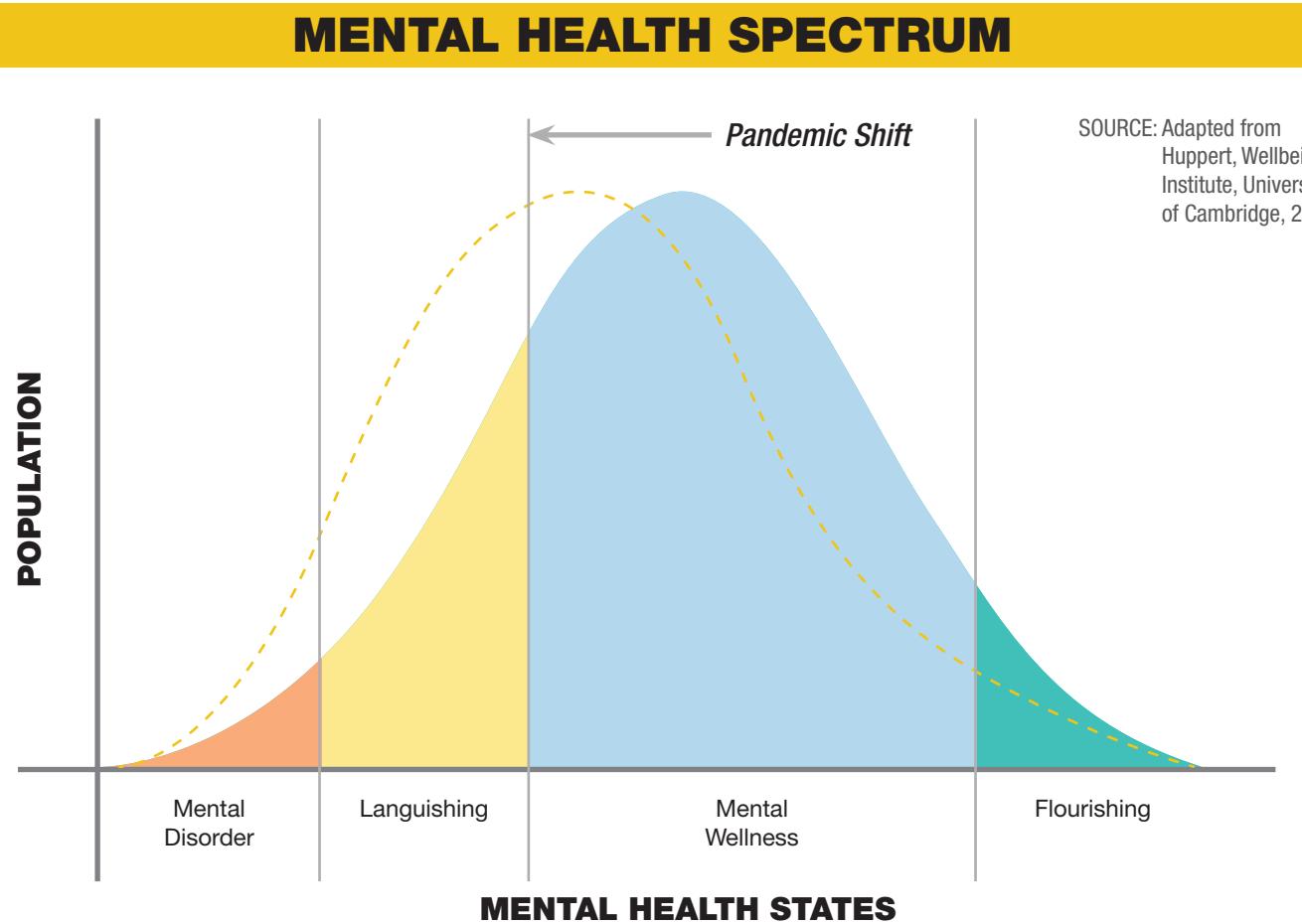
Organisation of Pharmaceutical Producers of India

