



HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

OCTOBER
2020



Charting The Way Ahead In The Covid-19 Era

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

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

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



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

PAUL DUPUIS
Managing Director & CEO
Randstad India



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

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



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

SANDEEP GULATI
Managing Director
ManpowerGroup India



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

MARCOS SEGADOR ARREBOLA
Managing Director
Gi Group India

Why This Report Is Important

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

THE OBJECTIVE OF THIS ALLIANCE:

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

identified are widely and rapidly shared across companies and industries.

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

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

SECTION 1 - Gives the context and objectives of this report

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

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

SECTION 4 - Details out safeguard measures that companies are implementing to get back to work safely

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



- Business Services and Consulting
- Retail
- Ecommerce

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

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

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

HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

CONTEXT & OBJECTIVES

SAFELY
BACK TO
WORK

EXAMPLES
OF SAFE &
NEXT WORK
SOLUTIONS

INDUSTRY
EXAMPLES
OF PRACTICE

OVERVIEW OF
MEASURES

Bringing Our Employees Back To Work Safely

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



1 A GRADUAL RETURN TO WORK FROM OFFICE

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

2 STAGGERED EMPLOYEE RETURN

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

3 NECESSITY FOR EMPLOYEE DISCRETION

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

COVID-19 Health & Safety Protocols



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



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



LIFTS & STAIRWAYS

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



SANITISERS

Sanitisers to be placed at frequent spots throughout the premises.

STAGGERED TIMINGS

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



TEMPERATURE CHECKS

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

NON-ESSENTIAL VISITORS

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



GROUP OF 5

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



REGULAR DISINFECTION

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



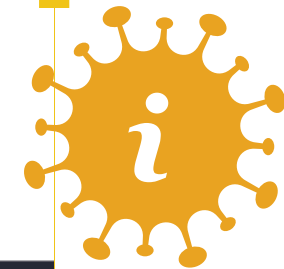
AGE & HEALTH FACTOR

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






COVID-19 INFORMATION

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



Risk Management & Mitigation



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

Employer FAQs



Local governmental rules and decisions should always be followed carefully

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.



Source: Excerpts from "Covid-19 FAQ for Employers – by Employment Law Team, IndusLaw"

HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

SAFELY BACK TO WORK

CONTEXT &
OBJECTIVES

OVERVIEW OF
MEASURES

INDUSTRY
EXAMPLES
OF PRACTICE

EXAMPLES
OF SAFE &
NEXT WORK
SOLUTIONS

Approach for getting **Safely Back to Work**

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

2 Setting the course for a tailored path back to work

3 Develop concepts / solutions

4 Develop roadmap for the path back to safe work

5 Implement solutions

6 Evaluate & iterate

7 Ongoing support / check-ins

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

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

PRIORITIZATION OF INITIATIVES

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

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

A: Accelerator module – quick win path

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

B: Build & Test Module – holistic development path

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

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

- Co-create prototypes (Sprint-/agile-based “Develop, test, & iterate” - setup)

- Alignment with key stakeholders and testing with key target audiences

OPTIONAL: Model the impact of solutions using advanced analytics

SUCCESSFUL ADOPTION

Co-create transition journey

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

Facilitate adoption of transition journey

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

Adoption success-reflection

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

Sustaining the adoption journey

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

SAFE OPERATIONS

Define prioritized concept launch-plan

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

Operational implementation of initiatives/ideas

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

Implementation success-reflection

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

Sustaining the implementation journey

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

EXAMPLE TOOLS



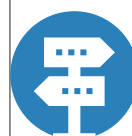
Back-to-work-readiness scorecard: review of floor plan, PPE guidance, policies and training methods



Setting-the-Course-Workshop



IdeationPrototyping Testing Iteration (KPIs x Impact)



