

KNOWLEDGE REPOSITORY OF VIRTUAL CONFERENCE AND SYMPOSIUM

April - September, 2020

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a legal
perspective

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**KNOWLEDGE REPOSITORY OF
VIRTUAL CONFERENCE AND SYMPOSIUM**

— April - September, 2020 —



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Standing Conference of Public Enterprises

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Standing Conference of Public Enterprises

Promoting Innovation and Excellence

Standing Conference of Public Enterprises (SCOPE), an apex body of Public Sector Enterprises (PSEs), formed in 1973, aims at promoting excellence in the public sector enterprises by enhancing their efficiency with the help of conducive policies and strategies enabling them to be globally competitive. It is a professional organization representing the Central Government Public Enterprises and includes some State Enterprises, Banks and other Institutions as its Members.

SCOPE endeavours to focus towards enabling its member enterprises to improve their overall performance and to promote their aspirations by strengthening their effective and sustained engagement with respective stakeholders including Government and policy makers.

Over a period of time, SCOPE has evolved itself into an effective organization to facilitate and create a cohesive environment for PSEs.

With recent novel initiatives of SCOPE, the organization has developed into an **Inspiring Innovative** and **Impactful** apex body expanding its horizon beyond learning and development to effective policy advocacy, research & studies and brand building to enable PSEs to carve a niche for themselves on the global map.

SCOPE continues to play a constructive role for the PSEs by adapting virtual platforms during the pandemic to continue with its initiatives in learning and development while constantly interfacing with the Government, policy makers, regulators and authorities and highlighting concerns and issues of PSEs so as to provide a conducive business climate for their operations. With the country on a recovery path, PSEs shall play a critical role in reinstating the country to a growth trajectory. In this journey of PSEs, SCOPE shall continue to focus on sustainable, inclusive and green growth.



Four Pillars defining SCOPE

*An apex body of
Indian Public Sector*

Policy Advocacy & Representation

- Providing an interface to PSEs with Government and statutory bodies like Ministry of Labour & Employment, DPE, CVC, CIC, CAG etc.
- Representing Indian PSEs on international forums like OECD, WTO etc.
- Member of Council of Indian Employers representing employer interests of Indian PSEs on forum of International Labour Organisation, Geneva (ILO)
- Representing PSEs on statutory bodies like Central Provident Fund, Employees State Insurance etc.
- Conducting Studies and Research in domains like Climate Change, Leadership, CSR, Women Empowerment etc.
- Providing platform for inter- PSE interaction for benchmarks and best practices

Programs & Workshops

- Corporate Governance
- Succession Planning for Board Level Positions
- Women Leadership
- International HR Summit
- Corporate Communication Summit
- Climate Change
- Startup Conclave
- Gender Diversity
- Occupational Health & Safety
- Legal and Arbitration
- Regulatory Framework - Companies Act, SEBI Regulations, Union Budget etc.
- Right to Information
- Studies and Research Projects
- CEOs Conclave
- Investor & Media Relations
- Digitalization & Technologies
- Risk Management
- Health talks and International Yoga Day
- Other contemporary and relevant subjects

Capacity Building & Skill Development

- International Program on leadership role and development for senior level management
- Enhancing leadership skills
- Management Development
- Academy of Public Sector Enterprises (APSE)
- SCOPE Forum for Conciliation & Arbitration (SFCA)
- Network of Champions for women empowerment
- Women in Public Sector (WIPS) under the aegis of SCOPE
- Promoting apprenticeship under Joint Declaration with Ministry of Skill Development & Entrepreneurship (MSDE)

Brand Building

- Public Sector Day
- SCOPE Awards to recognize significant achievements of PSEs. Given by Hon'ble President of India / Hon'ble Prime Minister of India
- SCOPE's monthly magazine dedicated to PSEs – Kaleidoscope
- Digital magazine on Public Sector - 'eConnect'
- Literature on Economy and Public Sector – Performance, Contribution & Achievements
- State-of-the-art infrastructure and conference facilities

Introduction

The World has been exposed to an unprecedented situation as it passes through a critical phase of COVID 19. The pandemic has moved beyond boundaries and impacted global activities. India has also not been untouched from this pandemic. However, with proactive action of the Government, the country has been better prepared for the pandemic and its likely effects on the economic and social fabric of the country.

As the Government of India prepares the country, Public Sector Enterprises (PSEs) continues to play a vital role in the overall containment of the pandemic while ensuring continuation of socio- economic development of the country. They are taking all precautionary measures to contain the spread of this new virus through social awareness and welfare, monetary contributions and providing medical facilities while ensuring commercial prudence and effective contribution to the economy. As businesses make efforts to mitigate the effects of the crisis, SCOPE's commitment towards capacity building of public sector fraternity remains undeterred.

It has been SCOPE's endeavour to make its members globally competitive by ensuring structured and efficient capacity building and knowledge sharing platforms. Our efforts have always been synergised to conceptualise a wide range of programs for capacity building and skill enhancement. In

line with this objective, SCOPE has been engaging the public sector fraternity in constructive knowledge enhancement and capacity building of public sector employees through seminars, interactions, workshops, capacity building initiatives etc.

Even in the most difficult times SCOPE has rebooted itself to adapt to the situations while continuing to serve the public sector fraternity. In this pandemic also, the apex body of public sector enterprises took the crisis as an opportunity to engage in effective capacity building through virtual platforms by conducting Virtual Conference & Symposium on an array of relevant subjects including legal aspects of contract formulation, Climate Change, Impact of Covid-19 on Indian economy, Role of PSEs amidst economic slowdown, Health, Digital Transformation, Future of Work in the New Normal etc. SCOPE partnered with Government of India and reputed national and international consultants to deliver quality content through the virtual platform.

Given the enthusiastic participation, SCOPE has successfully organized fifteen (15) Webinars till September, 2020 and continues to strive for more programs for the benefit of the PSEs.

SCOPE Webinars were well received and have been accessed through LIVE platform, [YouTube channel](#) and social media handles ([Instagram](#), [Twitter](#) and [Facebook](#)) of SCOPE.



Webinars at a Glance - April to September 2020

| WEBINAR NO. | DATE | TOPIC | KNOWLEDGE PATNER | PAGE NO. |
|-------------|----------------|---|--|----------|
| 1. | 8th April | Fundamental Concepts of International EPC Contracting- a legal perspective | Mr. Shourav Lahiri, Barrister-at-law, London | 1-6 |
| 2. | 10th April | Role of Indian PSUs on Climate Change and impact of COVID-19 on Climate Change | GIZ, Germany | 7-15 |
| 3. | 21st April | Economic Impact of COVID (CPSE Perspective) and Learnings from Chinese SOEs | Deloitte India Consulting India Pvt. Ltd. | 17-30 |
| 4. | 25th April | Ease of Doing Business Initiatives & Business Continuity Measures undertaken by Ministry of Corporate Affairs during COVID 19 | Ministry of Corporate Affairs, GOI | 31-40 |
| 5. | 30th April | Future of Work in the New Normal (CPSE Perspective) | Deloitte India Consulting India Pvt. Ltd. | 41-62 |
| 6. | 14th May | Financial Planning & Liquidity Management in Current Pandemic Scenario | KPMG India | 63-68 |
| 7. | 23rd May | Issues in Arbitration & Future of Virtual Hearings | <ul style="list-style-type: none"> • Justice Vibhu Bakhru • Mr. Gaurav Pachnanda, Senior Advocate • Mr Shourav Lahiri, Barrister-at-Law | 69-71 |
| 8. | 25th May | Leading through Uncharted Waters – a candid online conversation of CMDs of India's Leading PSEs | Gurudev Sri Sri Ravishankar, The Art of Living | 73-75 |
| 9. | 4th June | CPSEs Strategies to Respond, Recover and Thrive to combat the pandemic Chaired by Secretary, DPE | Deloitte India Consulting India Pvt. Ltd. | 77-89 |
| 10. | 23rd June | Action Today, Impact Tomorrow: Learning from Mahatma Gandhi on Contribution for Public Service | UNESCO, MGIEP | 91-100 |
| 11. | 28th June | International Webinar on Enhancing Corporate Health during Corona Crisis | Famhealth & IPCA, Mumbai | 101-103 |
| 12. | 6th July | ILOs response to the pandemic: Learning & Sharing of Global Practices | International Labour Organisation (ILO) | 105-116 |
| 13. | 7th August | Digital Transformation in COVID 19 | KPMG India | 117-134 |
| 14. | 27th August | COVID Pandemic and its impact on Mental Health Fighting a pandemic within pandemic | Famhealth | 135-177 |
| 15. | 26th September | Artificial Intelligence and Robotic Process Automation (RPA) for Business Automation | Deloitte India Consulting India Pvt. Ltd. | 179-205 |

ENCOURAGING FEEDBACK

Sir, Excellent & rich introductory remarks by you & overall it was a good learning session. Enjoyed

Enjoyed all your webinars and this one was really good.

The topic was of topical interest. Presentations were excellent

The webinar was excellent, the presentations were superb and I was really enlightened.

It was very informative and apt at this point in time. Thanks for arranging such a wonderful event

Informative session. Thanks to organizers

Great info provided, nicely presented

Please continue such types of programmes in future.

Good initiative....I support

Thanks for organizing this wonderful webinar.

Really very informative webinar on mental health. Thanks to the organizers.

Truly the webinar was quite informative & useful

Nice learning on mental health. Congratulations to organising team for successful event

Such a nice webinar really gained a lot and it has given a break to think on ourselves also. Thank you so much to all.

Good one. Really enjoyed

This program was really very beneficial to our day to day life and provided insights on the subject. Great initiative kudos to organisers

Thanks and congratulations for conducting nice webinar on "Webinar on Artificial Intelligence and Robotic Process Automation (RPA) for Business Automation"

Nice and informative session

Webinar was really value addition, however due to time constraints AI applications for the process industry required more details.

Thanks for the excellent webinar.

I attended the webinar on RPA. It has been really very nice and valuable. Thanks very much for organizing such a fruitful webinar.

It is a very good webinar

1st Virtual Conference and
Symposium

Fundamental Concepts in
International EPC
Contracting – A Legal Perspective

8 April, 2020





Webinar

On

Fundamental concepts in international EPC contracting: A Legal Perspective

Date: Wednesday, 8 April, 2020

Time: 2:30 pm IST

(Link for LIVE Webinar: <https://fuze.me/28677895>)

Context

- ❖ Discussion regarding key principles common to most turnkey/EPC contracts regardless of the country in which the project is being constructed and across most systems of the governing laws.
- ❖ Discussion about Oil & gas, power and infrastructure construction projects in which he has been involved in India, Malaysia, Singapore, UK and the Gulf states. The issues covered will include the following:
 - ❖ Parties to the contract and standard form of contract, Multiple currencies of payment, Performance Bonds – their use and abuse, Definition of force majeure – with a special discussion about COVID-19, Applicable engineering standards and codes, and Employer’s Requirement, Notification of delay & liquidated damages for delay.
 - ❖ Claims for additional cost arising from delay and disruption, Termination/Suspension of contracts, Caps on and exclusions from liability, Governing law and arbitration.

MEET THE SPEAKER



Shri Shourav is a specialist construction and international arbitration lawyer with over 20 years of experience advising on energy and infrastructure construction disputes. He represents clients in the onshore and offshore oil & gas, petrochemicals, power, infrastructure and building sectors on the procurement, design, engineering and construction of major projects. He has practised law in London, Singapore, Hong Kong, Beijing and Dubai.

Shri Shourav is a Fellow of the Singapore Institute of Arbitrators, on the panel of arbitrators of DIAC and BANI (Indonesia’s National Arbitration Centre) and on the Advisory Council of the Nani Palkhivala Arbitration Centre’s New Delhi centre.

Shri Shourav will answer all questions raised in advance or during the session (participants can ask questions during the session by live chat).

**Shri Shourav Lahiri,
Barrister-at-law,
Atkin Chambers,
London**

The Webinar is by invitation only and no participation fee is payable.

For Information Contact: Mr. S. A. Khan, Group GM (Corp. Affairs) (Mob: 9899402245) at hscope.khan@gmail.com/scopedg@yahoo.com or Ms. Hema Koul, Prog. Coordinator (Mob: 98993 62335)

Live webinars are also being organised as a part of week-long Public Sector Day celebrations which is on 10th April 2020.

WEBINAR ON

Fundamental Concepts in International EPC Contracting – A Legal Perspective

April 8, 2020



Introduction:

On 8 April 2020, the first of SCOPE's webinars was conducted by Mr Shourav Lahiri, Barrister-at-Law in Atkin Chambers (London).

The webinar was addressed by Mr. Atul Sobti, Director General, SCOPE and Mr. Mr S Sakthimani, Director Finance of Cement Corporation of India (CCI) and Executive Board Member of SCOPE.

The webinar was attended by around 200 participants comprising senior management of Public Sector entities including BHEL, EIL, GAIL, HPCL, IOCL, NHPC, NTPC and RITES. Several arbitrators empanelled with SCOPE were also in attendance.