STANTON CHASE

# Ensuring Mental Wellness with Getting Back to work Safely

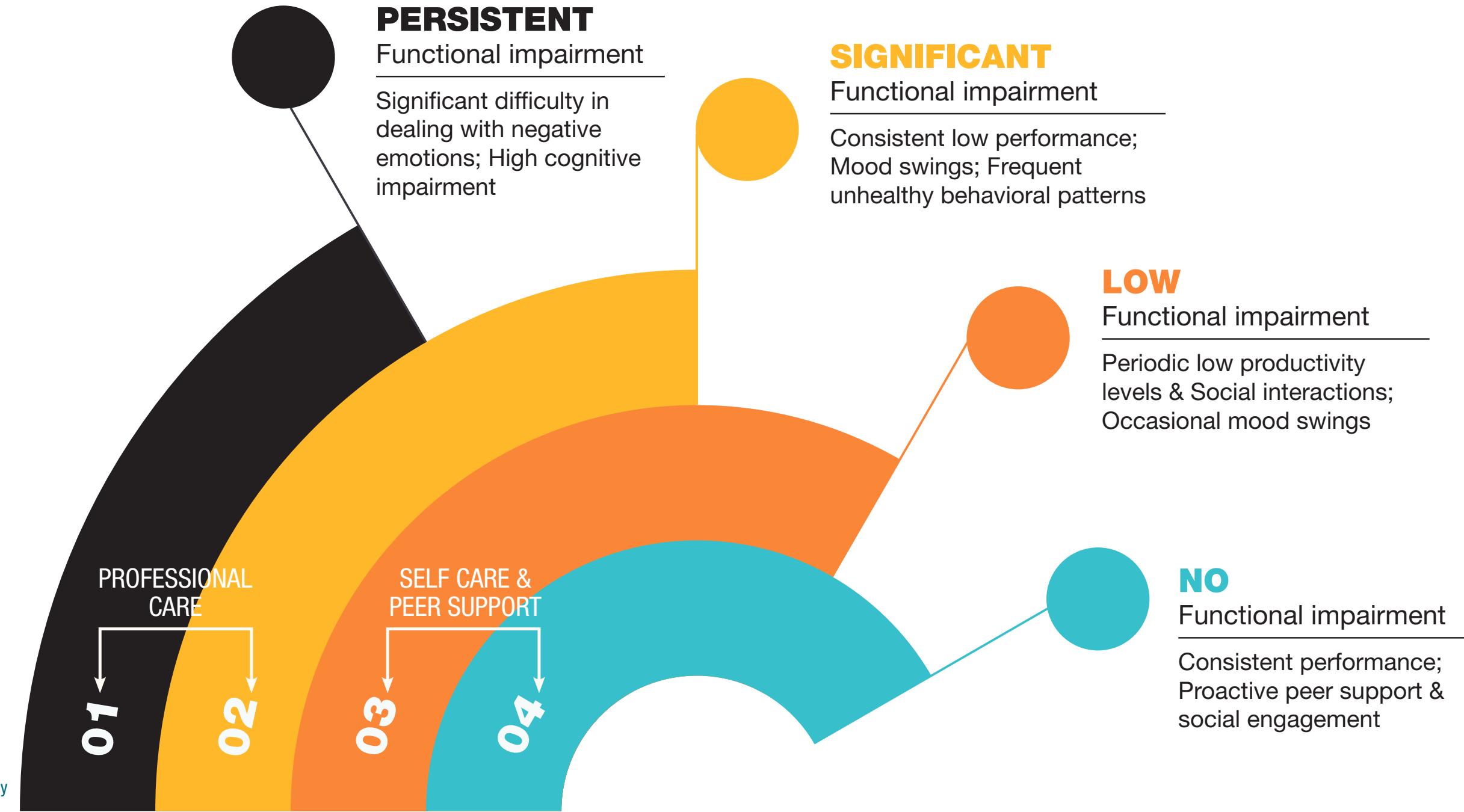
## Impact of Pandemic on Mental Wellness