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



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



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



Follow-up and coaching session

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

ILLUSTRATIVE EXAMPLE

LOCKDOWN / REMOTE PERIOD

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

TRANSITION PERIOD

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

PLANNING AND SET UP FOR RETURN

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



Research and co-creation to develop action plan and roadmap

SUCCESSFUL ADOPTION

WORKER BEHAVIOUR AND POLICIES

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

RETURN TO WORK TRAINING

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

SAFE OPERATIONS

SEPARATION - SPACE AND TIME

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

CONTROL, TESTING AND SURVEILLANCE

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

PERSONAL HEALTH MEASURES

- Clean working kits
- Hotspots marked with colour

HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

EXAMPLES OF SAFE & NEXT WORK SOLUTIONS

CONTEXT &
OBJECTIVES

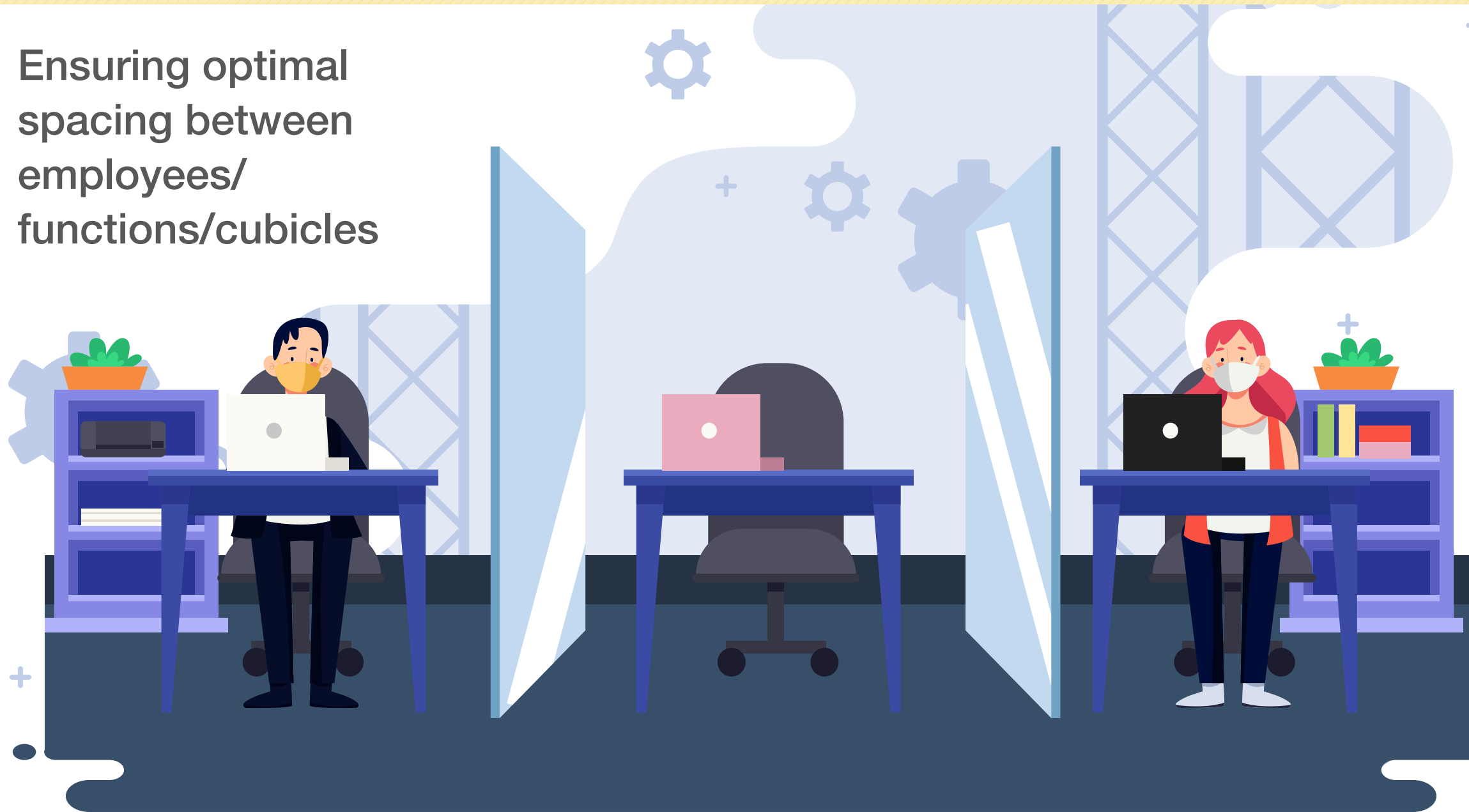
SAFELY
BACK TO
WORK

INDUSTRY
EXAMPLES
OF PRACTICE

OVERVIEW OF
MEASURES

Re-modeling/Re-tooling of the workplace

Ensuring optimal spacing between employees/ functions/cubicles



CONCEPT DESCRIPTION

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

IMPACT

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

ILLUSTRATIVE

Local governmental rules and decisions should always be followed carefully

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

Improved **Air Filtration** & Ventilation

More efficient removal of hazardous particles from the environment



ILLUSTRATIVE

CONCEPT DESCRIPTION

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

IMPACT

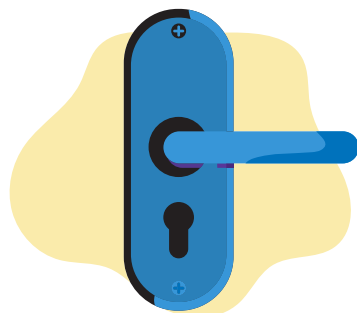
- Reduces the concentration of airborne viral or bacterial particles which may help reduce the likelihood of worker infection

More **Touch-free** Handles/Interfaces

Limited handles and physical interfaces
and introduce motion control



MONEY



DOOR HANDLES



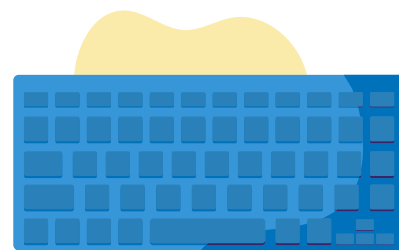
KEYS



COFFEE CUPS



PHONES



KEYBOARD

INFECTION HOT SPOTS



BATHROOM FAUCETS



ELEVATOR BUTTONS

CONCEPT DESCRIPTION

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

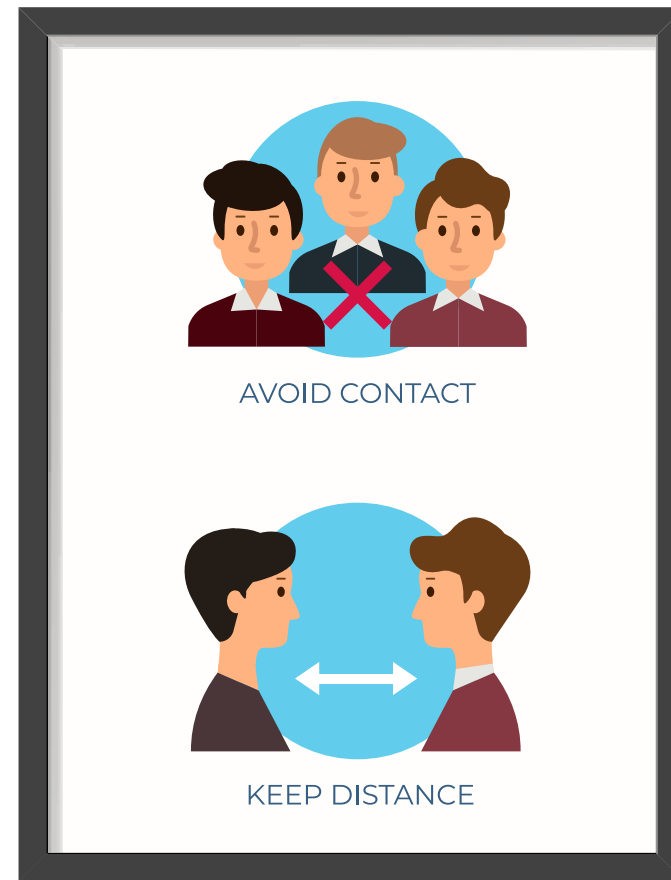
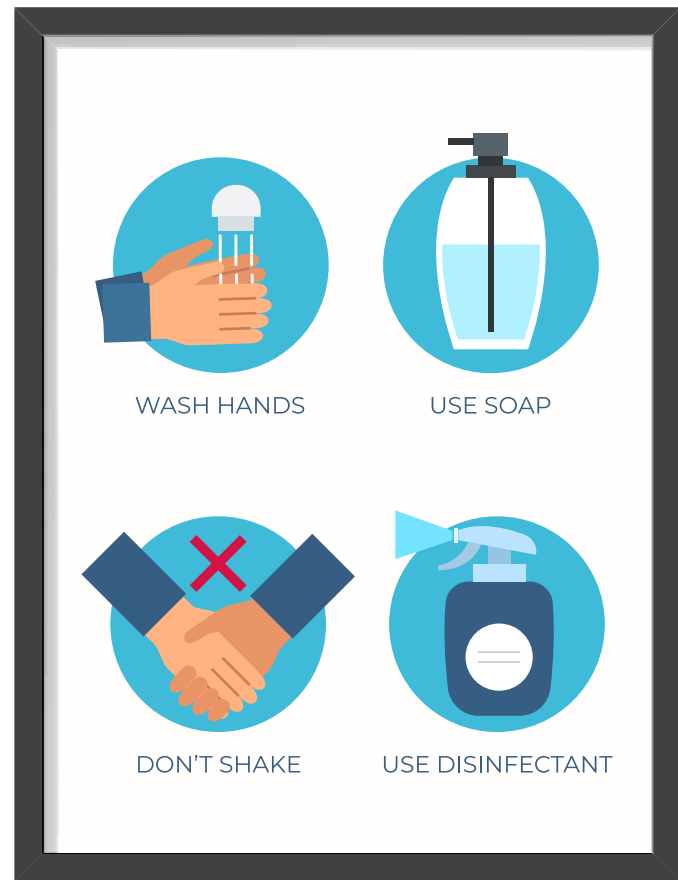
IMPACT