About the Webinar:

The webinar covered 10 issues with several case studies:

1. Parties to the contract and standard form of contract – use of standard forms, whether the signatories have the proper authority and (for government entities) the necessary approvals, and a consideration at the start of the contract of the adequacy of the assets of your contracting counter-party so that any judgment or award can be enforced against them.
2. Multiple currencies of payment – highlighting the risks of the contract price and cost of execution being in different currencies, the need to take out hedging contracts where relevant and the discussion of a case study on a motorway project in Eastern Europe where the contractor suffered significant losses as a result of change in currency exchange rates over the period of the contract.
3. Performance Bonds – their use and abuse, including whether a performance bond is the same as cash and can be used as cash, questions that arise in injunctions against calls on performance bonds and a case study in the Middle East where the owner called the entire performance bond after having descope 90% of the contractor's works.
4. Applicable engineering standards and codes, and Employer's Requirements – clarifying the applicable standards for the work (foreign or local) and instances where there can be a mix of standards in process plants where the technology is being procured from overseas (civil works to local standards, process to contractor's country's standards), the need for clarity where there is a conflict and the case study of wind-farm foundations in Højgaard in the English Supreme Court.
5. Definition of force majeure – in light of COVID-19 and the kind of legal consequences that may result other than force majeure (frustration, change in law), and how different systems of law deal with such issues (a discussion of English law, Singapore law and Indian law). Also discussed was legislation introduced in Singapore on 7 April 2020 to provide relief to construction contractors affected by the pandemic, the Govt of India Ministry of Finance circular on force majeure issued on 19 February 2020.
6. Notification of delay & liquidated damages for delay – whether notification is a condition precedent barring recovery or only prejudicing the extent of recovery, whether liquidated damages are the exclusive remedy for delay and a case study on the difference in treatment under common law and civil law on what needs to be proved in order for a party to be entitled to liquidated damages for delay.
7. Claims for additional cost arising from delay and disruption – the basis on which such claims can be brought under the contract (as a claim or variation) or for breach of contract (as damages), and whether these claims can include an element for profit.
8. Termination/Suspension of contracts – the impact of the governing law of the contract on matters such as termination for convenience or suspension for non-payment of invoices, and the importance of contractual provisions for the latter where there is no protection under the governing law.
9. Caps on and exclusions from liability – checking whether there is a cap on liability and what is excluded from the cap, circumstances where limits of liability can be exceeded.
10. Governing law and arbitration – making express reference to a governing law, who takes the risk of a change in applicable law and issues relating to seat, venue, arbitral institutions and the choosing of a 'foreign' seat for an arbitration between Indian parties.

Fundamentals of EPC Contracting – A Legal Perspective

8 April 2020



Contents

- Parties to the contract and standard form of contract
- Multiple currencies of payment
- Performance Bonds – their use and abuse
- Applicable engineering standards and codes, and Employer's Requirements
- Definition of force majeure – with a special discussion about COVID-19
- Notification of delay & liquidated damages for delay
- Claims for additional cost arising from delay and disruption
- Termination/Suspension of contracts
- Caps on and exclusions from liability
- Governing law and arbitration

1. Parties to the contract & standard forms

- Use standard forms wherever possible. Why?
- Make sure that the entity signing the contract has
 - the appropriate authority to do so – eg, consortiums
 - If a governmental entity, also that they have the correct approvals
 - Some assets in case needed for enforcement of any arbitral award. SPVs?
- If contracting directly with government - 'no sovereign immunity' clause.

2. Multiple currencies of payment

- Contract price is stipulated in one currency but is being paid in two or more currencies.
- But contractor's costs are not in the same currencies or not in the same proportions
- Need either a provision that allows for adjustment upon changes in exchange rates between the currencies or the contractor needs to consider hedging.
- Case study: Road tunnel project in Eastern Europe

3. Performance Bonds – their use and abuse

- Employers try and get the bond from a bank with office in their jurisdiction. Why?
 - Ease of service of call on the bond
 - Bank is within the jurisdiction of an Indian court
- International contractors will seek to negotiate the opposite
- A bond is as good as cash – but is not cash. Meaning?
- Different rules apply to injunctions calls on bonds depending on country. Fraud? Unconscionability? Breach of contract?
- Case study – omission of scope, then call of bond

4. Applicable Engineering standards and codes, and Employer's requirements

- Make clear if local standards, British/American standards or other country's standards to be used for assessing performance of work.
- For process plants, there might be a mix of standards (civil works to local standards, process to contractor's country's standards – particularly Chinese).
 - In that case, consider clear separation and, in case of conflict, a priority provision.
- Case study: *Højgaard* in the English Supreme Court

5. Force majeure and COVID-19

- Definition of force majeure – and effect
- In contracts which have an offshore element in addition to an onshore element
 - Does that war, insurrection etc in the offshore country also qualify as force majeure events.
- Defined in the contract (eg FIDIC), or general principles?
- Case study: COVID-19 – force majeure, frustration, or change in law
- Heavily dependant on governing law of contract – English law, Singapore law, Indian law

6. Notification of delay & LDs

- Check if they are stated to be
 - (a) condition precedents barring entitlement or
 - (b) requirements, the failure to comply with which may prejudice extent of recovery.
- Contractors try and avoid (a) type of clauses if possible.
- But in administering the contract, contractors put in place proper notification procedures anyway as some countries' laws will uphold Conditions Precedent clauses strictly.
- What's the level of LDs, and are they capped and if so at what level?
- Is it an exclusive remedy? Are they capable of change under the local law?

7. Additional cost due to delay and disruption

- Usually no automatic right to claim additional costs as a result of delay/disruption
- Contractor must show entitlement to claim extra costs:
 - Because the terms of the contract allow it (e.g. clause entitling Contractor to additional payment for variations or as the result of a delay caused by the Employer); or
 - Because the Employer has breached the contract (i.e. additional costs are recoverable as damages for a breach of an actual or implied contractual term)
- May include profit element, but contracts sometimes exclude profit:
 - FIDIC Red Book entitles the Contractor in various circumstances to claim “Cost” (e.g. for unforeseeable physical conditions and for changes in legislation) but Cost is defined as:
*“all expenditure reasonably incurredincluding overhead and similar charges but **does not include profit**”*

8. Termination/Suspension

- Some countries’ laws do not allow for a contractual right to terminate for convenience.
 - If the owner seeks to exercise this provision, the contractor may be able to resist it (to strengthen his bargaining position in discussions of post termination damages payment).
- Some countries’ laws may allow the contractor a statutory right to suspend performance of the work for non-payment of interim certificates, even though there is no contractual provision allowing it.
- Otherwise, without a contractual provision expressly removing the contractor’s right to so suspend, difficult to suspend.

9. Caps on and exclusion of liability

- Is there a cap?
- What liabilities are excluded (e.g. consequential losses)?
- Are the cap and exclusion enforceable under the local law?
- When can the caps be breached?
 - Usually gross negligence or wilful misconduct

10. Governing law and arbitration

- Make express mention of a governing law (any law, but mention it)
- Does the Employer take the risk of a change of law?
- If choosing arbitration,
 - Most important is “seat” – seat is not the same as “venue”
 - identify the proper arbitral institution or rules at least
- Is there a benefit to choosing a foreign “seat” of arbitration for an Indian project?
- Case study - impact of COVID – seat is all important, venue is irrelevant

2nd Virtual Conference and
Symposium

'Role of Indian PSUs on Climate
Change and impact of COVID-19
on Climate Change'

10 April, 2020





SCOPE GIZ India Webinar

on 'Role of Indian PSUs on Climate Change and impact of COVID-19 on Climate Change'

Date: 10th April 2020

Time: 12 Noon

(Link for Skype Meeting: <https://join.giz.de/meet/kundan.burnwal/143CCQSN>)

Context

India has been ranked as one of the top 6 countries within G-20 countries which are in line to meet their NDC targets. India's NDC targets include reducing its emissions intensity of its GDP by 33-35% by 2030, 40% of its installed electricity capacity to be renewable by 2030 and create an additional carbon sink on 2.5-3 billion tCO₂e by 2030. Public Enterprises can significantly contribute to meet these targets. It is crucial for deeper climate action that PSUs are brought on board and their capacities to tackle climate change are developed considering their strategic importance in the Indian economy and the fact that they contribute to capital formation, employment generation, balanced regional development and promote of research and development. Today, State-Owned companies are major drivers of emissions and they will continue to remain so over the next several decades when governments will look to strengthen and implement their climate strategies.



This webinar will have inputs from Dr. Ashish Chaturvedi, Director Climate Change, GIZ India on what capacities need to be developed and what are the risks and opportunities for the PSUs to address climate change. The webinar will also share brief insights on the impact of COVID-19 on climate action.

About the Speaker

Dr. Ashish Chaturvedi, Director Climate Change, GIZ India



Dr. Ashish Chaturvedi has over 19 years of professional experience and specializes in climate change mitigation, waste management, sustainable consumption and production, and environmental policy. His current focus is on issues related to the circular economy and the drivers for Green Transformations. Ashish led the Policy for Environment and Climate component of the bilateral Indo-German Environment Programme. He advises the Indian Ministries and Departments at various levels of Government and has implemented several projects in the area of waste/resource management, climate change and economic instruments. He was a part of a multi-stakeholder group responsible for drafting the E-Waste Law in India and has been a member of multiple committees at the state and national government level. Ashish has published extensively in books, journals and general interest magazines. He has also presented at various national and international conferences. He has a PhD in Economics from the University of California at Irvine.

The Webinar is by invitation only and no participation fee is payable.

For Information Contact: Mr. S. A. Khan, Group GM (Corp. Affairs) (Mob: 9899402245) at hscope.khan@gmail.com/scopedg@yahoo.com or Ms. Hema Koul, Prog. Coordinator (Mob: 98993 6233)

Live webinars are also being organised as a part of week-long Public Sector Day celebrations which is on 10th April 2020.

WEBINAR ON

'Role of Indian PSUs on Climate Change and impact of COVID-19 on Climate Change'

April 10, 2020



Introduction:

On the occasion of Public Sector day SCOPE organized a webinar on 'Role of Indian PSUs on Climate Change and impact of COVID-19 on Climate Change' with GIZ India.

The webinar was addressed by Mr. Rakesh Kumar, Chairman, SCOPE and CMD, NLC India Ltd.; Mr. Atul Sobti, Director General, SCOPE; Dr. Ashish Chaturvedi, Director, Climate Change, GIZ India and Mr. S.P. Mohanty CMD, HIL (Hindustan Insecticides Limited).

The event was also attended by SCOPE Board Members namely Mr. S. Sakthimani, Director (Finance), Cement Corporation of India (CCI), Mr. Ashutosh Vasant, Director (POM), RailTel besides other senior officials.

The webinar saw participation of over 120 attendees from various PSEs. The major PSUs in attendance were BHEL, GAIL, ONGC, IOCL, IREL, MMTC, RINL, SAIL, NTPC.

About the Webinar:

India has been ranked as one of the top 6 countries within the G-20 countries in line to meet its Nationally Determined Contribution (NDC) targets. India's NDC targets include reducing its emissions intensity of its GDP by 33-35% by 2030, achieving 40% of its installed electricity

capacity from renewable resources by 2030, and creating an additional carbon sink of 2.5-3 billion tCO₂e through additional forest and tree cover by 2030. Public enterprises can significantly contribute to meeting these targets. It is crucial for deeper climate action that PSUs are brought on board and their capacities to address climate change are developed, considering their strategic importance in the Indian economy, and the fact that they contribute to capital formation, employment generation, balanced regional development, and promotion of research and development.

The webinar addressed the value chain risks and the external stakeholder risks that PSUs would need to address. Moreover, it suggested that PSUs would need to assess climate change risks to their businesses; develop climate change mitigation and adaptation strategies to address the identified climate risks and align their strategies to the country's climate goals and take science-based targets. The presentation also shared brief insights on the impacts of COVID-19 on climate action and which Sustainable Development Goals (SDGs) could be affected and how as a result of COVID-19 situation and what changes are to be expected to continue post COVID-19 situation.

The technical session was followed by healthy interaction with queries focussing on achievement of SDGs, use of fossil fuels, future of carbon credits etc.



Role of PSUs in and impacts of COVID-19 on Climate Action

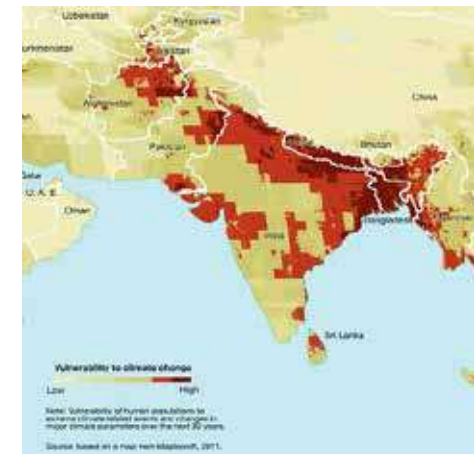
Webinar
10th April, 2020

Contents

1. India and Climate Change
2. Paris Agreement
3. India's Nationally Determined Contribution (NDC)
4. Role of PSUs in supporting meeting NDC goals
5. Impacts of COVID-19 on Climate Action

The Challenge of Climate Change in India

- With its diverse agro-climatic zones, India is particularly vulnerable to climate change
- The annual mean surface air temperature may rise from 3.5°C to 4.3°C
- Sea level along the Indian coast is estimated to rise to about 1.3 mm/year by the end of the century
- Climate change has a long-lasting impact on natural resources, economic activities, food security, health, physical infrastructure and society in general



Source: UNEP

Paris Agreement

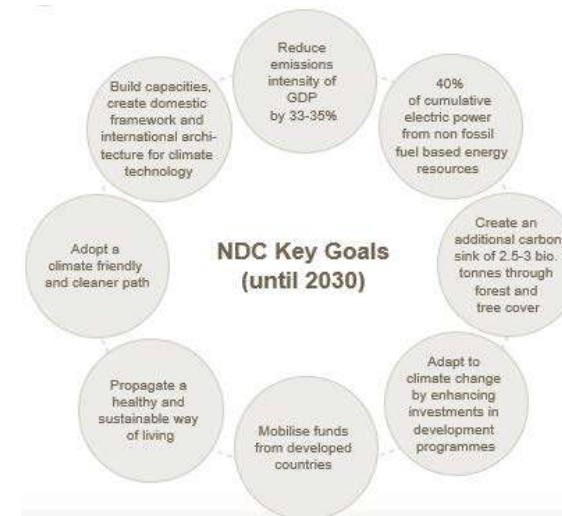
1. The Paris Agreement (PA) is an agreement within the UNFCCC dealing with GHG emissions mitigation, adaptation and finance starting in the year 2020.
2. The PA's central aim is to **strengthen the global response to the threat of climate change by keeping a global temperature rise this century well below 2 degrees Celsius** above pre-industrial levels.
3. Party Countries tabled their Intended Nationally Determined Contributions (INDCs) which contained plans, targets and goals of national governments for addressing climate change. Upon ratification of the PA the INDCs became Nationally Determined Contributions (NDCs)
4. Other Aims of PA include:
 - **Make financial flows consistent** with a pathway to low greenhouse gas emissions and climate resilient development
 - **Increase the ability to adapt** to the adverse impacts of climate change and **foster climate resilience**



India's Nationally Determined Contribution (NDC)

India prepared its NDCs covering post-2020 climate actions in both adaptation and mitigation

- Submitted to UNFCCC on October 2, 2015
- Implementation period: 2020-2030
- NDCs are based on NAPCC, SAPCC, Action of Non-state actors (eg. PSUs, Private Sector, etc.)
- Comprehensively prepared consulting key ministries/ departments, experts, academic institutions, NGOs, etc.