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



# Management Strategies

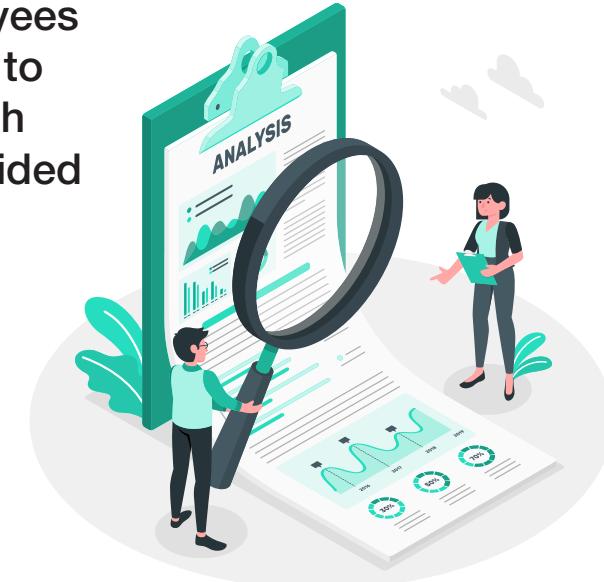
- Employers need to adopt a holistic management strategy to ensure mental wellness of employees returning to work. Depending on the level of functional impairment of each individual, self-care, peer-support and professional-care interventions would be effective.



# Approach for ensuring Emotional Wellness

## with “Safely back to work”

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



## SITUATION ANALYSIS

### SITUATIONAL ANALYSIS

#### 1 Identify Risk & Protective Factors + 2 Employee Pulse Check

##### Work Related

- Job Control
- Physical Presence
- Resources & Engagement

##### Team Related

- Interpersonal Relationships
- Peer Support
- Leadership

##### Organisation Related

- Job Security
- Stigma
- Psychological Safety Climate

##### Personal/ Home Related

- Work/Life Balance
- Major Life Events

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

working from office earlier than others.

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

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

# Approach for ensuring Emotional Wellness

## with “Safely back to work”

# B

## INTERVENTION STRATEGIES



### INTERVENTION STRATEGIES

#### 1 Reduce Risk Factors

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

#### 2 Promote Protective Factors

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

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

#### EXAMPLE OF REDUCING RISK FACTOR:

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

#### PROMOTING PROTECTIVE FACTORS:

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

### PROMOTING PROTECTIVE FACTORS



#### Individual Level

##### MOTIVE: Building Individual Resilience

- Introduce Stress Management/Resilience Training
- Facilitate Physical Activity Programs
- Encourage E-Course/Self Help/Wellness Programs



#### Team Level

##### MOTIVE: Building Peer Support & Caring Team Culture

- Introduce Team Norms
- Facilitate Manager Trainings on Psychological First Aid
- Designate Rotational Team Wellness Champions
- Create “Resource Enhancing” Support Groups



#### Organisational Level

##### MOTIVE: Create Open & Positive Psychological Safety Climate

- Facilitate Realistic & Frequent Communication
- Encourage Sick Leave for Mental Health Issues
- Design & Implement Mental Health Policy for Organisation

# Approach for ensuring Emotional Wellness

## with “Safely back to work”

### EXECUTION AND IMPROVING ADOPTION

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



### EXECUTION AND IMPROVING ADOPTION

One of the biggest challenges facing employee wellness resources in organisations is its under utilisation. With ASSOCHAM report suggesting 42.5% employees who are going through depression or anxiety, a typical EAP solution only garners 1%-3% engagement. The reasons go beyond the cultural stigma and manifest in the importance given to this by the organisation.

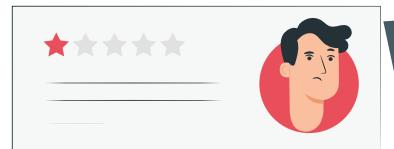
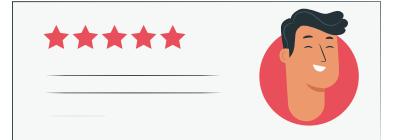
Organisations need to follow a 5 pronged approach to increase the adoption level of intervention strategies designed for getting back to work safely.