- 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

DAILY TEAM WORK SCHEDULE		
GROUP 1	GROUP 2	GROUP 3
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

CONCEPT DESCRIPTION

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

IMPACT

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

ILLUSTRATIVE

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

Serving pre-packed food in re-usable boxes



2 PRE-PORTIONED RE-USABLE / DISPOSABLE BOXES

1 CANTEEN TABLES SPACED



CONCEPT DESCRIPTION

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

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

IMPACT

- May help reduce queues and physical contact between workers

ILLUSTRATIVE

Hygiene Zones with Checkpoints

Workspace separated into zones with mandatory sanitization between each zone



ILLUSTRATIVE

CONCEPT DESCRIPTION

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

IMPACT

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

Highly Visible **Workspace Cleaning**

Confirmation of cleaning is displayed confirming cleanliness of workspace



CONCEPT DESCRIPTION

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

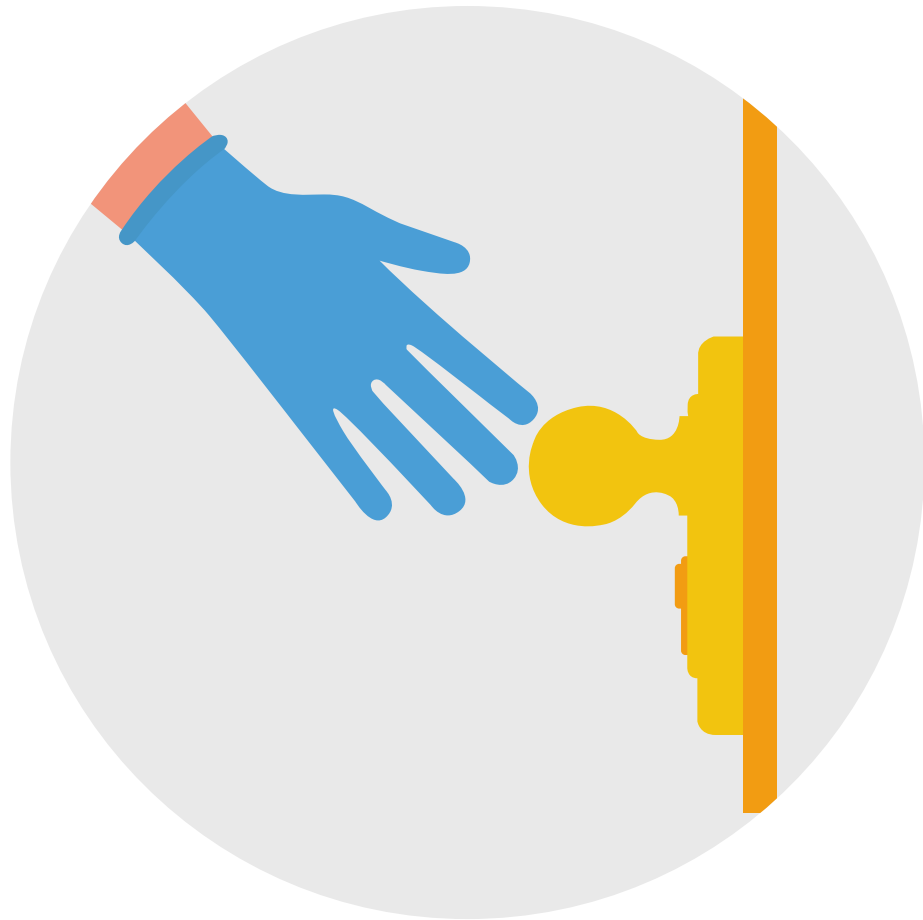
IMPACT

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

ILLUSTRATIVE

Hotspot Surfaces Marked with Colour

Frequently contacted surfaces highlighted and prioritized for cleaning



ILLUSTRATIVE



CONCEPT DESCRIPTION

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

IMPACT

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

Clean Working Kits

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



CONCEPT DESCRIPTION

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

IMPACT

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

ILLUSTRATIVE

Designated **Team Guard**

A team member who ensures new standards are being followed



CONCEPT DESCRIPTION

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

IMPACT

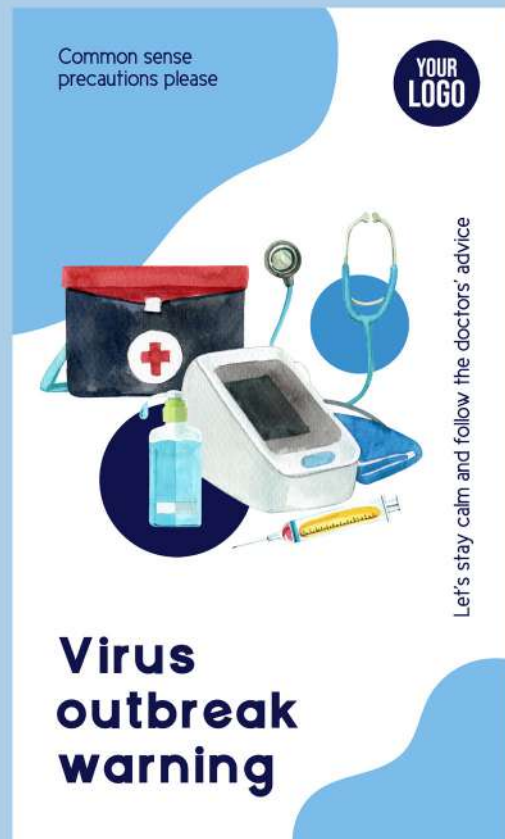
- This Team Guard would be responsible for ensuring their teams have what they need in terms of knowledge and equipment to maintain personal and workplace hygiene

ILLUSTRATIVE

Local governmental rules and decisions should always be followed carefully

Printed Media Campaign

An information and learning campaign comprising printed info-packs



CONCEPT DESCRIPTION

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

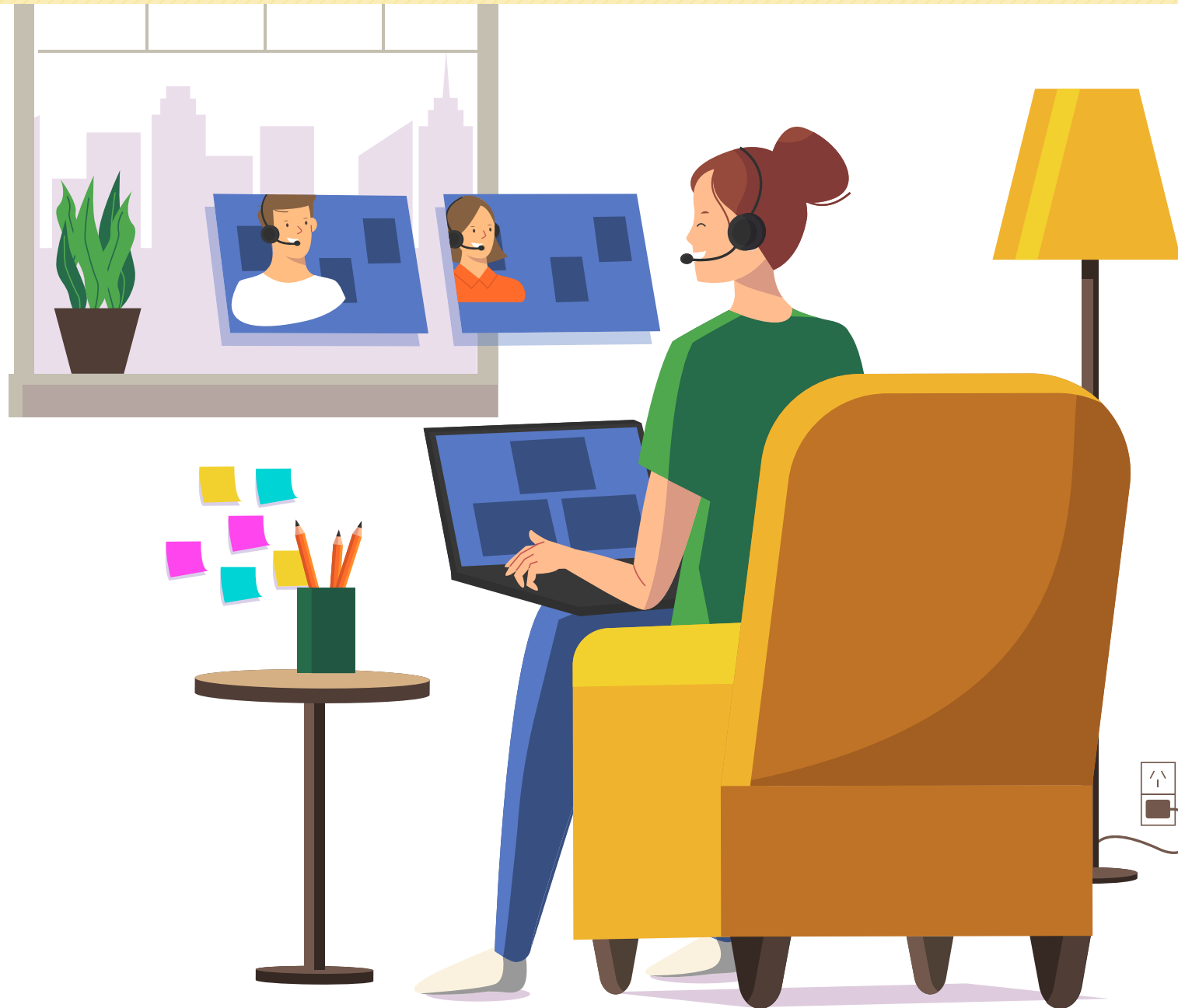
IMPACT

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

ILLUSTRATIVE

Web Conferences (Pre-Return)