Importance of PSUs for addressing Climate Change

- Paris Agreement for **the first-time paved way for the non-state actors** to play a prominent role in climate action. The Agreement contains several decisions that will give non-state actors a semi-official status in future climate policy.
- State-owned enterprises **control significant shares of economic sectors** which are **central to a carbon-intensive economy** (eg fossil fuels, power generation), in particular in emerging economies.
- Public enterprises are of **strategic importance to the Indian economy**.
- The new mantra for the corporate sector is **‘What is good for Business, is also good for the Climate’**.
- Today, state-owned companies **are major drivers of emissions**, and they will continue to remain so over the next several decades **when governments will look to them** for support to strengthen and **implement their climate change mitigation and adaptation strategies**

What needs to be done if PSUs were to support meeting NDC goals?

Benefits of taking climate action include addressing the following risks:



All companies including PSUs need to do the following to address climate change:

- Assess **climate change risks to their businesses**
- Develop **climate change mitigation and adaptation strategies** to address the identified climate risks.
- Align their **strategies to the country's climate goals and take science based targets**

Examples of Climate Action by PSUs



1. A commitment to reduce GHG emission intensity by 33% and specific GHG emission by 5% through improvements in processes.
2. Dedicated focus on GHG Emission Management, GHG Reduction, Ozone Depleting Substances (ODS) Reduction.



1. ONGC has a dedicated Carbon Management & Sustainability Group (CM&SG).
2. ONGC partnered with the Global Methane Initiative (GMI) led to reduction of ~ 16.7 MMSCM of fugitive methane over the years.
3. ONGC was the first PSU to take lead in CDM project development – 15 registered CDM projects



1. CIL Environmental Policy Statement highlights addressing climate change and achieving inclusive growth.
2. CIL is exploring projects on extraction of methane from Coal Bed, Coal Mine, Abandoned Mine, Ventilation Air, UG Coal Gasification, generation and utilization of renewable energy to reduce GHG emissions.
3. Coal India Limited (CIL) has decided to setup 20,000 MW of solar energy capacity over a period of 10 years starting 2018.



1. SAIL-committed to mitigation of Climate Change - reaffirmed in its Corporate Environment Policy.
2. Specific CO₂ emission at SAIL has been reduced by more than 11% over last 10 years.
3. SAIL has adopted green technologies including WHR, use of regenerative burners that reduce GHG emissions.
4. SAIL is a Climate Action Member at World Steel Association and is regularly participating in the Climate Action recognition programme.

Opportunities for PSUs in Climate Change



IMPROVING COST COMPETITIVENESS

Prioritising low carbon investments can improve cost competitiveness and address business risks



EXPERIENCE SHARING AND LEARNING

Sharing best practices with each other can help them learn and implement low carbon options



ADDRESSING CLIMATE RISKS

Development of climate resilient infrastructure and addressing other climate risks



HIGH POTENTIAL

Significant GHG abatement potential can contribute to national and international climate goals

RESEARCH AND DEVELOPMENT

For introduction of new low carbon technologies and venturing in new business opportunities

SCOPE and GIZ entered into an MoU to support PSUs to address climate change

1. SCOPE and GIZ India entered into a MoU in October 2019 to build capacities of PSUs on climate change, SDGs, carbon markets and climate finance.
2. A workshop conducted in **December 2019 with SCOPE on Climate Action and SDGs**
3. SCOPE and GIZ to conduct **capacity needs assessment** of the PSUs, **develop training manuals** on climate change, carbon pricing, etc.
4. Offer support to PSUs in **developing climate change mitigation/adaptation strategies**.
5. **Develop an online and offline platform** for exchange, experience sharing and foster collaboration and partnerships
6. **Identify champions among PSUs for Climate Change and SDGs** to develop a network for knowledge sharing.



Immediate COVID-19 Impact on Emissions and Climate Action

Due to lockdown global greenhouse gas emissions are **falling by around 5% or more this year** (Liebreich 2020).

This **drop might be dwarfed by a sharp increase during and after the recovery** from the COVID-19 pandemic, as seen after the financial crisis in 2009/10.

UN Climate Change Conference (COP26) planned for November 2020 in Glasgow **postponed to next year**.

The **launch** of the International Civil Aviation Organization's Carbon Offsetting and Reduction Scheme for International Aviation (**CORSIA**) is **threatened**.



An academically rigorous report by Liebreich (2020) states that the lockdown was unlikely to bring global emissions to pre-COVID-19 levels, and that emissions will likely rebound to pre-COVID-19 levels by the end of the year.



COVID-19 impacting 13 out of 17 SDGs



Changes expected to continue post COVID-19 crisis

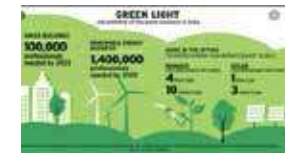
Changes in work culture by establishing remote working as a viable long term alternative, investing in digitalization and reducing business trips.

Foster local production by shifting from global supply chains to sourcing products from local vendors.

Use the chance to test new production patterns (e.g. automotive industry and chemical industry)

Reallocating work force toward sustainable industries (e.g. from aviation to railway) might be possible.

Focus on decreasing pandemic outbreaks by banning wildlife trade and closing wildlife markets.



<https://www.businesstoday.in/magazine/careers/professional-environmentally-sustainable-business/story/193187.html>

MEDIA COVERAGE



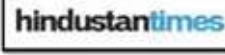
15.04.2020
Pg no: 6

SCOPE: Employees of Standing Conference of Public Enterprises (SCOPE), the apex organisation of public sector enterprises in India contributed their one-day salary to the PM CARES Fund, to combat the COVID-19 epidemic. It is the privilege of SCOPE to partake in the nation's resolve to overcome the biggest calamity of recent times. As responsible corporate citizens, public sector enterprises (PSEs) have always remained at the vanguard to respond effectively to national priorities. Even during this ongoing crisis, PSEs stand committed and have come forward to supplement the efforts of the government. SCOPE is working closely with its member enterprises to coordinate initiatives taken by their imperative.



15.04.2020
Pg no: 10

SCOPE staff donates day's salary to PM CARES Fund
Employees of Standing Conference of Public Enterprises (SCOPE), the apex



15.4.2020
Pg 28



23.04.2020
Pg no: 2

स्कोप ने वेबिनार का आयोजन किया

Deloitte



23.04.2020
Pg no: 11

स्कोप ने वेबिनार का आयोजन किया

नई दिल्ली। सार्वजनिक उपक्रमों के संगठन स्कोप ने लोक उद्यम दिवस के अवसर पर अनिलक्षण कार्यक्रम (वेबिनार) का आयोजन किया है। इसमें एक वाचस्पय कार्यक्रम (वेबिनार) का आयोजन किया है। इसमें एक वाचस्पय कार्यक्रम (वेबिनार) का आयोजन किया है। इसमें एक वाचस्पय कार्यक्रम (वेबिनार) का आयोजन किया है।



23.04.2020
Pg no: 11

SCOPE HOLDS WEBINAR ON 'ECONOMIC IMPACT OF COVID- CPSES PERSPECTIVE'

Deloitte



27.04.2020
Pg no: 3

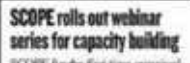
SCOPE ने वेबिनार से मनाया पब्लिक सेक्टर डे

■ दि. नई दिल्ली। SCOPE ने पब्लिक सेक्टर डे के अवसर पर 'Economic Impact of COVID- CPSES Perspective' के विषय पर वेबिनार का आयोजन किया। इस वेबिनार में अनेक उद्योगों के प्रतिनिधियों ने भाग लिया।



15.04.2020
Pg no: 6

SCOPE: Public Sector Day 2020



SCOPE for the first time organised series of webinars as part of Public Sector Day celebrations which was on April 10. In light of the situation due to Covid-19, SCOPE has planned programmes, part of the series of five webinars relevant to Public Sector Enterprises (PSEs).

SCOPE: Employees of Standing Conference Public Enterprises (SCOPE), the apex organisation of public sector enterprises India contributed their one-day salary to PM CARES Fund, to combat the COVID epidemic. It is the privilege of SCOPE to partake in the nation's resolve to overcome the biggest calamity of recent times. As responsible corporate citizens, public sector enterprises (PSEs) have always remained at the vanguard to respond effectively to national priorities. Even during this ongoing crisis PSEs stand committed and have come forward to supplement the efforts of the government with its intent.



28.04.2020
Pg no: 8

SCOPE's webinar on biz continuity measures

Meeting Conference of Public Enterprises (SCOPE) organised an interactive webinar titled 'Business Continuity Measures' on April 28. The webinar was moderated by Mr. Anil Kumar, Secretary, Ministry of Corporate Affairs, Government of India.



23.04.2020
Pg no: 72

SCOPE staff donates day's salary to PM CARES Fund

Employees of Standing Conference of Public Enterprises (SCOPE), the apex



15.04.2020
Pg no: 6

स्कोप ने कांफ़ेरेट मंचालय के साथ वेबिनार का आयोजन किया

SCOPE



27.04.2020
Pg no: 4

स्कोप ने वेबिनार का किया आयोजन

भारत। सार्वजनिक क्षेत्र के उद्यमों (पीएसई) के प्रतिनिधियों ने स्कोप के आयोजित वेबिनार में भाग लिया। इस वेबिनार में अनेक उद्यमों के प्रतिनिधियों ने भाग लिया।



27.04.2020
Pg no: 5

पब्लिक सेक्टर डे पर स्कोप की वेबिनार श्रृंखला नई दिल्ली।

पब्लिक सेक्टर डे के अवसर पर स्कोप ने 'Economic Impact of COVID- CPSES Perspective' के विषय पर वेबिनार का आयोजन किया। इस वेबिनार में अनेक उद्यमों के प्रतिनिधियों ने भाग लिया।



SCOPE के कर्मचारियों ने एक दिन की सैलरी दी

■ दि. नई दिल्ली। SCOPE के कर्मचारियों ने पब्लिक सेक्टर डे के अवसर पर 'Economic Impact of COVID- CPSES Perspective' के विषय पर वेबिनार का आयोजन किया। इस वेबिनार में अनेक उद्यमों के प्रतिनिधियों ने भाग लिया।



SCOPE rolls out webinar series to mark Public Sector Day 2020



Standing Conference of Public Enterprises (SCOPE) organised series of webinars as part of Public Sector Day celebrations which was observed on 10 April. In view of COVID-19 pandemic, SCOPE has planned modified programmes, part of which are the series of five webinars on 'International EPC contracting: A Legal Perspective' by Shri. Anil Kumar, Secretary, Ministry of Law, London and 'Climate Change Role of Indian Public Enterprises' (DPE) Secretary, Gail India.



SCOPE का वेबिनार से मंथन

■ दि. नई दिल्ली। SCOPE ने पब्लिक सेक्टर डे के अवसर पर 'Economic Impact of COVID- CPSES Perspective' के विषय पर वेबिनार का आयोजन किया। इस वेबिनार में अनेक उद्यमों के प्रतिनिधियों ने भाग लिया।

3rd Virtual Conference and
Symposium

Economic Impact of
COVID and Learnings from
International SOEs

21 April, 2020





Webinar

On Economic Impact of COVID (CPSE Perspective) and Learnings from Chinese SOEs

On : 21st April 2020

Time : 2:30 pm IST

Register in advance on following link:

https://deloitte.zoom.us/webinar/register/WN_1i0s35z3Qxeur6olme3ONA

CONTEXT

With the world being surrounded by uncertainty of the highest order, Organizations are circumventing the most innovative ways to keep themselves relevant. To bring back normalcy in the nation, CPSEs would play a very crucial role. This session, being facilitated by Deloitte Leadership team shall uncover actionable insights on what CPSEs can do to sustain in these uncertain times. The three dimensions that Deloitte Leaders would talk about are for CPSEs to:

- ❖ Respond - Prepare / Manage Continuity
- ❖ Recover - Learn and Emerge Stronger
- ❖ Thrive - Prepare for the Next Normal

Topics to be discussed:

- Implications, Opportunities and Issues for PSUs from COVID Lens
- Strengthening India's position as a strategic export partner
- Sharing practices being adopted / have been adopted by Chinese SOEs
- How to manage crisis, setting up of the Next Gen Crisis Command Center
- How can CPSEs prepare for the rebound (Supply Chain Management and Customer Management)



MEET THE SPEAKERS:

Shri Romal Shetty
President, Consulting, Deloitte India

Romal is the President in the Consulting function of Deloitte and is based out of Bengaluru office. He is currently a member of the India executive committee at Deloitte. He has 20+ years of experience in advisory services across large scale transformation programs covering the business and technology domain. In his earlier role, he was the Chief Operating Officer of Advisory Services and member of the India Leadership Team, in addition to having led the Business Consulting and Risk Consulting practices. He was also the Sector Head for Telecommunications. He was a member of the global advisory team in KPMG and part of the EMA Advisory Leadership team. He was also selected as part of the Global Chairman's 25 program including leadership development at INSEAD. Romal has worked in over 30+ countries across risk and consulting domain.

