

**Respond, recover, and thrive in
the era of a new normal**

Managing and Engaging the Workforce: Summary of existing changes and challenges as organizations prepare to transition to a newer Future of Work



Innovative compensation programs

- Deferment of **compensation cycles** and bonus decisions to later in the financial year. Basis the shape of the post-COVID19 revival, companies to determine if pay increases can be with retrospective effect or only prospective
- Increased **focus on cash conservation** – adoption of non cash compensation structures, e.g. RSU's for senior management



Leadership visibility and commitment

- Focus on building **resilience and maturity in leadership** across organizational levels.



Agility in workforce and working models

- Lockdown and an entirely online working model has initiated a potentially irreversible transition to a more **agile organization model** both from a structure and workplace perspective



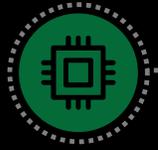
Realignment of HR policies

- Realignment of policies relating to **leave, emergency travel, benefits and allowances** for exceptional circumstances
- Increasing need to examine the potential **corporate tax issues arising from remote working** - possibility of a Permanent Establishment exposure being triggered, or concerns around which is the place of effective management of a company need to be examined.



Risk education

- Focus on re-evaluating policies around **workplace and technology risks** particularly relating to technology, cyber and data risks.
- Significant need to drive focus in **organization wide risk education** on emerging and newer risks from modified workplace models



Post lockdown workplace management

- Finally, a strong imperative for cross functional teams to work together to identify alternative models that enable a **seamless and safe transition for employees back** into factories and offices

Digital working models amidst crisis – data management, privacy and protection

The 30 day plan: Focus on continuity and risk mitigation, but improve preparedness for the future



Infrastructure capability

- Identify **critical applications and databases** to achieve scale while employees login remotely.
- Migrate **key services to the cloud** and prioritise access for specific user groups.
- **Ensure adequate network bandwidth availability** and implement necessary **data governance** measures to safeguard data.



Remote working

- **Scale Virtual Private Network (VPN) and Bring Your Own Device (BYOD) tools** to ensure secured connectivity to personal Wi-Fi or shared networks.
- **Use the journaling features of your email service provider.** In addition, expand server mailbox size and disable local downloading or saving of emails on computers.
- Conduct awareness campaigns to educate employees about new techniques adopted by cyber-criminals during this unprecedented situation.



Cyber security and data breach

- Deploy **secure infrastructure controls** such as Multi-Factor Authentication (MFA) , malware protection, etc.
- Set up capabilities for around-the-clock **incident and event monitoring, and deploy a robust incident response strategy.**
- **Raise awareness** about cyber-risks, and educate users about best practices to safeguard against such risks.



Privacy and data protection

- Ensure **adherence to privacy principles** such as data minimisation, purpose limitation, etc.
- Embed **'privacy by design' policies and carry out privacy impact assessments** for new systems or processes.
- Deploy **technical safeguards such as encryption** for secure transmission and storage of personal data.

The Respond Plan: Indicative strategies for Customer engagement for NOW!

Manage immediate situation and build foundation for expected permanent change in Indian consumer habits



Customer Communication

- **Manage customer expectations** by communicating “COVID-adjusted customer journeys” – transparency on SLA impact and combat initiatives
- **Proactive communication** on customer’s billing, credit updates, payment reminders over USSD, SMS, app, and others
- Revisit **social media communication** guidelines
- Align messaging on all **digital properties to avoid customer confusion**



Elevate human experience and retain trust

- Reinforce loyalty by **protecting and rewarding customers** – waivers, extensions, free offers etc
- **Re-imagine all physical touchpoints** - Reformatted operating guidelines, design in a continued social distancing mindset
- Create customer **engagement to gain mindshare**: Activities to reduce anxiety, gamification, virtual social engagement, focus groups, and others
- **Forecast future** demand and build in data driven decision making through advanced analytics



Be available at customer 'T&Cs' – Tips and Clicks

- Set up **remote access and infrastructure** for agents for anytime, anywhere service
- Optimise call volumes by encouraging self care and allowing human agent calls for **only “critical” drivers**.
- **Redesign remote call center/ service operating model** – empowerment, communication guidelines, SLAs and performance metrics
- Enable self service across channels - **IVR, app, web, USSD, social media and crowd sourcing**

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