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



CONCEPT DESCRIPTION

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

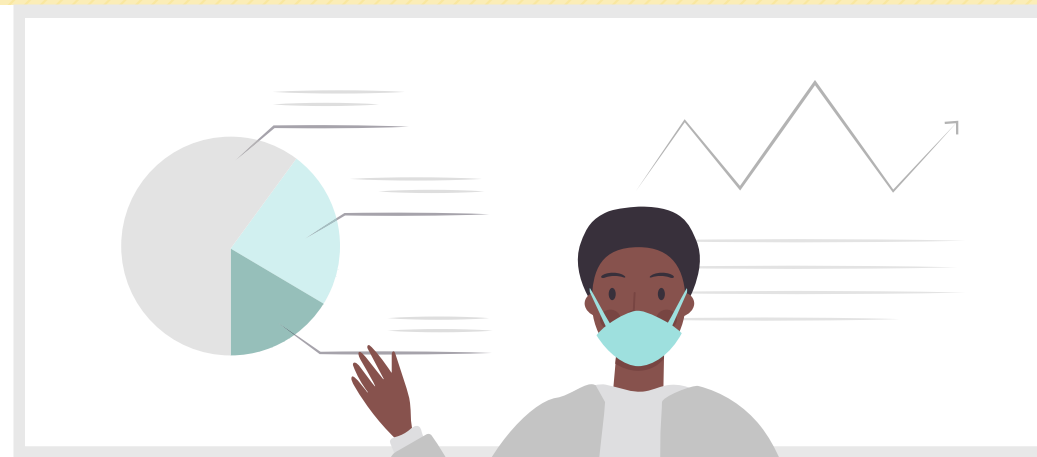
IMPACT

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

ILLUSTRATIVE

Online Trainings (Pre and Post-Return)

Online learning courses providing latest info to prepare workers for return



CONCEPT DESCRIPTION

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

IMPACT

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

ILLUSTRATIVE

Large Format Visual Displays in Workplace

Prominent displays highlighting new processes, policies, tools and layouts



CONCEPT DESCRIPTION

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

IMPACT

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

ILLUSTRATIVE

Safeguarding measures - overview



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

The safeguarding measures given here are broadly applicable to the working environment in E-commerce companies.

- Standalone corporate offices
- Offices in a commercial complex
- Warehouses
- Third-party logistics hubs

Local government rules and decisions should always be followed carefully

Safeguarding measures



THEME

WORKFORCE PROTECTION

MEASURE CLASS	MEASURES
Travel / movement to work (including from home measures)	<ul style="list-style-type: none"> For workers coming from outside, special transportation facilities should be arranged without any dependency on the public transport system. These vehicles should be allowed to work with only 40% passenger capacity Employees should be asked to avoid using public transport. If unavoidable, they should use masks and gloves, and refrain from touching anything. <p>They should also immediately use a hand sanitizer as soon as their journey is complete</p> <ul style="list-style-type: none"> Employees should use their own vehicle or rent a bike, if possible and should carry their own helmet, protective head-gear, masks and gloves. If using a two-wheeler, employees should be advised to always travel solo and say no to a pillion rider <ul style="list-style-type: none"> Employees should avoid using shared autos or shared cabs. In case there are no other options, they should follow the safety measures to avoid contact with any possible virus carrier In the case of carpools, there should be a maximum of 2 people in hatchbacks and sedans, and 3 people in SUVs, sitting diagonally apart
Entry to worksite	<ul style="list-style-type: none"> All vehicles and machinery entering the premises should be mandatorily disinfected by spray Thermal scanning of everyone entering and exiting the workplace should be done mandatorily <ul style="list-style-type: none"> There should be a total ban on non-essential visitors at sites Before entering, everyone should display their ID card at security. This should be made mandatory <ul style="list-style-type: none"> as the face will be covered by a mask. No employee without a mask should be allowed entry
Employee health policy measures	<ul style="list-style-type: none"> Pregnant employees, employees with known conditions such as heart disease, diabetes etc, employees with children younger than 5 years and those with senior citizens at home, should be advised to work from home if possible. All staff and drivers to be screened every day for visible symptoms like cough etc. and checked for temperature. Temperature takers should keep as much distance as they can from staff, delivery personnel, clients and other visitors, wash their hands with soap and water or use alcohol-based hand sanitizer (at least 60% alcohol) regularly and use hand gloves if available If any employee is found to have a temperature of above 99° F or greater, the administration should be notified and the employee should be encouraged to go back home and seek medical attention

If using a two-wheeler, employees should be advised to always travel solo and say no to a pillion rider.



Safeguarding measures



THEME

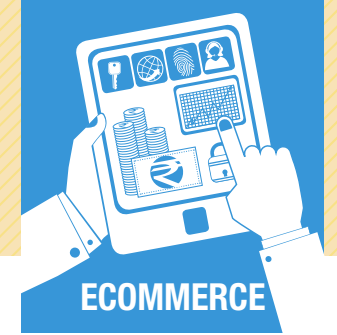
EMPLOYEE PROTECTION

MEASURE CLASS	MEASURES
Personal Protective Equipment	<ul style="list-style-type: none"> • PPEs should be removed, discarded in a disposable PPE in yellow disposable bag and hands washed with soap and water • Sanitary workers should always wear disposable protective gloves while cleaning a toilet • As part of the medicine delivery and cash management process during the transaction, workers should wear disposable gloves and change them after every 3 hours
Workplace distancing and workstation barriers	<ul style="list-style-type: none"> • There should be a distance of at least 6 feet between two individuals, even if they have a face covering • All those standing in a queue at the entrance should maintain a distance of least 3 feet from the person standing in front of them
Sanitization measures	<ul style="list-style-type: none"> • All employees should be advised to wash their hands frequently with soap and water or with an alcohol-based hand sanitizer. Hands that are visibly soiled should be washed at the first available opportunity. • Sufficient quantities of all the sanitization items should be available • Organizations should ensure that workplaces and indoor areas (including office spaces) are clean and hygienic • If the contact surface is visibly dirty, it should be cleaned with soap and water prior to disinfection • Prior to cleaning, the worker should wear disposable rubber boots, gloves (heavy duty), and a triple-layer mask • As a process, the cleaner areas should be cleaned first and then the dirtier areas • All indoor areas such as entrance lobbies, corridors and staircases, escalators, elevators, security guard booths, office rooms, meeting rooms, cafeteria should be mopped with a disinfectant with 1% sodium hypochlorite or phenolic disinfectants • High contact surfaces such elevator buttons, handrails / handles and call buttons, escalator handrails, public counters, intercom systems, equipment like telephone, printers/scanners, and other office machines should be cleaned twice daily by mopping with a linen/absorbable cloth soaked in 1% sodium hypochlorite • Frequently touched areas like tabletops, chair handles, pens, diary files, keyboards, mouse, mouse pad, tea/coffee dispensing machines, etc. should especially be cleaned. • For metallic surfaces like door handles, security locks, keys etc. 70% alcohol can be used to wipe down surfaces where the use of bleach is not suitable • The equipment used in cleaning should be disinfected at the end of the cleaning process • Sanitary workers must use a separate set of cleaning equipment for toilets (mops, nylon scrubber), and a separate set for sink and commode). • Promote frequent (every 2 hours) and thorough hand washing, including by providing workers, customers, and worksite visitors with a place to wash their hands • Hand sanitizer dispensers, preferably touch-free, should be placed in prominent places around the workplace • The hand sanitizer dispensers should be regularly refilled • Consider issuing employees who are about to travel with small bottles (under 100 CL) of alcohol-based hand sanitizer to ensure regular hand sanitization
Worksite facility conditions	<ul style="list-style-type: none"> • Not more than 2/4 persons (depending on size) should be allowed to travel in lifts or hoists • The use of the staircase for climbing should be encouraged