Shri Romal Shetty
President, Consulting
Deloitte India



Shri Nitin Kini
Partner, Deloitte India

Nitin is a Partner and Enterprise Technology and Performance Leader for Consulting, Deloitte in India. He has hands on experience in delivering a varied range of transformation engagements for clients spread across several sectors. During his career of 20 years, Nitin has served leading companies in the Consumer business, Telecom, Oil and Gas, Engineering, Banking, Healthcare and Infrastructure sectors.

Shri Nitin Kini
Partner
Deloitte India

The Webinar is by invitation only and no participation fee is payable.

For Information Contact: Mr. S.A.Khan, GGM (CA) (Mob: 9899402245) at hrs@scope.khan@gmail.com
scopeidg@yahoo.com or Ms. Hema Koul, Prog. Coordinator (Mob : 9899362333)

3rd Webinar in SCOPE Webinar Series 2020

WEBINAR ON

Economic Impact of COVID and Learnings from International SOEs

April 21, 2020



Introduction:

The webinar was held on the subject 'Economic Impact of COVID and Learnings from International SOEs'. Leadership team from Deloitte India consisting of Romal Shetty (President, Consulting) and Nitin Kini (Partner) highlighted the implications, issues and opportunity for PSEs in the present scenario.

The webinar was addressed by Mr. Kishor Rungta, Vice Chairman SCOPE & CMD, FACT and Mr. Atul Sobti, Director General, SCOPE.

The webinar was attended by over 500 participants on the live platform.

About the Webinar:

The webinar uncovered the Respond, Recover and Thrive framework by panelists from Deloitte India. With the world being surrounded by uncertainty of the highest order,

Organizations are circumventing the most innovative ways to keep themselves relevant. To bring back normalcy in the nation, CPSEs would play a very crucial role. This session, being facilitated by Deloitte Leadership team as knowledge partners, uncovered actionable insights on what CPSEs can do to sustain in these uncertain times. The three dimensions that Deloitte Leaders talked about were for CPSEs to:

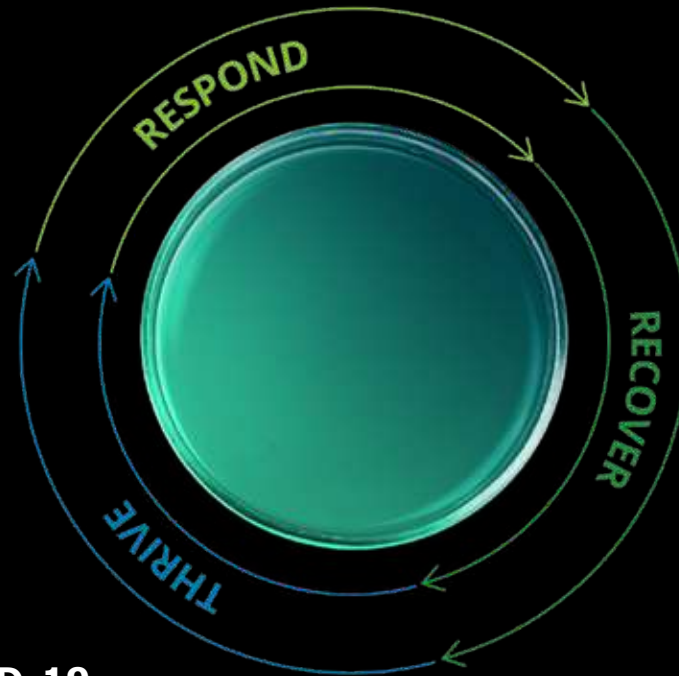
- Respond –Prepare / Manage Continuity
- Recover – Learn and Emerge Stronger
- Thrive – Prepare for the Next Normal

The webinar covered myriad of topics around:

- Implications, Opportunities and Issues for PSUs from COVID Lens
- Strengthening India's position as a strategic export partner
- Sharing practices being adopted / have been adopted by Chinese SOEs
- How to manage crisis-setting up of the Next Gen Crisis Command Center
- How can CPSEs prepare for the rebound (Supply Chain Management and Customer Management)



Deloitte.



**Economic Impact of COVID-19
(CPSE Perspective) and
Learnings from Chinese SoEs**

April 2020

Agenda

- **COVID-19—the black swan of 2020**
How global and Indian economies are faring during this pandemic
- **Making sense of the future**
The uncertainties that are likely to drive the COVID-19 impact, and the government's measures towards tackling vagaries of the economy amidst the pandemic
- **Near-term impact on Indian industries**
With long-term impact being difficult to gauge owing to uncertainties
- **Organisations need to “respond” immediately and gear up to “recover” and “thrive”**
- **Opportunities arising amidst uncertain times**
With the global supply chain disrupted, it is time to de-risk through diversification across countries to manage the concentration risk
- **Lessons from leading companies in China**
- **Way forward**
Certain aspects of doing business have changed permanently, which need to be built into organisations' future plans



COVID-19—the black swan of 2020

....how global and Indian economies are faring during this pandemic

Impact on global economy



IMF projects **global growth to fall to -3 percent**, a downgrade of 6.3 percent from Jan 2020 estimates
-14 Apr 2020



The pandemic has disrupted supply chains and international trade. Nearly **100 countries closed national borders** in March
-2 Apr 2020



Global PMI, excluding China, **fell to its lowest since 2009**. US' ISM **manufacturing index** fell from 50.1 to **49.1 in March**
-1 Apr 2020



S&P 500 triggered circuit breakers four times in March to prevent panic-trading. Trading also halted on both Dow and Nasdaq
-23 Mar 2020



More than 17 million people have filed for **unemployment benefits** over the **past four weeks in the US**
-10 April 2020

Impact on the Indian economy



IMF **slashed India's growth estimate for FY21 to 1.9% from 5.8%** estimated in January - 14 Apr 2020



- Jitters of upcoming recession were felt with **FII's pulling out INR 65,816 crore in March**, the worst sell-off
- This also weakened sentiments across indices that logged the biggest ever monthly loss where **Sensex lost 23.05 percent, Nifty fell by 23.24 percent** in March
- -3 Apr 2020



India's **fiscal deficit may shoot up to 6.2 percent of the GDP in FY21** from an earlier government estimate of 3.5 percent—Fitch Solutions
-7 April 2020



- **Manufacturing PMI for March declined to a four-month low (51.8)** from 54.5 in February
- India's **services PMI contracts fell to 49.3** in March as firms cut workforce
-6 Apr 2020



Unemployment rate during the last week of March was **23.8 percent**. Labour participation rate fell to 39 percent and -employment rate was a mere 30 percent, says CMIE
-7 Apr 2020



- **There is a domestic and external demand shock** in sectors where demand is discretionary
- **Production shutdowns**
- **Job losses/pay cuts** leading to erosion of purchasing power
- **Impact of imports from China** on domestic supply chain



Risk of the unknown

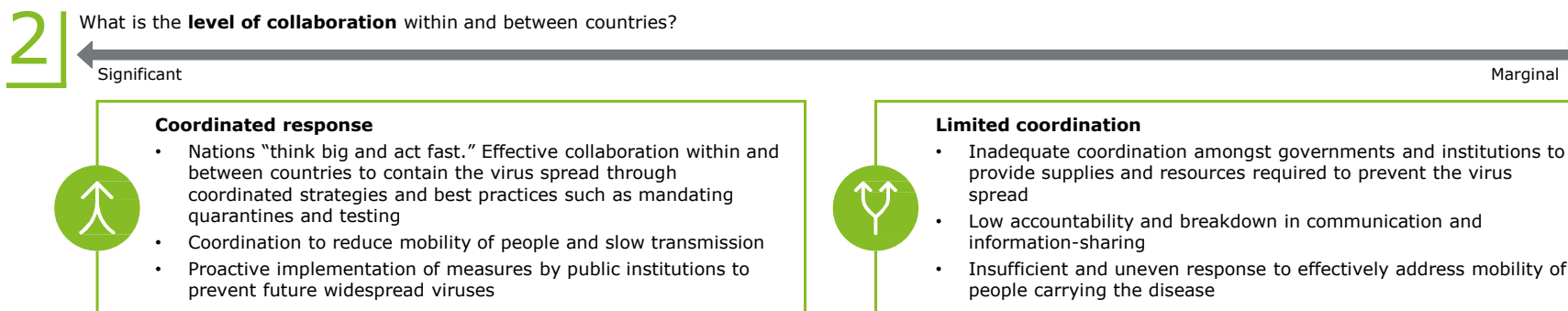
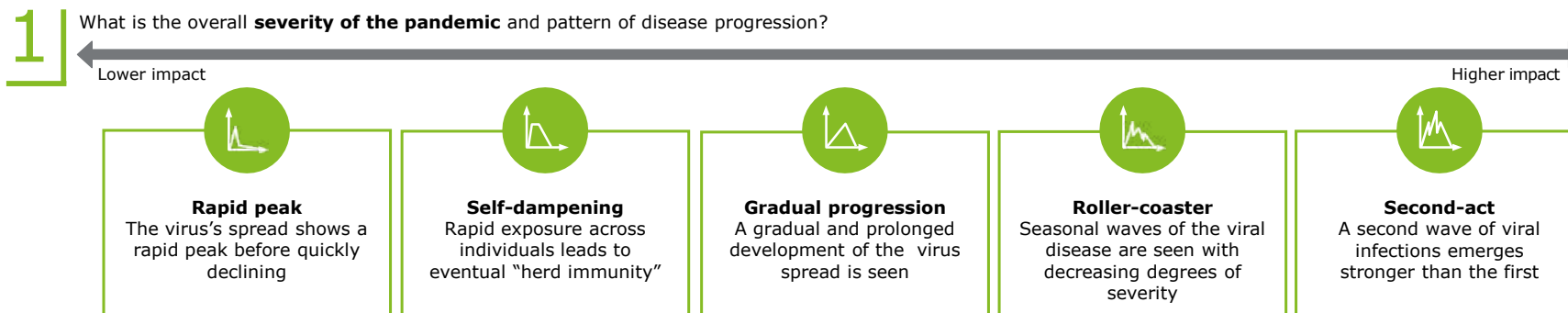
There's a lot of uncertainty as to when the situation will normalise globally with no visibility around development of a cure or the extension of the lockdowns or travel restrictions.



The impact of COVID on the Indian economy isn't fully realised as the lockdown was imposed on 24 March; the April performance will be crucial for gauging the full impact.




Making sense of the future

... two critical uncertainties are expected to drive the overall impact of COVID-19




Making sense of the future

Two **critical uncertainties** are expected to drive the overall impact—**severity of the pandemic** and **level of collaboration**—with four scenarios emerging for economies in the next 3–5 years

| The passing storm  | The lone wolf  | Good company  | Sunrise in the east  |
|--|--|---|---|
| <p>The pandemic is managed due to effective responses from governments to contain the virus but not without lasting repercussions disproportionately affecting SMBs and lower- and middle income individuals and communities.</p> <ul style="list-style-type: none"> • Relatively constrained disease dynamic • Effective health system and policy response | <p>Prolonged pandemic period, spurring governments to adopt policies that encourage self sufficiency, shorter supply chains, and increased surveillance</p> <ul style="list-style-type: none"> • Severe rolling pandemics • Insufficient global coordination and weak policy response | <p>Governments around the world struggle to handle the crisis alone with large companies stepping up as key parts of the solution and accelerators of “stakeholder capitalism” trends</p> <ul style="list-style-type: none"> • A prolonged pandemic • Collaboration to control the pandemic led by large companies | <p>Asian nations are more effective in managing the virus (depending on the intensity of the disease) and are the primary drivers of the world economy resurgence</p> <ul style="list-style-type: none"> • Severe pandemic • Collaborative health response led by Asian countries |

With an uncertain future, GoI is attempting to tackle the vagaries of the economy amidst the pandemic with the following measures

Respond
Prepare and manage continuity



Recover
Learn and emerge stronger

Thrive
Prepare for the next normal

1. Respond

- **A 1.7 lakh crore relief package** announced with free essentials and direct cash transfer aimed at **shielding the poor** from the lockdown
- **RBI cuts repo rate** by 75bps to 4.4 percent (lowest ever) to **boost lending**
- **ITR, GST filing deadlines extended**; minimum account balance charges and ATM withdrawal **charges waived** off for three months to **minimise the lockdown impact**
- **Relief to borrowers announced** by way of a **moratorium on term loans** for three months and deferment of interest payment on working capital loans
- Release **INR 18k crore worth IT, GST, and customs refunds** to provide **relief to taxpayers and businesses**