- 01 Increase Awareness and Reduce Stigma
  - Facilitate Informative Webinars & Sessions
  - Organise mental health first aid trainings
  - Supportive language across levels (CXOs to ground staff)
  - Build dedicated relaxation chambers
- 02 Facilitate Early Help-Seeking
  - Build internal peer support groups and manager trainings
  - Organise regular well-being checks and health screening
  - Enabling accessibility (24x7) and ease of use of counselling services through third-party providers (EAP services)
- 03 Consistent Communication *not just one time*
  - Regular communication (weekly/fortnightly)
  - Create channels to facilitate regular discussions like Motivation Monday
- 04 Agenda of Peers & Managers *not just HR*
  - Define role of peer supports
  - Enable trainings and accreditation programs
  - Introduce this into team/manager KRAs
  - Deploy barometers for measuring team satisfaction levels
- 05 Modeling from Senior Management
  - Make wellness an agenda for senior management
  - Senior management to walk the talk
  - Introduce open forums for sharing feedback

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

# Approach for ensuring Emotional Wellness

## with “Safely back to work”



### REVIEW OUTCOMES

- Constant Pulse Check on Employees

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

#### WHERE TO GET STARTED?

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



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

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

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

#### EMOTIONAL WELLNESS PARTNER

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





# HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

## HIGHLIGHTS OF MEASURES BY HIERARCHY OF CONTROLS

CONTEXT &  
OBJECTIVES

SAFELY  
BACK TO  
WORK

INDUSTRY  
EXAMPLES  
OF PRACTICE

EXAMPLES  
OF SAFE &  
NEXT WORK  
SOLUTIONS

# Personal Protective Equipment (PPEs)



**1** Ensure that employees wear a mask (and gloves if possible) at all times while at work

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

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

**4** Create instruction manuals for the employees on

- rules for wearing a mask
- handwashing technique
- safety measures while commuting or travelling

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

# Administrative Controls

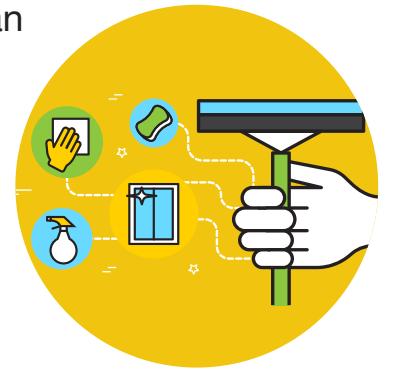
**1** Put together a task force to manage testing and contact tracing protocols if any employee shows signs of infection



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



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



**6** Efforts should be made to accommodate employees with certain underlying conditions like Heart Disease, Respiratory Disease, Diabetes, Liver Disease, Obesity, Pregnancy, Immunosuppression etc., to minimise the infection risk. For example, a few companies have given them mandatory work from home options.



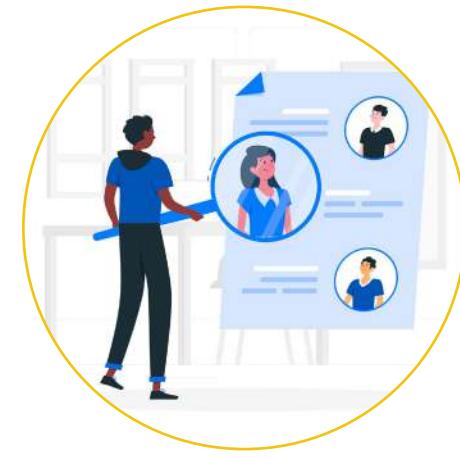
**3** Provide clear instructions on physical distancing in work areas and other facilities such as elevators, cafeteria, lobby etc.,