The use of the staircase for climbing should be encouraged



Safeguarding measures



THEME

BUSINESS PROCESS ADAPTATIONS

MEASURE CLASS	MEASURES
Physical workspace adaptations	<ul style="list-style-type: none"> Seating should be so arranged in meetings and training sessions that everyone is at least six feet away from others Use of the cafeteria should be discouraged and if at all, a maximum of 2 people to be allowed on a single table, sitting diagonally opposite to each other
Digital workspace adaptations (Including work from home measures)	<ul style="list-style-type: none"> Usage of e-platforms should be encouraged for training sessions, meetings, etc.
Operational and productivity process adaptations	<ul style="list-style-type: none"> It is advisable to have a gap of one hour between shifts and staggered lunch breaks for staff, to ensure social distancing Large gatherings or meetings of 10 or more people to be discouraged Office spaces, including conference rooms, should be cleaned every evening after office hours or early in the morning before the rooms are occupied Employees, especially delivery personnel, should be encouraged to install the Aarogya Setu app on their smartphones Travel of employees should be restricted and to be approved only after a discussion with the Leadership The management should ensure that the employees are made aware of the latest information on areas where COVID-19 is spreading A core task force should be identified and tasked with taking decisions with regard to health and safety protocols within the organization Daily interaction with Leadership in the form of a virtual tour of the facility may be considered to build the confidence of the front liners and for implementation of safety protocols

Audits may be performed by CCTV surveillance to ensure safety at all steps



- compliance of the safety and sanitization norms mandated by the government for e-commerce operations
- A mandatory screening of staff using infrared contactless thermometers, and disinfecting and sanitizing warehouses after every few hours to keep the entire inventory virus-free, may be considered

- Audits may be performed by CCTV surveillance to ensure safety at all steps
- Regular audits should be done by the QA department and the reports shared with the Leadership team
- Employees should be advised not to touch the door or door handle if possible. Doors should be kept open if possible to ensure touch-free passage
- Employee attendance may be marked using an HRMS App
- Permission for domestic/international travel may be barred until further notice.
- Cash transactions should be avoided and e-payments used instead. In case of cash transaction being the only option, an exact change should be tendered to avoid any return of notes and coins
- A formal process should be agreed upon with third-party logistics companies to ensure

Safeguarding measures



THEME

BUSINESS PROCESS ADAPTATIONS

MEASURE CLASS

MEASURES

Communication and continuous improvement adaptations

- Posters promoting themes such as hand-washing, respiratory etiquette, social distancing, etc., should be displayed prominently across the workplace
 - Security guards should be trained on taking temperature, maintaining social distancing, use of hand sanitizer, etc.,
 - Conduct training sessions on recommended usage of face mask, social distancing strategies, respiratory etiquette, hand hygiene, PPE disposal
- etc., Posters with these messages should also be displayed prominently as a constant reminder
- Regular training on the risk of infection and precautions to be taken should be conducted for all employees through Google Meet
 - Display of posters should be initiated in all visible locations and regular sharing of communication should be done on internal WhatsApp groups
 - Educational videos should be released on basic steps to enhance compliance with protocols
- A helpline number may be considered to address stress and anxiety issues that employees might have owing to COVID-19
 - Cleaning schedules and completed checklist should be put up at strategic points to instill confidence in the employees
 - It is critical to guide buyers with regard to safe practices to be followed while receiving e-commerce packets, including encouraging contactless deliveries

Regular training on the risk of infection and precautions to be taken, should be conducted for all employees through Google Meet



Safeguarding measures



THEME

EMPLOYER-LED PUBLIC HEALTH INTERVENTIONS

MEASURE CLASS	MEASURES
Detection and tracing	<ul style="list-style-type: none"> Employees who may be at higher risk of serious illness (e.g. older employees and those with medical conditions such as diabetes, heart and lung disease) should not be sent to areas where COVID-19 is spreading Employees who have returned from an area where COVID-19 is spreading should monitor themselves for symptoms for 14 days and check their temperature twice a day If any employee develops even a mild cough or a low-grade fever (i.e. a temperature of 37.3° C or more), they should stay at home and self-isolate. This means avoiding close contact (one meter or nearer) with other people, including family members. All employees who have been in red zones, or who may have come in contact with COVID+ patients should be asked to furnish a health fitness certificate from a recognized healthcare practitioner before joining back Employers should inform and encourage employees to self-monitor for signs and symptoms of COVID-19 if they suspect possible exposure Employers should protect workers in close contact with (i.e., within 6 feet of) a sick person or who have prolonged/repeated contact with such persons by using additional engineering and administrative controls, safe work practices, and PPE.
Personal behaviour reinforcement	<ul style="list-style-type: none"> Employees should avoid touching their eyes, nose, or mouth with unwashed hands Employees should avoid close contact with people who are sick There should be a strict ban on gutka, tobacco, etc. and spitting in public should be strictly prohibited Workers should be discouraged from using other workers' phones, desks, offices, or other work tools and equipment, when possible Employees should be reminded about washing hands every 2 hours through an alarm system Handshakes, hugs, and all forms of physical contact should be barred Everyone should be encouraged not to use hard copies unless they are absolutely essential Employees should be urged to avoid food from external vendors

There should be a strict ban on gutka, tobacco, etc. and spitting in public should be strictly prohibited