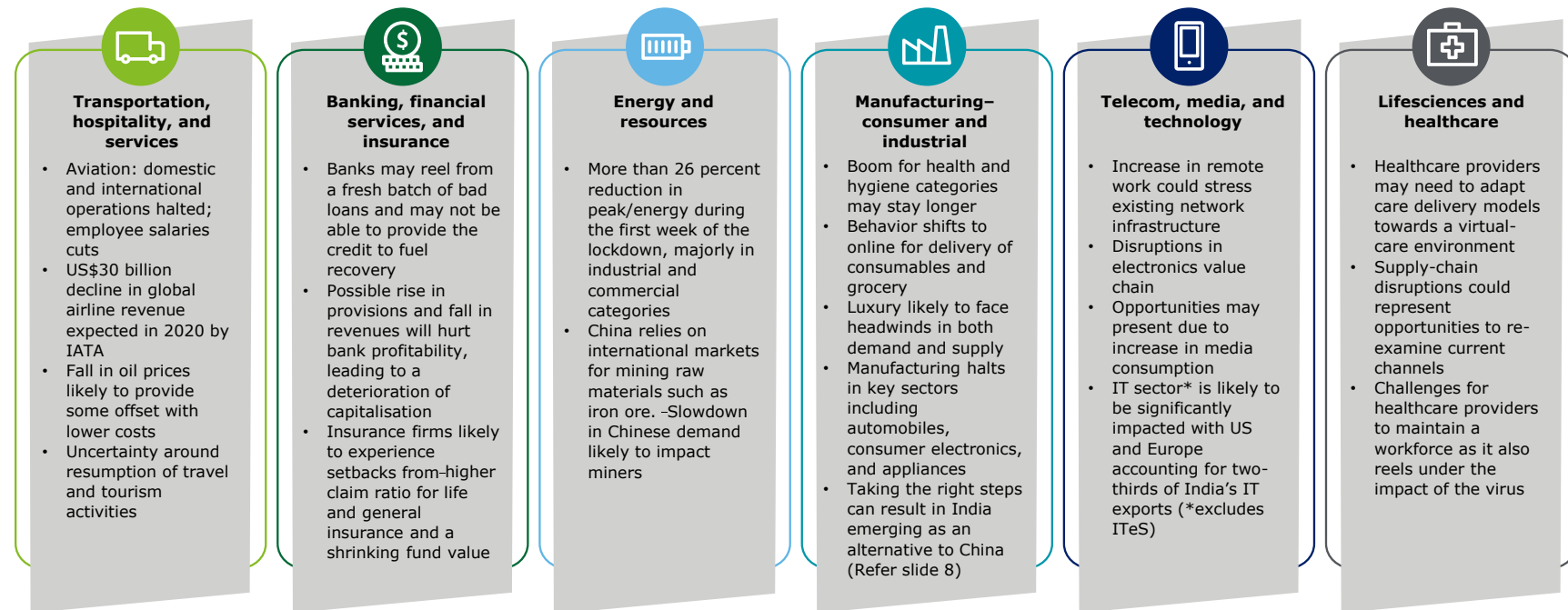
2. Recover

3. Thrive

More fiscal measures are expected from the Indian government, especially for industries to endure the impact of the shutdown as monetary policy measures are unlikely to be sufficient. How the government comes up with the long-term recover and thrive strategies should also be looked out for.

Near-term impact on Indian industries

....with long-term impact being difficult to gauge owing to uncertainties around lockdown



At this point, **quantifiable impact on various sectors will be difficult to ascertain owing to several interdependent variables, which will determine the timelines of the lockdown and economic recovery.**

Organisations need to “respond” immediately
 to prepare and manage business continuity is the need of hour



| Priorities | How to “respond” |
|--|--|
| Command centre | <ul style="list-style-type: none"> • Institute crisis and resilience planning. • Nominate a task force leadership team (and backup). • Activate and empower a COVID-19 command centre. • Itemise organisational vulnerabilities by impact and value. • Develop and launch a communications plan and strategy. • Activate and communicate a pandemic preparedness strategy. • Create a scenario plan to determine if decisions should be made today or deferred. |
| Talent and Strategy | <ul style="list-style-type: none"> • Optimise corporate HR policies on leave, travel, mobility. • Implement and monitor safe/flexible working arrangements while prioritising health and safety of front-line employees. • Prioritise strategic choices and investments. |
| Business continuity and financing | <ul style="list-style-type: none"> • Ensure actions uphold responsible business principles. • Implement cash conservation and recovery actions. • Evaluate working capital and liquidity requirements. • Optimise rapid working capital and credit solutions. • Control discretionary operating costs and CapEx. • Negotiate more flexible financing terms with lenders. • Communicate with other key financial stakeholders. • Understand impacts on contractual obligations (e.g., loss quantification, force majeure). • Gather documentation for contract negotiations and claims. • Implement cash tax strategies/leverage government incentives. |

| Priorities | |
|-----------------------------|--|
| Supply chain | <ul style="list-style-type: none"> • Identify supply-chain risks and potential disruptions. • Develop contingency plans for operational disruptions. • Understand demand- and supply-side shocks, and develop inventory strategies to buffer volatility and risk. |
| Customer engagement | <ul style="list-style-type: none"> • Engage with key customers to support business continuity. • Reinforce loyalty by protecting and rewarding customers. • Secure commercial and financial support from customers. • Develop communication strategies with front-line employees. |
| Digital capabilities | <ul style="list-style-type: none"> • Assess and address systems and cyber vulnerabilities. • Enable data-driven insights and situational awareness. • Develop a real-time sensing/red flag reporting dashboard. |

The COVID-19 pandemic challenges leaders to stabilise amidst a crisis and prepare for a newly uncertain future. **The decisions businesses will take in the near term will most likely drive how the entity sustains in the long run.**

And gear up to “recover” and “thrive”
 to learn and emerge stronger and prepare for the next normal



| Priorities | How to “recover” | How to “thrive” |
|--|--|--|
| Command centre | <ul style="list-style-type: none"> • Activate a recovery contingency plan. • Embed relevant command centre protocols into BAU (Business as Usual) | <ul style="list-style-type: none"> • Institute a next-gen crisis command centre • Regularly refresh vulnerabilities assessment |
| Talent and strategy | <ul style="list-style-type: none"> • Manage rapid employee return and ramp up for the future | <ul style="list-style-type: none"> • Rework employment arrangements to reflect the next normal • Build scenario thinking/sensing into strategic decision making |
| Business continuity and financing | <ul style="list-style-type: none"> • Initiate claims and contract-dispute resolution • Ramp up to normalised financial reporting • Right size and operating model of support functions (e.g., fixed versus variable resources; manpower versus technology) | <ul style="list-style-type: none"> • Maintain robust financial forecasts and scenario planning • Stress test the corporate model and capital structure |
| Supply chain | <ul style="list-style-type: none"> • Establish multi-tier supplier network visibility to risks • Manage inventory and cash flow through agile execution | <ul style="list-style-type: none"> • Implement Industry 4.0 and Digital Supply Network (DSN) solutions to improve end-to-end visibility, synchronisation, optimisation, and agility |
| Customer engagement | <ul style="list-style-type: none"> • Use advanced technology in customer communications | <ul style="list-style-type: none"> • Develop contingency plans for financial disruption. • Reimagine the operational model to strengthen customer engagement |
| Digital capabilities | <ul style="list-style-type: none"> • Design digitally enabled flexible work arrangements • Optimise e-commerce and customer/channel strategies | <ul style="list-style-type: none"> • Implement a digitally enabled future of work for business processes and back-office functions |

As we face a global crisis unlike any we have known, **leaders should aim to become more resilient in order to move to the next phase of growth.**

Opportunities arising amidst uncertain times

... with the global supply chain disrupted, it is time to de-risk through diversification across countries to manage the concentration risk

How is the global supply chain disrupted by inadequate diversification?



- Over **200 of the Fortune Global 500 firms** have a **presence directly in Wuhan**, the epicentre of COVID 19
- **163 of the Fortune 1000 have tier-1 suppliers in the impacted area** (Hubei and 18 other provinces in China)
- **938 of the Fortune 1000 have one or more tier-2 suppliers**, which feed the first tier in the same impacted region
- **Decline in China's export** to major markets in Jan-Feb 2020 was 17.2 percent (in dollars)
- Industries with **lean supply chains and just-in-time inventory management practices have been impacted early**. For example, the auto industry supply chain.

How can India leverage this opportunity to market itself as a potential supply-chain partner?



- **De-risk India's supply chain:** For example, India's overall imports from China totalled US\$70 billion during 2018-19 and the trade deficit at more than US\$50 billion. China is the largest import source for India.
 - Of the 373 drugs listed under India's national essential medicines list, some 200 are imported as APIs (Active Pharmaceutical Ingredients), mostly from China
 - Manufacturers in India are heavily reliant on key Chinese intermediate inputs, especially of electronics (60 percent) and machinery and equipment (47 percent)
- **Position India as a base for diversification:**
 - China accounts for close to 30 percent of global exports of electronics and electronic components
- GoI's interventions are required to improve ease of doing business across parameters with scope for improvement in the following:
 - Ease of starting a business
 - Registering property
 - Paying taxes
 - Enforcing contracts
- India needs to work on certain **enablers of global competitiveness:**
 - Limited ICT (information, communication, and technology) adoption
 - Insufficient trade openness
 - Insufficiently developed, active labour market policies
 - Inadequate health conditions

Supply chain de-risking is up for strategic discussion where firms need to diversify their sources of procurement to multiple countries to avoid concentration risk.

Lessons from leading companies in China

.... China took decisive actions to contain the impact of the crisis on their sectors



Command centre

Companies **established emergency response teams** at an early stage to assess the risks and formulate response strategies after **conducting robust scenario planning** (within one week of set up), which significantly improved the epidemic response mechanism and toolkit.



Talent and strategy

Companies implemented **flexible work arrangements for middle and back-office staff** to minimise on-site work. A **digital employee health declaration** system was also launched by some companies to track employee well-being and be in compliance with administrative reporting requirements.



Business continuity and financing

Companies **immediately began to activate business continuity plans** to understand contractual obligations, evaluate financial impacts and liquidity requirements, formulate debt restructuring plans, and **optimise assets to help restore financial viability**. The government launched **"New Infra Investment"** to facilitate firms during these tough times by way of tax sops, low interest loans, etc.



Supply chain

Companies **accelerated investment in digital trading solutions** to combat supply-chain interruptions, overcome logistics and labour shortages, and local access limitations to ensure product supply for the domestic market. **Operational agility and data quality were critical** in supply-chain scenario planning. A global technology company in China conducted a data-analytics-enabled review of its 800 suppliers from a geopolitical-risk perspective



Customer engagement

Companies **quickly moved to maintain open and on-going lines of communication with their customers** on the impacts of COVID-19 to the business and the emergency actions implemented. This working-in-partnership helped built confidence amidst the uncertainty. Health checks at supermarkets and for e-commerce delivery executives ensured smooth and safe customer servicing



Digital capabilities

Companies are **revisiting the current e-commerce landscape** and **developing digital roadmaps** for the short, medium, and long term. Companies realised digital capabilities needed to be implemented across the entire organisation to embed resilience. Some leading companies in the service industry promoted **"no touch" experiences** to shift away from the "brick-and-mortar" presence

Indian organisations can take a leaf out of China's guidebook and emulate some of the measures taken by leading Chinese companies to contain the impact on their business.

Way forward

.... certain aspects of doing business have changed permanently, which need to be built into organisations' future plans



4th Virtual Conference and
Symposium

Ease of Doing Business Initiatives
& Business Continuity Measures
undertaken by Ministry of Corporate
Affairs during COVID 19

25 April, 2020





SCOPE
PROMOTING EXCELLENCE

Webinar
On
**Ease of Doing Business
Initiatives & Business
Continuity Measures undertaken
by MCA during COVID 19**
25th April 2020
3 pm

For registration please click on following link :
<https://attendee.gotowebinar.com/register/3589868487725970955>

Context

- ❖ As part of Government of India's Ease of Doing Business (EODB) initiatives, the Ministry of Corporate Affairs has notified and deployed a new Web Form christened 'SPICE+' (pronounced 'SPICE Plus') replacing the existing SPICE form. SPICE+ offers to services by 3 Central Govt Ministries & Departments (Ministry of Corporate Affairs, Ministry of Labour & Department of Revenue in the Ministry of Finance) and One State Government (Maharashtra), thereby saving as many procedures, time and cost for Starting a Business in India and would be applicable for all new company incorporations w.e.f. 23rd February 2020.
- ❖ Steps taken by the Ministry to facilitate incorporation of companies and processing of other corporate forms during the lockdown period.
- ❖ Steps taken to sensitive and facilitate corporate to meet the challenges arising out of COVID-19.



KNOW THE SPEAKER

Shri Manoj Pandey is a law graduate and an MBA. As an IRS Officer, he has served in various capacities handling assessments, investigations, searches & surveys. He has been Commissioner of Income Tax, looking after the appellate functions relating to International Taxation. Besides, he has been part of Advance Pricing Agreement Team negotiating Transfer Pricing Agreements with Multinational Corporations. He has been on deputation on earlier occasions with different Ministries & Departments of Government of India including Department of Expenditure, Ministry of Finance, Government of India.

He also served as Additional Director General and Adviser, Competition Commission of India. He has been a part of delegation to a number of International Conferences like ICN, BRICS, UNCTAD and bilateral negotiations with authorities of other countries.

The Webinar is by invitation only and no participation fee is payable.

For Information Contact: Mr. S.A.Khan, GGM (CA) (Mob: 9899402245) at hscope.khan@gmail.com or scopedg@yahoo.com or Ms. Hema Koul, Prog. Coordinator (Mob : 989936233)

4th Webinar in SCOPE Webinar Series 2020

WEBINAR ON

Ease of Doing Business Initiatives & Business Continuity Measures undertaken by Ministry of Corporate Affairs during COVID 19

April 25, 2020



Introduction:

Standing Conference of Public Enterprises (SCOPE), organised an interactive webinar with Ministry of Corporate Affairs (MCA) on 'Ease of Doing Business Initiatives & Business Continuity Measures undertaken by MCA during COVID19'.