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



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



# Engineering Controls



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



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



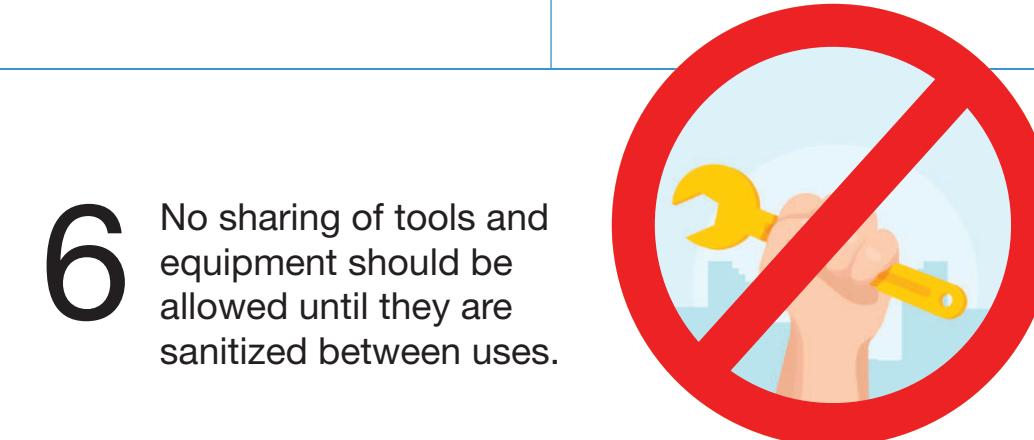
**3** Provide markings on ground to identify distance and walking paths in: lobby or reception area, driver reception areas, workstations areas, cafeterias, kitchens and all common areas.



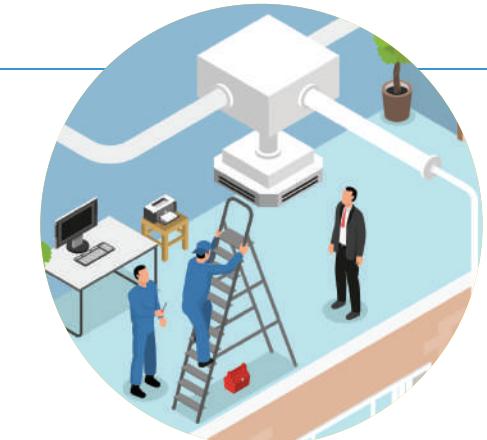
**4** Reduce the number of chairs in meeting or break rooms/ areas by 50 percent to ensure physical distancing.