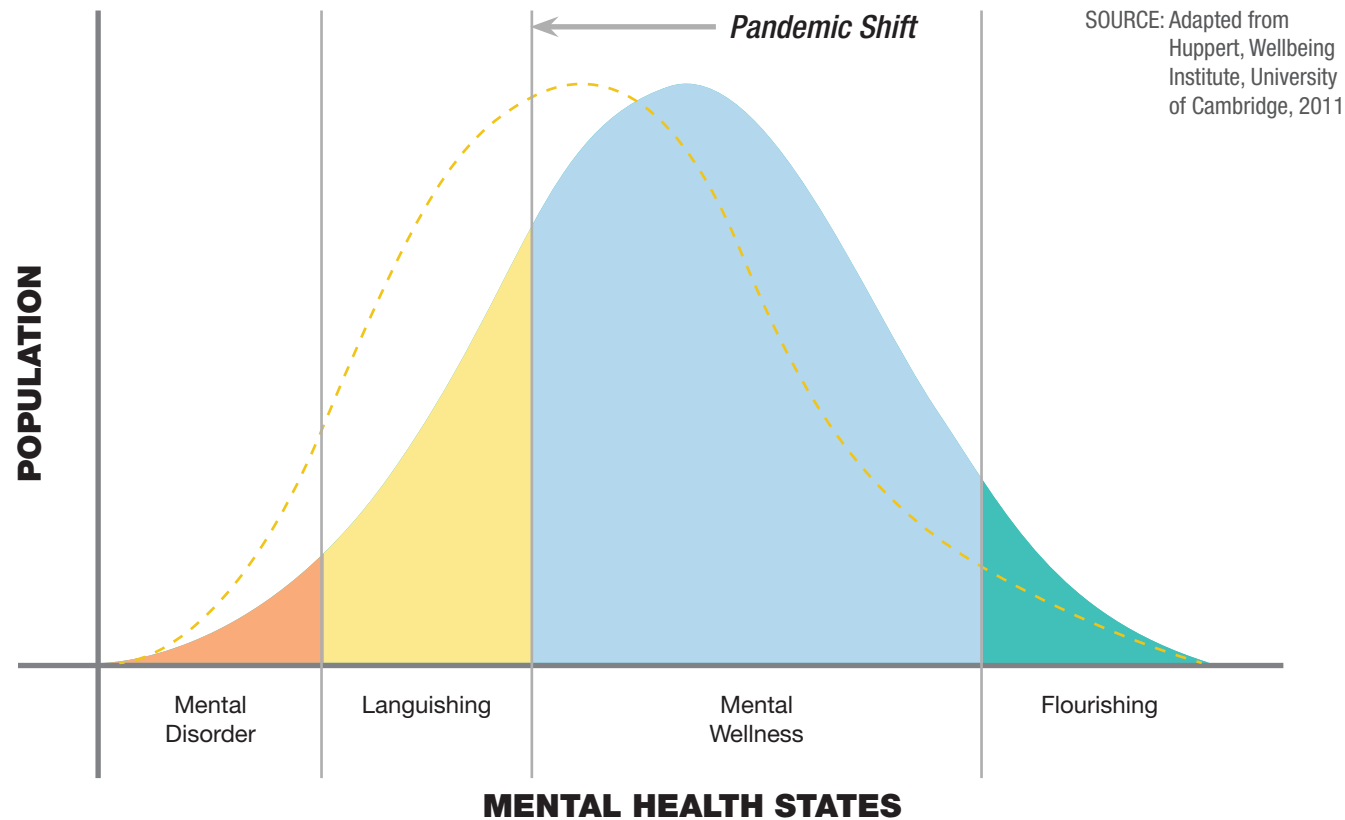


Ensuring Mental Wellness with Getting Back to work Safely

Impact of Pandemic on Mental Wellness

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

MENTAL HEALTH SPECTRUM



Local governmental rules and decisions should always be followed carefully

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

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

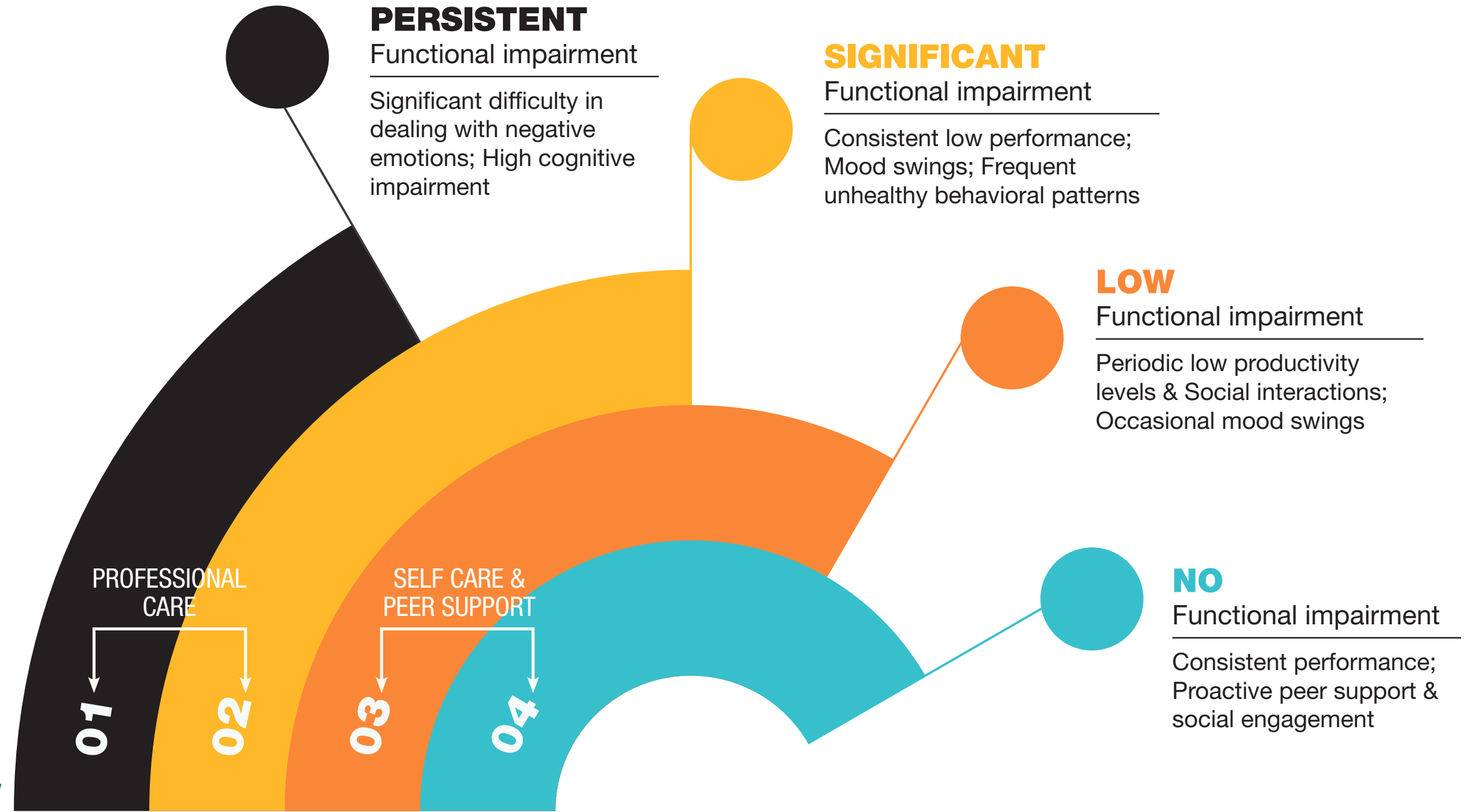
BEHAVIOURAL
Avoiding social interactions even virtually, Alcohol, Smoking, Procrastinations.

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



Management Strategies

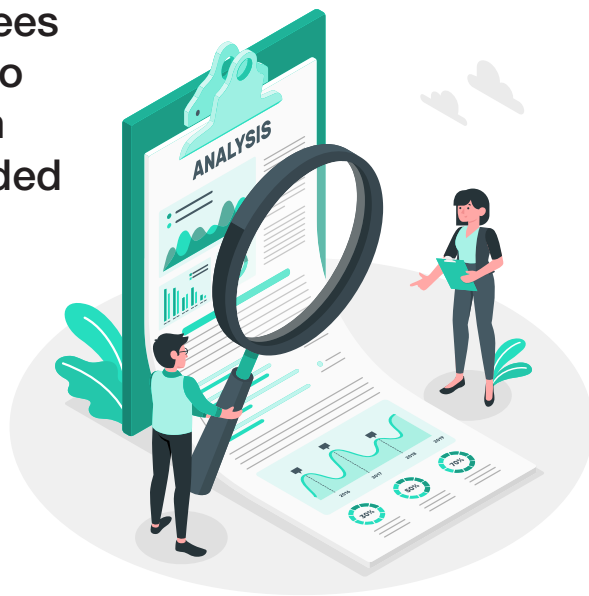
- Employers need to adopt a holistic management strategy to ensure mental wellness of employees returning to work. Depending on the level of functional impairment of each individual, self-care, peer-support and professional-care interventions would be effective.