The webinar was addressed by Mr. Manoj Pandey, Joint Secretary, MCA; Mr. Rakesh Kumar, Chairman, SCOPE & CMD, NLC, Mr. Atul Sobti, Director General, SCOPE and Mr. S. Sakthimani, Director (Finance), Cement Corporation of India Ltd. (CCI).

The webinar was attended by over 260 participants including several senior members of the public sector fraternity.

About the Webinar:

Joint Secretary, MCA interacted with participants on steps taken to sensitise and facilitate corporates to meet the challenges arising out of COVID 19 besides new initiatives to make business in India corporate friendly and simplified. He highlighted the business continuity measures of the Government during the lockdown in the form of virtual offices, regular interactions with industrial bodies, use of online platforms to handle grievances etc. During the presentation, he also highlighted the Government initiatives to provide a simplified business platform to corporates. He explained the use of new Web form - Spice+ whereby multiple compliances for registration are done through a single window system, electronic filings and settlement through e-office etc.

To view complete recording of the webinar please access Link
<https://www.scopeonline.in/SCOPE-webinar-series-2020-recordings.php>

Ease of Doing Business, Ease of Living and Business Continuity Measures Undertaken by the Ministry of Corporate Affairs During Recent Times

AGENDA

1. Business Continuity in Ministry
2. Ease of Doing Business Ranking -India's Position over the years
3. Initiatives towards Ease of Doing Business and Ease of Living
4. Initiatives during Recent Times

1. Business Continuity in Ministry During COVID -19

- Work from Office as well as Home within the guidelines of MHA.
- From March 25th itself, Ministry was functional through e-mails, e-office , VPNs , VCs , webex.
- Field Offices were operational within a Day – Desktops shifted and VPNs provided.
- Central Registration Centre remained functional on all days after 24th March even on Holidays, Sundays and Saturdays
- Meetings with CII, FICCI, PHD Chamber, ASSOCHAM , ICAI, ICAI and ICSI through VCs and their views solicited.
- Presentations as usual on different subjects due on dates after 24th March.
- All emails and grievances/suggestions responded to even till late night and early morning. Secretary personally monitored all of them.

2.1 Ease of Doing Business Ranking -India's Position over the years

| Progress card | | | * Ranking | | |
|---------------|------|------|-------------|------|------|
| As of May | 2019 | 2018 | As of May | 2019 | 2018 |
| New Zealand | 1 | 1 | Norway | 9 | 7 |
| Singapore | 2 | 2 | Sweden | 10 | 12 |
| Hong Kong | 3 | 4 | India | 63 | 77 |
| Denmark | 4 | 3 | China | 31 | 46 |
| S. Korea | 5 | 5 | Russia | 28 | 31 |
| U.S. | 6 | 8 | Brazil | 124 | 109 |
| Georgia | 7 | 6 | Vietnam | 70 | 69 |
| U.K. | 8 | 9 | Philippines | 95 | 124 |



Source: Courtesy - World Bank Report and Images from Public Domain



Source: Image from Public Domain

2.2 Indices For 2020



Source: World Bank

3.1 Initiatives towards Ease of Doing Business and Ease of Living

- Centralised Registration Centre for Incorporation of Companies and LLP.
- On an average not more than a day for name reservation and company incorporation – In many cases less than a day.
- As part of Government of India's Ease of Doing Business (EODB) initiatives, the Ministry of Corporate Affairs has deployed and notified a new Web Form - 'SPICe+' (pronounced 'SPICe Plus') replacing the existing SPICe form.

3.2 Initiatives towards Ease of Doing Business and Ease of Living- Contd.

- SPICe+ offers 10 services by 3 Central Govt Ministries & Departments (Ministry of Corporate Affairs, Ministry of Labour & Department of Revenue in the Ministry of Finance) and One State Government(Maharashtra), thereby saving as many procedures, time and cost for Starting a Business in India and is applicable for all new company incorporations w.e.f.23rd February 2020.

3.3 Initiatives towards Ease of Doing Business and Ease of Living- Contd.

Features

- SPICe+ is an integrated Web Form.
- SPICe+ is having two parts viz.: Part A-for Name reservation for new companies and Part B offering a bouquet of services viz. (i) Incorporation (ii) DIN allotment (iii) Mandatory issue of PAN (iv) Mandatory issue of TAN (v) Mandatory issue of EPFO registration (vi) Mandatory issue of ESIC registration (vii) Mandatory issue of Profession Tax registration(Maharashtra) (viii) Mandatory Opening of Bank Account for the Company and (ix) Allotment of GSTIN (if so applied for)
- Users may either choose to submit Part-A for reserving a name first and thereafter submit Part B for incorporation & other services or file Part A and B together at one go for incorporating a new company and availing the bouquet of services as above.

3.4 Investor Education Protection Fund Authority

- **Claim settlement of Shares and amounts in form of dividends, deposits , debentures transferred to IEPFA.**
- **Electronic Filing and Settlement.**
- **Investor Education and Awareness**
 - MoUs - BoB, Kotak, ICICI, IICA, CsC e.gov., DoT
 - Conferences, Workshops
 - Booklets and Leaflets

4.1 Initiatives taken during recent times

- **Insolvency and Bankruptcy Board of India (IBBI) amended the CIRP Regulations to ensure that the period of lockdown is not counted towards the internal timelines laid down with respect to the corporate insolvency process.**
- **The threshold for initiation of CIRP has been raised from Rs.1 lakh to Rs.1 crore.**

4.2 Initiatives taken during recent times

- **Company Affirmation for Readiness Towards COVID -19 was deployed on 23.03.2020.**
- **Form was without fee and voluntary.**
- **More than 2 Lakh companies filed the form.**
- **Contribution by Three PIs - ICAI, ICSI, ICoAI of about 29 crore was made to PM Cares Fund**

4.3 Initiatives taken during recent times

- Notification dated 19.03.2020 allows companies upto 30.06.2020 to conduct Board meetings through VC or other audio visual means.
- In the Companies (Meetings of Board and its Powers) Rules, 2014, rule 4 has been renumbered as sub-rule (1) thereof and after sub-rule (1) as so renumbered, the following sub-rule has been inserted, namely :-
 - "(2) For the period beginning from the commencement of the Companies (Meetings of Board and its Powers) Amendment Rules, 2020 and ending on the 30th June,2020, the meetings on matters referred to in sub-rule 1) may be held through video conferencing or other audio visual means in accordance with rule 3.

4.4 Initiatives taken during recent times

- ❑ **Circular 11 of 2020 dated 24.03.2020**
 - Mandatory requirement of holding meetings of Board within interval of 120 days extended to 180 days till next two quarters i.e. 30.09.2020.
 - CARO Order 2020 made applicable from 2020-21 instead of 2019-20.
 - Non-holding of one meeting by Ind. Directors during 2019-20 not a violation. IDs, however, may share their views through e- mail, telephone or any other mode of communication.
 - Requirement under section 73(2)(c) of CA-13 to create the deposit repayment reserve of 20% of deposits maturing during the financial year 2020-21 before 30th April 2020, shall be allowed to be complied with till 30th June 2020.

Initiatives taken during recent times- Contd.

- Requirement under rule 18 of the Companies (Share Capital & Debentures) Rules, 2014 to invest or deposit at least 15% of amount of debentures maturing in specified methods of investments or deposits before 30th April 2020, may be complied with till 30th June 2020.
- Newly incorporated companies are required to file a declaration for Commencement of Business within '180 days of incorporation under section 10A of the CA-13. An additional period of 180 more days is allowed for this compliance.
- Non-compliance of minimum residency in India for a period of at least 182 days by at least one director of every company, under Section 149 of the CA-13 shall not be treated as a non-compliance for the financial year 2019-20.

Initiatives taken during recent times- Fresh Start Scheme and LLP Scheme

☐ Circular No. 12 and 13 dated 30.03.2020

- To provide relief to companies and LLPs, two schemes, namely, “Companies Fresh Start Scheme, 2020” and “LLP Settlement Scheme, 2020”, have been launched to incentivize compliance.
- The USP of both of these schemes is a one-time waiver of additional filing fees for delayed filings by the companies and the LLPs during the duration of the scheme (1.4.2020 to 30.9.2020).
- Both schemes contain provision for giving immunity from penal proceedings (including penalty for late submission) and provide additional time for filing appeals before the concerned Regional Directors against imposition of penalties, if already imposed.

Initiatives taken during recent times – contd.

☐ Circular No. 14 of 2020 dated 08.04.2020- Passing of Ordinary and Special Resolution

- All decisions of urgent nature requiring the approval of members other than the items of ordinary business or business where any person has a right to be heard through the mechanism of postal ballot/e-voting permitted without holding the general meeting, which requires presence of members at a common venue.
- Circular No. 14 and 17 of 2020 for clarification on procedure of holding EGM i) for companies which are required to provide the facility of e-voting under the Act or any other company which has opted for such facility and ii) for companies which are not required to provide the facility of e-voting under the Act

Initiatives taken during recent times – contd.

☐ Circular No. 18 of 2020 dated 21.04.2020

- The Companies Act, 2013 (Act) allows a company to hold its AGM within a period of six months (nine months in case of first AGM) from the closure of the financial year and not later than a period of 15 months from the date of last AGM.
- If the companies whose financial year (other than first financial year) has ended on 31st December, 2019, hold their AGM for such financial year within a period of nine months from the closure of the financial year (i.e. by 30th September, 2020), the same shall not be viewed as a violation. The references to due date of AGM or the date by which the AGM should have been held under the Act or the rules made thereunder shall be construed accordingly.

4.5 CSR Related Measures

- Vide Circular No. 10 of 2020 dated 23.3.2020 it has been clarified that spending of CSR funds for COVID-19 is eligible CSR activity.
- The Ministry further clarified on 28.3.2020 that any contribution made by companies to the PM-CARES Fund qualifies as admissible expenditure towards fulfilling their CSR obligation under the Companies Act, 2013.
- FAQ Vide Circular No. 15 of 2020 dated 10.04.2020 issued.

4.6 Report of Committee of Experts on Valuers Bill

- The report of Committee of Experts to examine the need for an institutional framework for regulation and development of valuers of professionals along with draft Bill has been placed on the public domain.
- The Bill provides for establishment of i) National Institute of Valuers (NIV) which shall register and regulate Valuer Institute, ii) Valuation Professional Organizations (VPOs) and iii) valuers.
- Valuer Institutes, who would compete amongst themselves for excellence, shall offer courses and conduct internal examinations, while institutes will conduct screening and examination for admission to the courses and a qualifying examination for registering as Valuer.
- VPOs shall focus on development of their members and monitor their activities and ensure compliance with the law.
- The NIV shall regulate only those persons who register with them as Valuer on meeting the requirement and having enrolled with a VPO.

Report of Committee of Experts on Valuers Bill

- The entire eco-system would have four elements
 - National Institute of Valuers, which would be a statutory body primarily responsible for development and regulation of the valuers profession in India and registration and regulation of valuers and valuer institutes and VPOs.
 - Valuers who would render valuation services after registration with institutes.
 - Valuer Institutes who would provide educational courses for registration with the institutes.
 - VPOs who would be the front-line regulators primarily responsible for development of the valuation profession after registration with the institutes.
- To begin with, three asset classes, namely, land and building, plant and machinery and financial assets, would be covered.

5th Virtual Conference and
Symposium

Future of Work in the New Normal
(CPSE Perspective)

30 April, 2020





Webinar
on
Future of Work in the New Normal (CPSE Perspective)
30th April 2020
2:30 pm IST
Register in advance on following link:
https://deloitte.zoom.us/webinar/register/WN_w9HDOOnwS7iX44pimhHvHw

CONTEXT

Based on the Respond, Recover and Thrive Framework of Deloitte, Organizations are gearing up for the New Normal that is dawning on us. This session presents the various strategies that organizations would need from a people and process standpoint to ensure they Thrive. The Human Resources lens presents various Operating Model changes the way organizations see Work, Worker and Workplace in these challenging times and what are some measures that CPSEs can adopt to maximise their throughput. Every downturn also presents opportunities. This session would showcase cutting edge practices that are relevant for CPSEs to catapult them into newer ways of working.

Topics to be discussed

- ❖ Virtualization: How will the future of work and workforce evolve to the new normal
- ❖ How can PSEs develop futuristic, agile and nimble Operating Models
- ❖ What should be the reboot strategy for CPSEs (to swiftly restore 100% productivity)
- ❖ What are some of the challenges that PSEs may face while adopting to new ways of working and how to overcome them
- ❖ Leadership traits required for this new era
- ❖ Learnings from the Private Sector on working SMARTLY
- ❖ What additional capabilities do HR manager in CPSEs may need to be equipped to tackle such future challenges

MEET THE SPEAKERS:



Shri Ankur Walunjkar
Partner, Human Capital, Deloitte India

Ankur is a Partner in the Human Capital Practice of Deloitte India. Presently, he leads the Workforce Transformation Service Line. He has over 22 years of experience in organisation strategies, talent strategies, learning strategies and performance solutions. Ankur's body of work includes broad business transformations, where he has advised clients and provided solutions for their operating models, organisation design, talent strategies, digital HR transformation needs, learning organisational needs, learning and learning system needs, broader talent management needs, and change management programmes. Off late, Ankur has advised global organisations to address their "Future of Work" needs.