**5** Close down all non-essential machines such as vending machines.



**6** No sharing of tools and equipment should be allowed until they are sanitized between uses.

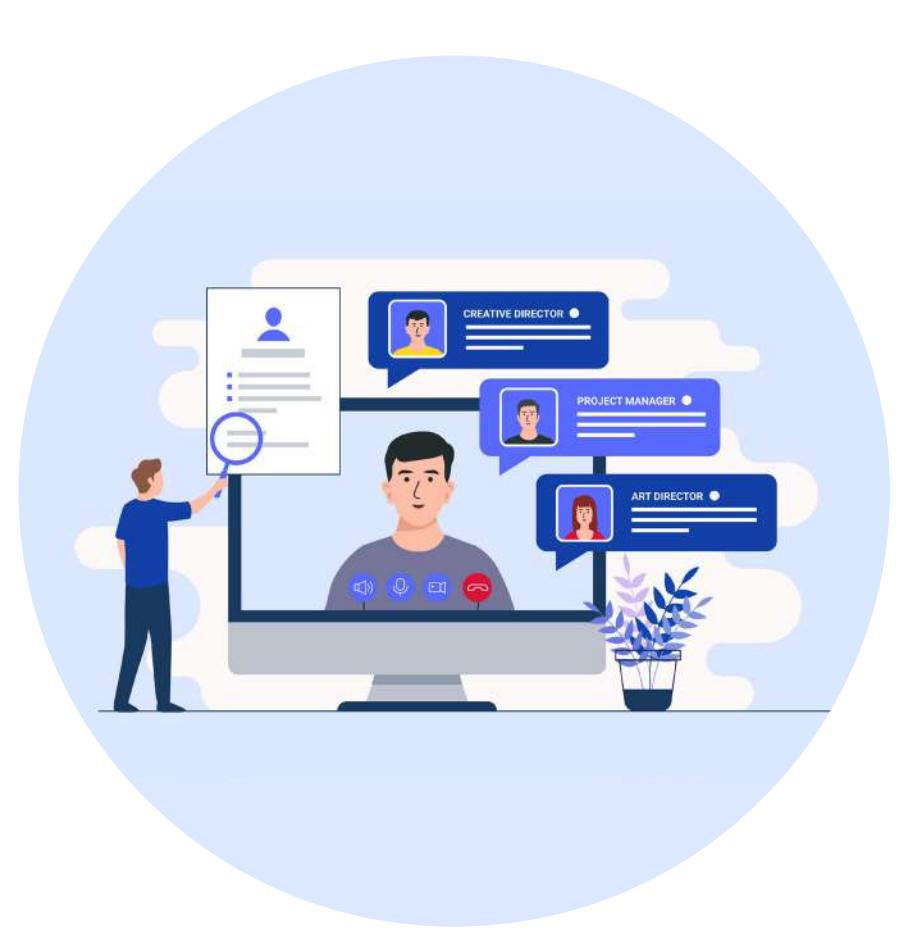


**7** Consider upgrades to improve air filtration and ventilation.

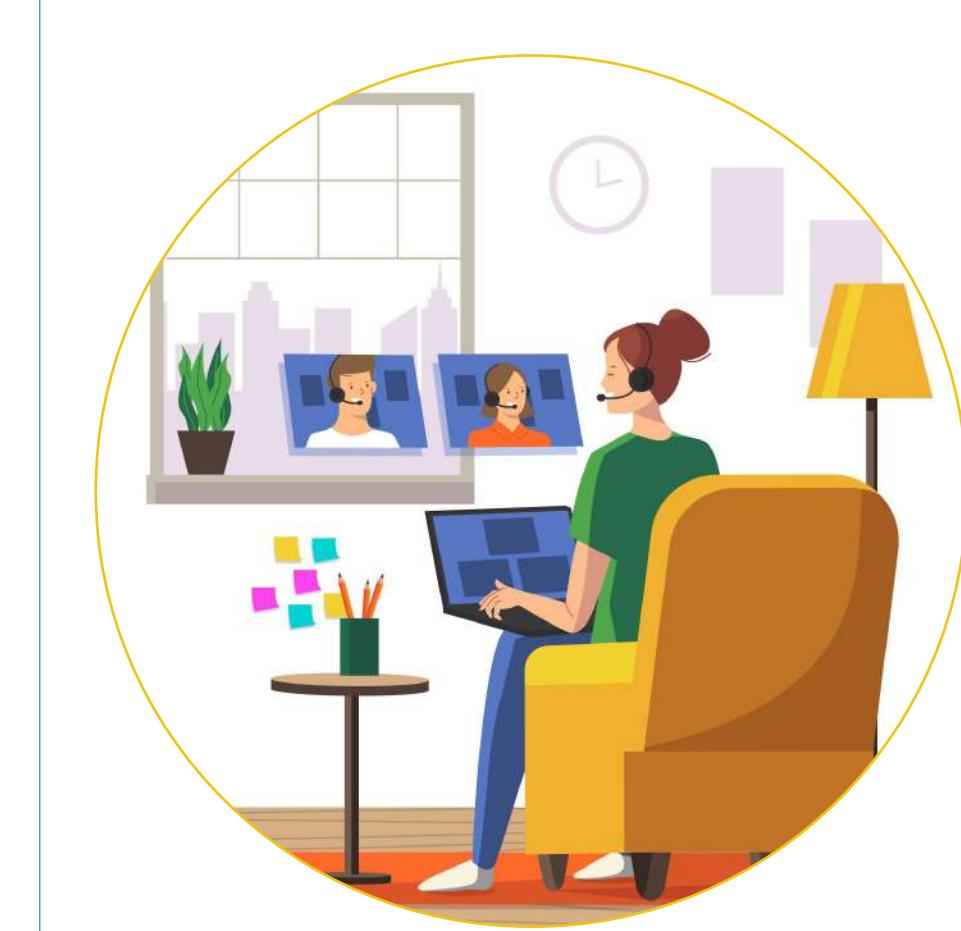
# Substitution



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

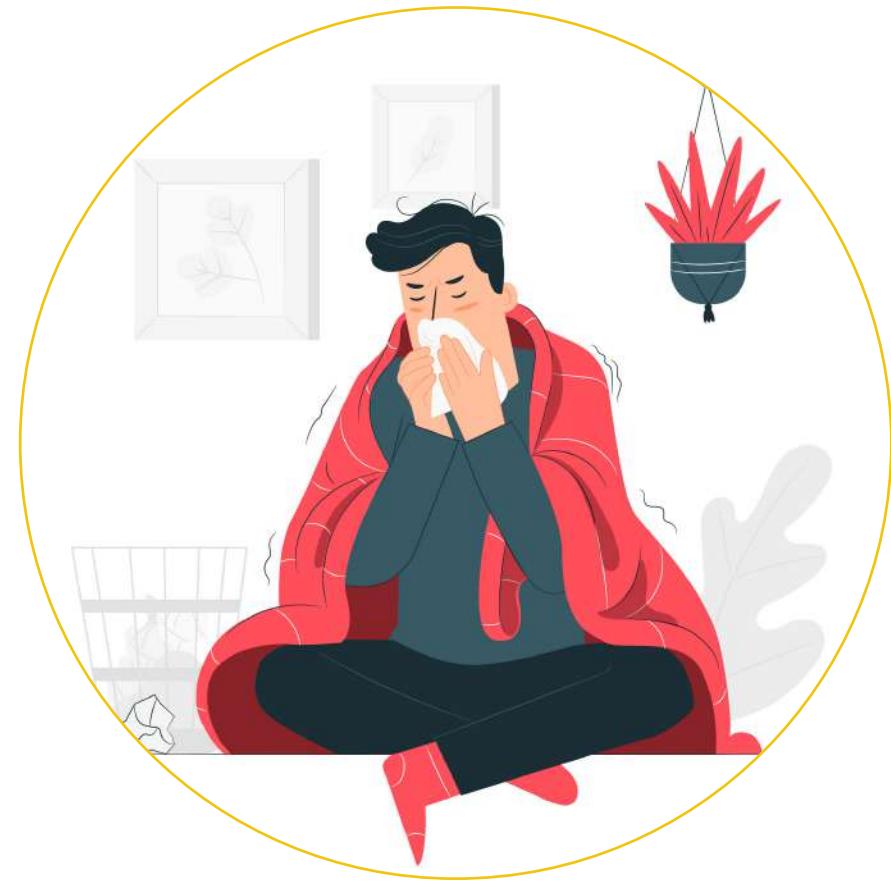


**2** Hiring and on-boarding of new employees via digital communication channels and, where physical transfer of items must take place, maintain social distance.



**3** Disseminate rules for work from home

# Elimination



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



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



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

# Education & Awareness



**WANT THESE POSTERS FOR YOUR OFFICE?**

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# HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

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

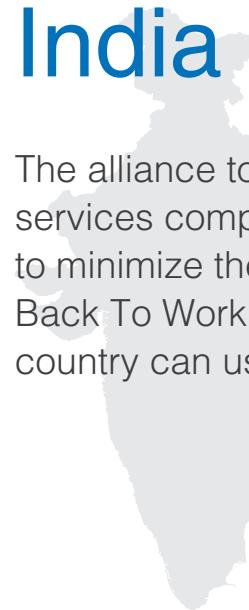
CLICK HERE



# ACKNOWLEDGEMENT

## India

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



### Knowledge Partners



Organisation of Pharmaceutical Producers of India

### Mental Wellness Partner



## Worldwide

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