Approach for ensuring Emotional Wellness

with “Safely back to work”

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



A

SITUATION ANALYSIS

SITUATIONAL ANALYSIS

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

Work Related

- Job Control
- Physical Presence
- Resources & Engagement

Team Related

- Interpersonal Relationships
- Peer Support
- Leadership

Organisation Related

- Job Security
- Stigma
- Psychological Safety Climate

Personal/ Home Related

- Work/Life Balance
- Major Life Events

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

working from office earlier than others.

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

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

Approach for ensuring Emotional Wellness

with “Safely back to work”



B

INTERVENTION STRATEGIES

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

EXAMPLE OF REDUCING RISK FACTOR:

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

PROMOTING PROTECTIVE FACTORS:

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

PROMOTING PROTECTIVE FACTORS



Individual Level

- MOTIVE: Building Individual Resilience**
- Introduce Stress Management/ Resilience Training
 - Facilitate Physical Activity Programs
 - Encourage E-Course/Self Help/Wellness Programs



Team Level

- MOTIVE: Building Peer Support & Caring Team Culture**
- Introduce Team Norms
 - Facilitate Manager Trainings on Psychological First Aid
 - Designate Rotational Team Wellness Champions
 - Create “Resource Enhancing” Support Groups



Organisational Level

- MOTIVE: Create Open & Positive Psychological Safety Climate**
- Facilitate Realistic & Frequent Communication
 - Encourage Sick Leave for Mental Health Issues
 - Design & Implement Mental Health Policy for Organisation

INTERVENTION STRATEGIES

1 Reduce Risk Factors

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

2 Promote Protective Factors

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

Approach for ensuring Emotional Wellness

with “Safely back to work”

EXECUTION AND IMPROVING ADOPTION

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



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

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

01

Increase Awareness and Reduce Stigma

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

02

Facilitate Early Help-Seeking

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

03

Consistent Communication *not just one time*

- Regular communication (weekly/fortnightly)
- Create channels to facilitate regular discussions like Motivation Monday

04

Agenda of Peers & Managers *not just HR*

- Define role of peer supports
- Enable trainings and accreditation programs
- Introduce this into team/manager KRAs
- Deploy barometers for measuring team satisfaction levels

05

Modeling from Senior Management

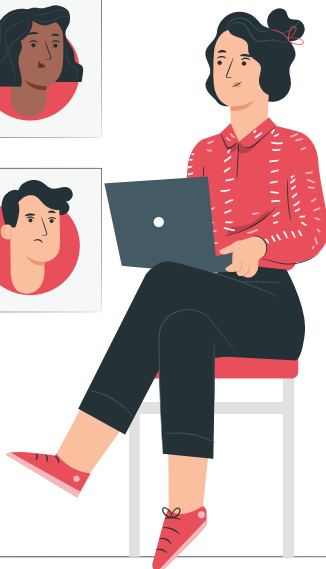
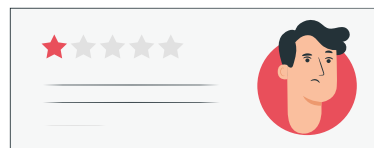
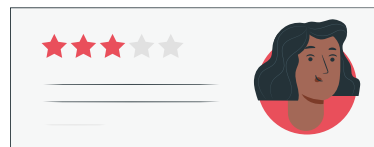
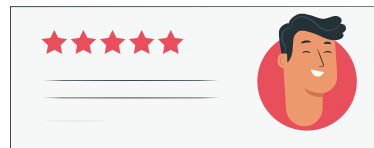
- Make wellness an agenda for senior management
- Senior management to walk the talk
- Introduce open forums for sharing feedback

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

C EXECUTION AND IMPROVING ADOPTION

Approach for ensuring Emotional Wellness

with “Safely back to work”



REVIEW OUTCOMES

- Constant Pulse Check on Employees

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

WHERE TO GET STARTED?

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



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

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

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

EMOTIONAL WELLNESS PARTNER

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



D REVIEW AND CONTINUOUS IMPROVEMENT

HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

HIGHLIGHTS OF MEASURES BY HIERARCHY OF CONTROLS

CONTEXT &
OBJECTIVES

SAFELY
BACK TO
WORK

INDUSTRY
EXAMPLES
OF PRACTICE

EXAMPLES
OF SAFE &
NEXT WORK
SOLUTIONS

Personal Protective Equipment (PPEs)



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

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

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

4 Create instruction manuals for the employees on

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

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

Administrative Controls

1

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



2

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



3

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



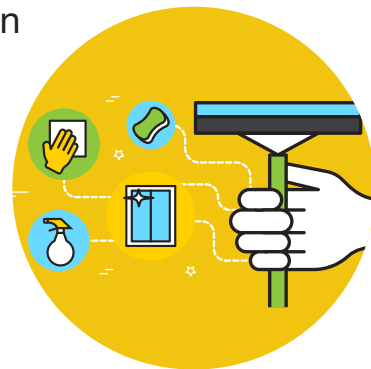
4

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



5

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



6

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

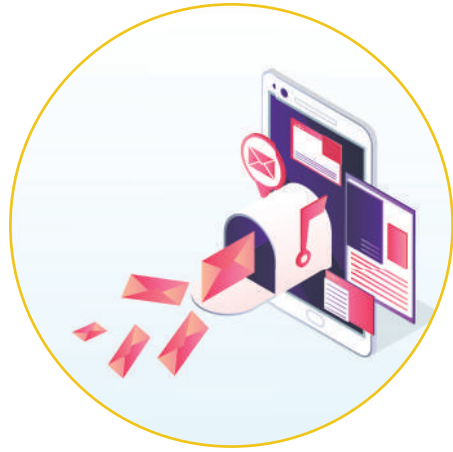


7

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



Engineering Controls



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



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

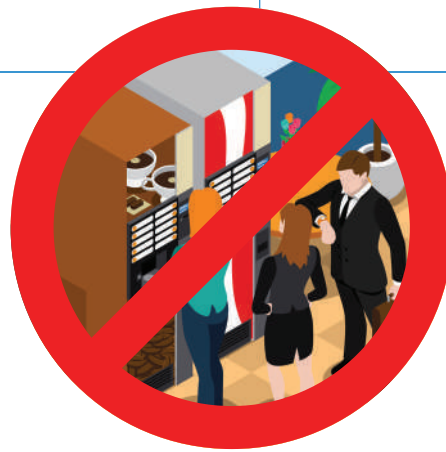


3 Provide markings on ground to identify distance and walking paths in: lobby or reception area, driver reception areas, workstations areas, cafeterias, kitchens and all common areas.