Shri Pratik N Mehta
Partner, Human Capital, Deloitte India

Pratik is a Partner in the Human Capital Practice of Deloitte India. He works with senior leaders to drive business performance through interventions in the area of leadership development, learning solutions and organization transformation. He has worked across variety of complex large scale interventions and is known for providing simple solutions. He has also led projects with many PSU and Government sector organizations. He has led multiple researches in the area of Leadership Development and Talent Assessments to advise clients on Fit For Future workforce. His latest work includes advising clients on building a digital workforce and capitalizing through Digital Transformation.

Webinar is by invitation only and no participation fee is payable
For Information Contact: Mr. S.A.Khan , GGM (CA) (Mob: 9899402243) at hscope.khan@gmail.com/
scopedg@yahoo.com or Ms. Hema Koul, Prog. Coordinator (Mob: 989936233)

5th Webinar in SCOPE Webinar Series 2020

WEBINAR ON

Future of Work in the New Normal (CPSE Perspective)

30 April, 2020



Introduction:

Standing Conference of Public Enterprises (SCOPE), successfully organised Webinar on Future of Work in the New Normal (CPSE Perspective) in association with Deloitte.

The webinar was addressed by Mr. Atul Sobti, Director General, SCOPE; Mr. Sunil Kumar, Director (HR&EB), MTNL; Mr. Ankur Walunjkar, Partner, Human Capital and Mr. Pratik N. Mehta, Partner, Human Capital, Deloitte India.

The webinar received an overwhelming response of over 500 participants including several senior members of the Public Sector fraternity.

About the Webinar:

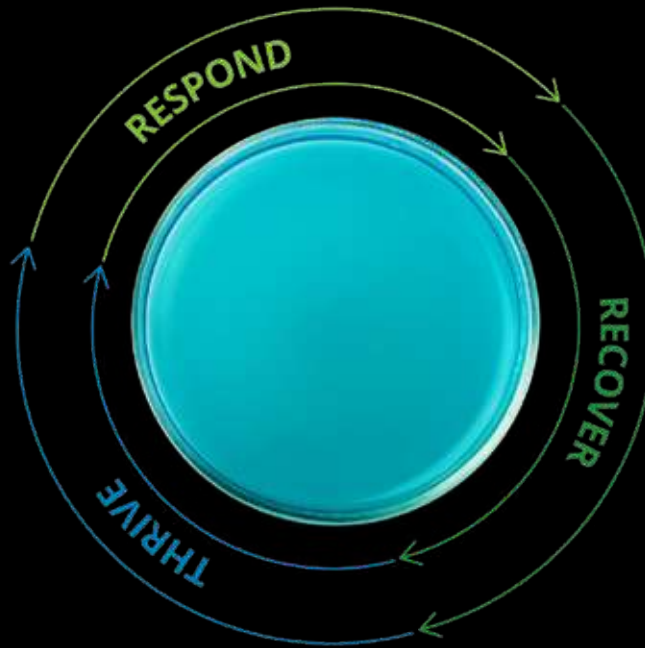
The webinar, 5th in the series of SCOPE Webinars, aimed at making various strategies that organizations would need from a people and process standpoint to ensure they thrive in the present situation of COVID 19 and thereafter.

The webinar in particular highlighted the role of virtual office spaces in the present times and also discussed the need for organisations to revisit their work, employee relevance in digital workspace, alternative workplace models, work from home policies and requirement of new skill sets required by employees.

To view complete recording of the webinar please access Link
<https://www.scopeonline.in/SCOPE-webinar-series-2020-recordings.php>



Deloitte.



Future of Work accelerated: Learnings from the COVID-19 Pandemic
Human Capital Consulting | India perspective
April 2020

Foreword (as of 10 April 2020)

The world is experiencing an unprecedented lockdown due to the COVID-19 pandemic. The International Monetary Fund (IMF) is predicting an economic recession of the magnitude similar to The Great Depression. Per the US Labour Department, more than 10 percent of American workers have filed for unemployment benefits in three weeks. There are many doomsday scenarios that have moved from 'unlikely' to 'most likely' in the past few weeks across the globe. Starting in China, the epicentre of the COVID-19 pandemic has moved to Iran, Western Europe, and the US, and in its aftermath decimated the concepts of business and work.

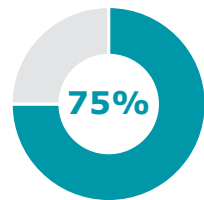
In India, we have witnessed firm and clear government policies to proactively enforce a nationwide lockdown, and mercifully pandemic growth has not yet seen the levels that were being feared by many specialists. Indian organisations have been able to move business and work in a phased manner. Core operations of most non-essential industries remain shut down, while essential industries are pushing their organisations to get the work done. One can see a quantum leap in work-from-home numbers in the country, and a forced move to newer ways of working.

At Deloitte, we have been writing about the Future of Work for some time. The Future of Work comprises three equally important dimensions 'work' (what can be automated), 'workforce' (who can do the work), and 'workplace' (where is the work done). Based on our experience, most organisations in the past have focused on the 'work' dimension, evaluating opportunities to automate and augment workforce through technology. However, there appeared to be an inadequate focus or action on the other two dimensions. The current pandemic situation, more by compulsion rather than by choice, has forced us to move to different workplace models, and in some situations, workforce models as well. We wanted to understand if the current experience has truly accelerated mindset shifts to the Future of Work, and saw the ongoing lockdown as an opportunity to test our hypothesis on acceleration of the Future of Work in India. Our methodology was a combination of a survey and virtual one-on-one conversations, the audience comprising CXOs from 42 reputed Indian organisations. We identified seven key learnings relevant to the acceleration of Future of Work in India. As conclusive remarks, we have presented what a COVID-adjusted strategy could look like for any organisation looking to embrace the Future of Work.



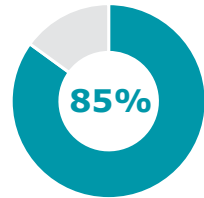
~50 percent CXOs reported more than 25 percent business disruption and work was disrupted on similar lines, with revenue, supply chain, and operations functions impacted

Percentage of work disruption across the value chain during the lockdown (industry variances exist)



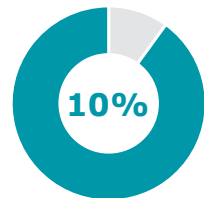
Revenue

Revenue functions saw high degree of disruption to business continuity given the roles demand customer touchpoints and on-premise interaction. Most sales teams are working with depressed business plans and experimenting with novel ways of reaching out to customers and consumers.



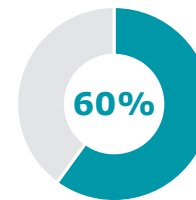
Manufacturing/Retail operations

Constraint of attachment to physical assets (machinery, plant equipment, raw material, etc.) has impacted manufacturing/production across industry sectors, and the workforce is unutilised during this lockdown period. Retail operations observed similar themes.



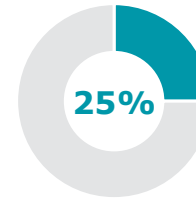
Enabling (non-IT)

A majority of the sectors are able to achieve business continuity in functions, such as HR, Finance, etc., by leveraging virtual working. The lockdown has helped organisations gain momentum in transformation initiatives in enabling areas due to increased availability of leaders.



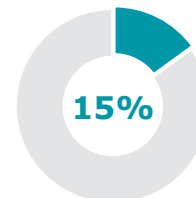
Supply chain

Inbound and outbound supply chain operations for a majority of sectors were disrupted due to sealed borders and other transportation restrictions imposed as part of the national lockdown. Shutting down of manufacturing operations of raw material is also contributing to supply chain roadblocks.



IT

While attachment to physical assets has slowed down IT operations for several organisations, most organisations, especially in IT/ITES sector, have successfully transitioned some portions of the work to remote working model.



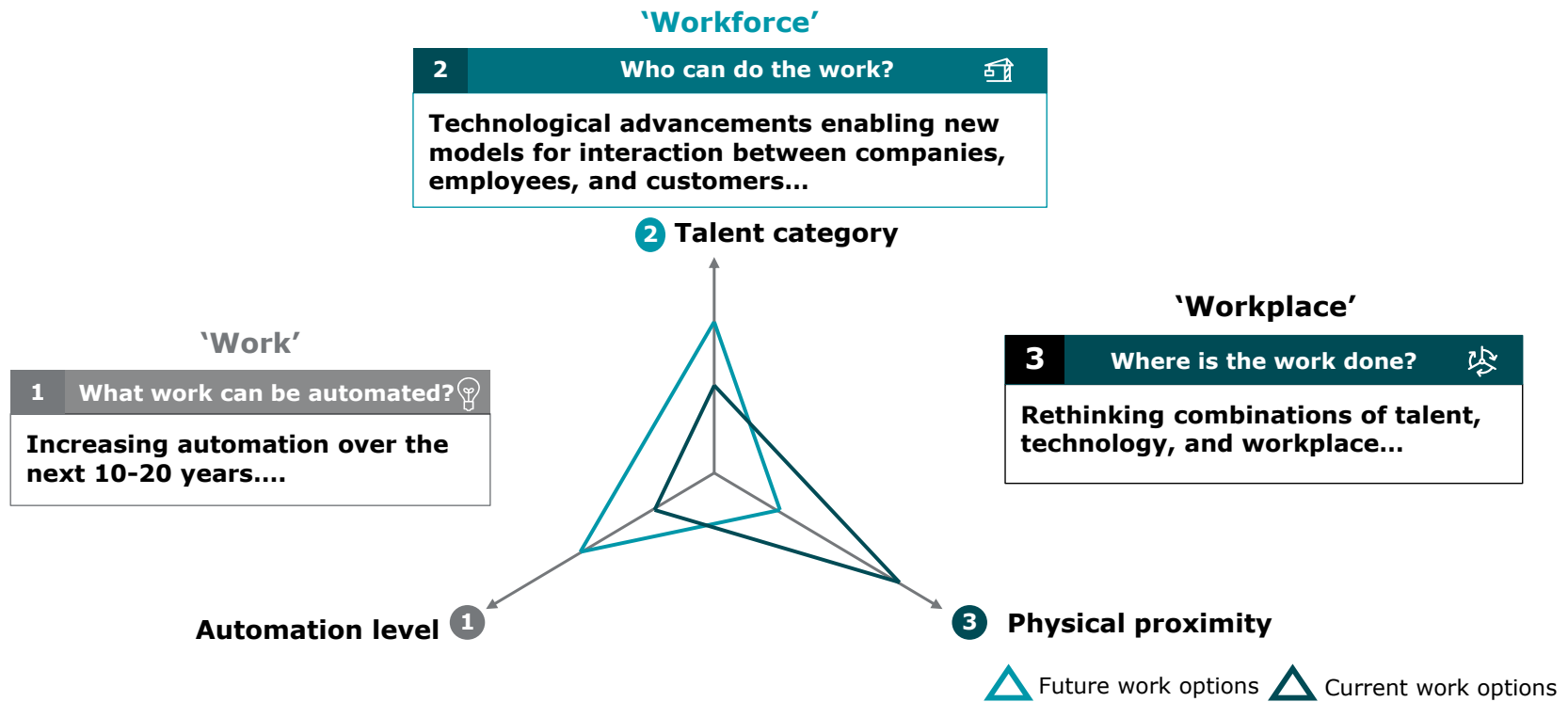
Design & New Product Development

Functions with high cognitive requirements, such as design and product development have been able to transition to virtual working, and some disruption owing to absence of prototyping equipment, lab facilities, etc., still exists.

Source: Future of Work Accelerated Survey and CXO Conversations (n=42)

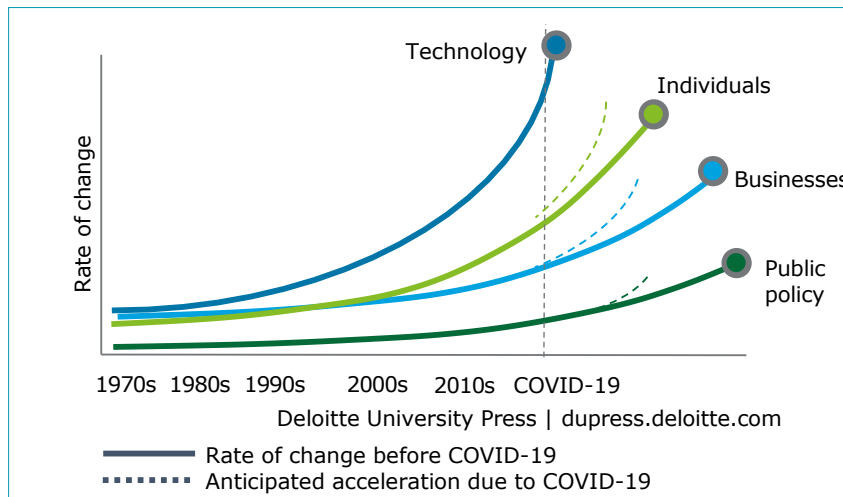
Organisations have been forced to adopt new ways of working to ensure business continuity to the extent possible.

The Big Question: Has the current crisis truly accelerated the Future of Work, and if yes, which dimensions and by how much?



Our prediction about the Future of Work

The pace at which individuals and organisations were changing was far slower than advances in technology.



We asked CXOs if they see the curves for individuals and businesses accelerating, starting now.

We heard a resounding 'yes'.

The shift in the curve is due to a breakdown of legacy mindsets, adoption of digital ways of working, and new demands being placed on businesses and workforce.

The extent of acceleration will likely depend on how successfully organisations are able to take their learnings and experiments into the future as they recover and thrive in the new normal.

Organisations have witnessed higher acceleration on workplace and workforce dimensions, owing to immediate crisis.



Work

Automation and cognitive technology investments have not been a focus area during the crisis, since leaders were in the response phase.



Workforce

Businesses have started thinking about alternative workforce models and leveraging the gig economy to the fullest.