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

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



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



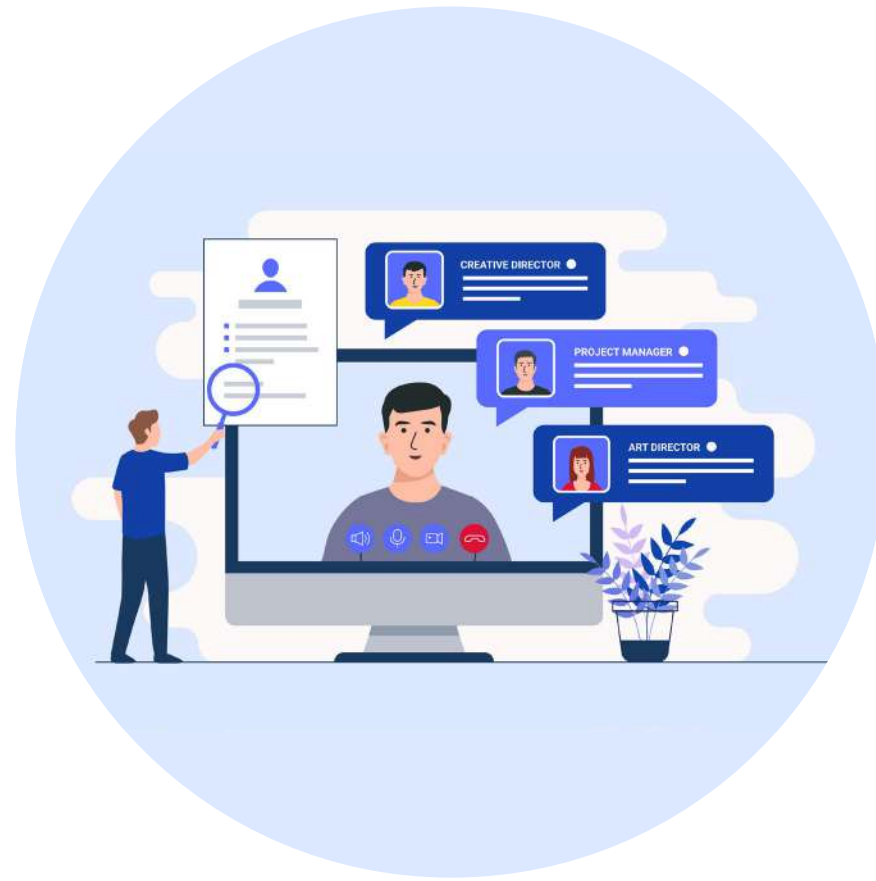
7 Consider upgrades to improve air filtration and ventilation.



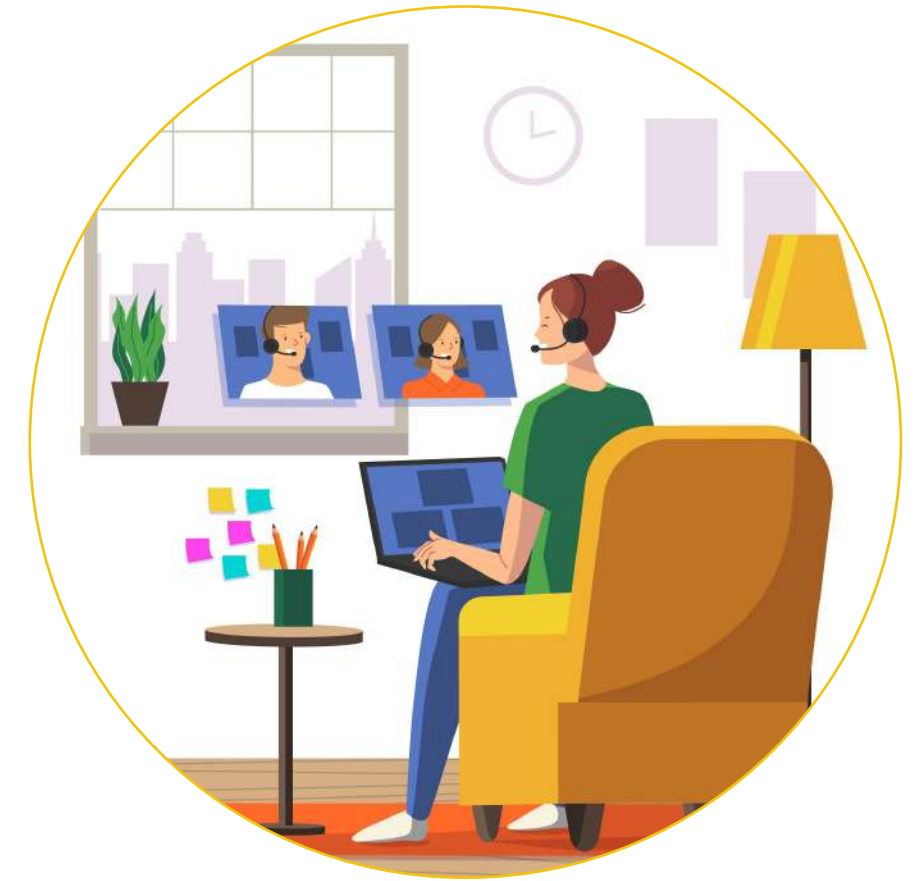
Substitution



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

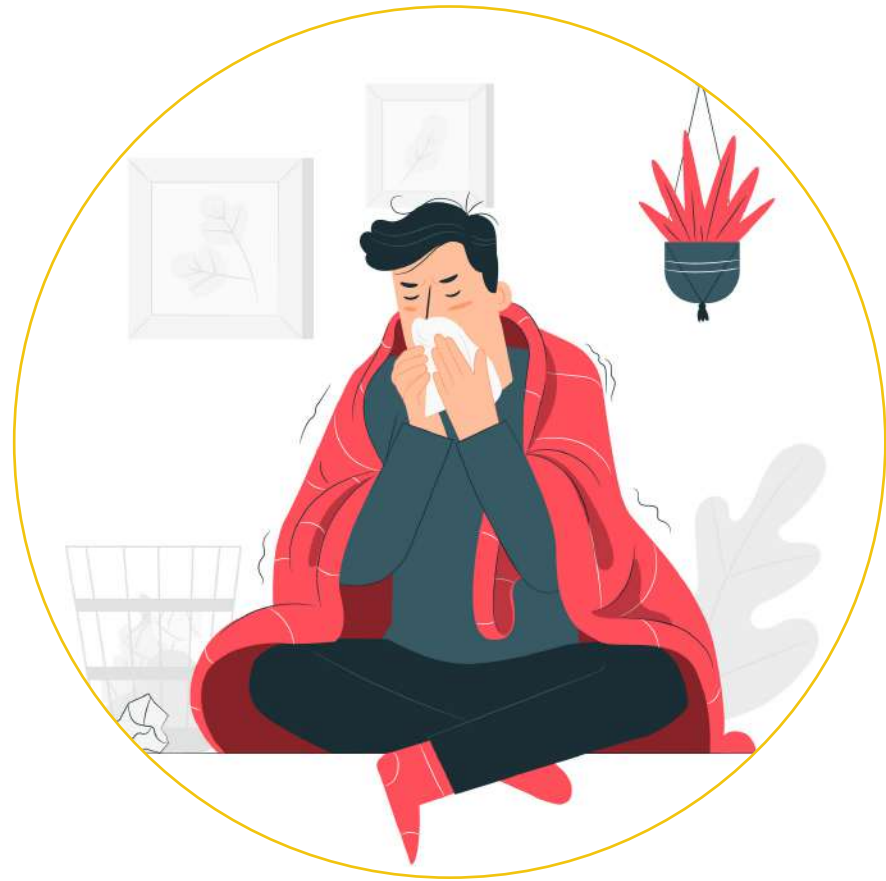


2 Hiring and on-boarding of new employees via digital communication channels and, where physical transfer of items must take place, maintain social distance.



3 Disseminate rules for work from home

Elimination



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



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



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

Education & Awareness



**WANT
THESE
POSTERS
FOR YOUR
OFFICE?**

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

HELP INDIA GET BACK TO WORK SAFELY

Best Practices Handbook

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

CLICK HERE



ACKNOWLEDGEMENT

India

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



Knowledge Partners



Organisation of Pharmaceutical Producers of India

Mental Wellness Partner



Worldwide

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