Workplace

The idea of a hybrid workplace (mix of physical and remote) is gaining traction and changing of policies is already underway.

Our study has revealed seven key learnings from the current crisis, which could potentially accelerate the Future of Work in India.



A collaborative effort was required to minimise disruption arising from attachment to physical assets, lack of IT infrastructure, and social structure.



The key shift has been adoption of, rather than investment in, virtual tools for collaboration.



Leaders believe that individual employee productivity has in part, increased as a result of remote working.



The crisis has pushed employee wellness and engagement to the forefront.



Workforce has rallied behind the organisation in their respective roles.



Enterprise agility has emerged as a strength for organisations, which have been successful in minimising work disruption.



Organisations are considering increasing the share of gig workers as others reduce dependence in favour of full-time workforce.

Learning 1 | A collaborative effort to minimise disruption arising from attachment to physical assets, lack of IT infrastructure, and social structure



Top reasons for work disruption



Source: Future of Work Accelerated Survey and CXO Conversations (n=42)

Large scale disruption in production: Most organisations have idle operations' roles due to work being linked to physical assets (plants, retail stores, etc.). Conglomerates have most of their production capacity on hold, and many leading organisations have shut down operations proactively to mitigate risks to customers and employees.

IT infrastructure remains a challenge: Fifty-five percent CXOs agreed that their IT infrastructure fell short of facilitating a smooth transition to remote working. Shortage of desktops/laptops, lack of VPN access, restriction due to on-site software, lack of data cards are some of the top reasons cited for business disruption. Most organisations rolled out new policies for broadband and data reimbursements to enable the workforce to remain connected.

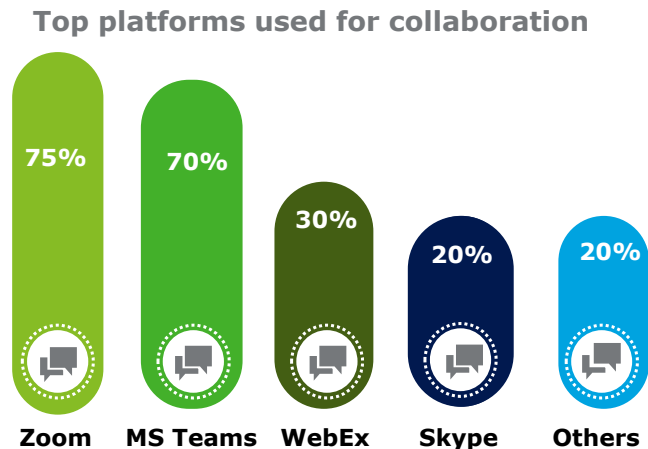
How the IT sector is mitigating risk: Interestingly, firms in the IT/ITES sector have generally managed to mitigate this risk through large-scale collaborative efforts. A leading IT/ITES firm, for example, took about a week into the lockdown to deploy IT machines (not PCs) to employees' houses, who could then resume work from home.

A collaborative effort: In this time of crisis, most CXOs responded that they were surprised by workforce commitment. CXO of one of the largest media conglomerate acknowledged that they were able to quickly respond to the situation due to employees' own efforts to invest in personal laptops, high speed internet, etc.

Learning 2 | The key shift has been adoption of, rather than investment in, virtual tools for collaboration.



75% of CXOs said they already had tools for collaboration in the firm and **did not have to make new investments** during the crisis.

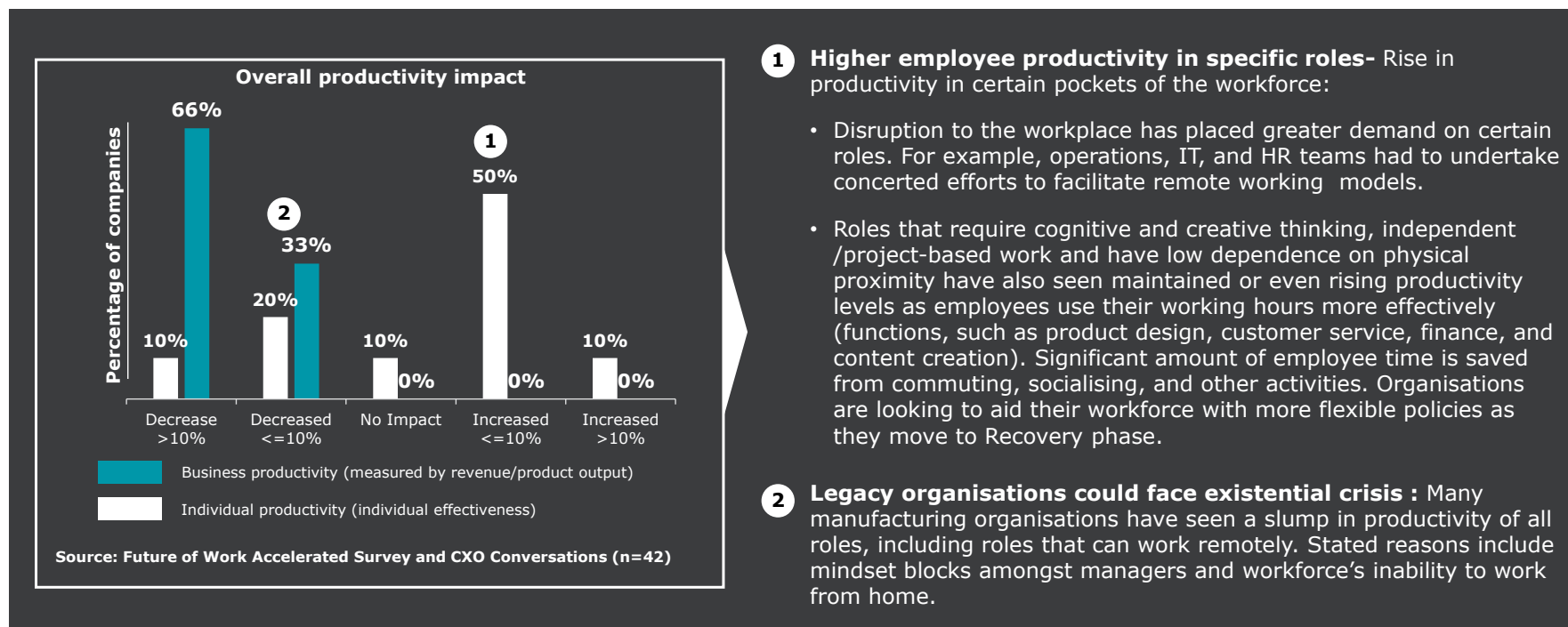


60% of CXOs said collaboration has **significantly increased/increased** during the crisis.

Source: Future of Work Accelerated Survey and CXO Conversations (n=42)

| | | | | |
|--|--|---|---|---|
| <p>Sharp increase in adoption of virtual tools</p> <p>Historically organisations faced a challenge to drive adoption of remote collaboration tools. The crisis has forced major mindset shifts in adoption of virtual collaboration tools, with managers seeing long-term benefits of partial remote working models.</p> | <p>Platform choices remain common</p> <p>Zoom, MS Teams, and WebEx remain the platforms of choice for virtual connect.</p> | <p>Improvement in collaboration</p> <p>Surprisingly, organisations have reported improvement in the degree of collaboration. Following a routine of virtual meetings and hangouts has aided in driving collaboration not just within, but across teams as well.</p> | <p>Leadership effectiveness</p> <p>Decision making is faster, as meetings are structured with pre-defined duration and agenda. ~75 percent CXOs report that face-to-face connects have in-built inefficiencies, which are eliminated in remote models.</p> | <p>Enhanced customer face time</p> <p>In pockets, organisations are able to have better customer conversations due to availability and better access. According to an executive at a leading Non-Banking Financial Company (NBFC), connectivity with customers has gone up significantly.</p> |
|--|--|---|---|---|

Learning 3 | Leaders believe that individual employee productivity has in part, increased as a result of remote working.



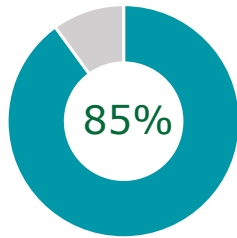
1 Higher employee productivity in specific roles- Rise in productivity in certain pockets of the workforce:

- Disruption to the workplace has placed greater demand on certain roles. For example, operations, IT, and HR teams had to undertake concerted efforts to facilitate remote working models.
- Roles that require cognitive and creative thinking, independent /project-based work and have low dependence on physical proximity have also seen maintained or even rising productivity levels as employees use their working hours more effectively (functions, such as product design, customer service, finance, and content creation). Significant amount of employee time is saved from commuting, socialising, and other activities. Organisations are looking to aid their workforce with more flexible policies as they move to Recovery phase.

2 Legacy organisations could face existential crisis : Many manufacturing organisations have seen a slump in productivity of all roles, including roles that can work remotely. Stated reasons include mindset blocks amongst managers and workforce’s inability to work from home.

Organisations driving productivity from remote working are likely to see it emerge as a lever of competitive advantage.

Learning 4 | The crisis has pushed employee wellness and engagement to the forefront.



Organisations have put in **new mechanisms to track employee wellness.**

Source: Future of Work Accelerated Survey and CXO Conversations (n=42)



Taking care of people first

- While the very nature of the crisis has, unsurprisingly, propelled **greater focus on tracking and enabling the physical well-being** of the workforce, organisations seem to be equally focused on taking care of emotional wellness for their people.
- Over **70 percent** of the organisations surveyed have **set-up dedicated helplines to counsel their workforce and their families** through the crisis.



High touch engagement to balance social distancing

- Nearly all organisations have ramped up workforce communication, **conducting regular town halls, pulse checks, and team catch-ups.**
- Virtual games and quizzes, dedicated time for informal hangouts, online 'parties' are some of the initiatives many organisations are undertaking, especially **designed for millennials and young workers staying alone,** groups at higher risk of isolation anxiety.



Investing in skills for the future

- Executives are also viewing the downtime as an opportunity to invest in **developing future ready skills** for the workforce.
- CXOs reported a 3X increase in training efforts during the lockdown and have seen virtual learnings breaking down legacy barriers.
- A leading player from the eye care industry is using this time to roll out trainings for the sales force in skills, such as managing ambiguity, creating virtual presence, and negotiating remotely.

Learning 5 | Workforce has rallied behind the organisation in their respective roles.



Workforce comes together in crisis

- Ninety percent CXOs say workforce is putting in more hours and there has been significantly less absenteeism.
- Greater accountability in the workforce across industries and functions, is a common theme.

Managers lead change

- Seventy-two percent CXOs believe that the role of the team lead is going to be the most important in ensuring the mental well being of workforce in the new way of working.
- A leading technology firm pointed out how managers are taking the onus of conducting daily connects, team catch-ups and one-on-one meetings with the workforce to understand and resolve challenges. Manager scorecards have been developed to track employee morale.

Source: Future of Work Accelerated Survey and CXO Conversations (n=42)

“I think it is amazing how employees and managers have rallied up to make the organisation run smooth as we transitioned to a 100% work-from-home model”

HR Head,
leading global bank



Learning 6 | Enterprise agility has emerged as a strength for organisations, which have been successful in minimising work disruption.



We asked CXOs what surprised them the most during the crisis.

CXO Speak

"We couldn't believe a manufacturing organisation like ours could go digital in a matter of a week"

"Traditional hierarchies have broken down, with us wondering why we had so many decision-making layers"

"We have witnessed the power of network-based teams and how they can deliver outcomes in a more agile manner"

"The ability of the organisation to adapt so quickly"

"We had been talking about Zoom for our trainings for six months, and adapted to it in a few days"

"People's ability to change and adapt"

- **Breakdown of traditional organisation design:** ~60 percent leaders felt that due to absence of traditional constraints, teams were quickly able to re-organise based on outcomes and priorities. This has fundamentally made them question their functional structures and start planning on creating team-based structures.
- **People agility and resilience:** Eighty-five percent leaders have stated that agility of their workforce to cope and adapt to the new ways of working is the one thing that surprised them the most. Adoption of virtual collaboration tools, mindset shift to effectively work without face-to-face interactions, and the ability to manage productivity levels with personal and professional outfalls of the pandemic have been the critical factors CXOs have appreciated.
- **Early preparedness was key:** Organisations that started implementing remote working (before the national lockdown was announced) were better prepared to handle the situation, with only 10 percent of them reporting productivity drops. Most of these organisations formed empowered teams comprising of HR, IT, and others prepared for large-scale migration of its workforce onto virtual working models, including preparing for IT infrastructure, establishing workforce guidelines, training on virtual tools, etc.

Learning 7 | Organisations are considering increasing the share of gig workers as others reduce dependence in favour of full-time workforce.



India's gig economy was projected to achieve a market size of \$455 billion by 2023*



A large majority of this is expected to be contributed by the unorganised sector of the economy, as India Inc.'s adoption of gig workers remains nascent at best



~80 percent of the organisations we spoke to currently have less than 10 percent of their workforce base on alternative working models, largely limited to contractors

Some organisations are planning to reduce the gig workforce in favour of permanent employees.

With most executives alluded to the economic strain that businesses are going through in light of the pandemic, and their orientation towards safeguarding on-roll workforce interests as much as possible, the fate of the alternative workforce in the face of this downtime seems to depend largely on the goodwill of employers. For instance, a leading business conglomerate has assured its workforce that no one, on-roll or otherwise, will be losing their jobs due to the COVID-19 crisis.



Other organisations are viewing it as an opportunity.

A few organisations are beginning to evaluate the benefits of an alternative workforce model. For instance, a global business process management company sees employing alternative workforce for their blue-collar segment as an opportunity to recover and thrive post the immediate crisis. The company is also contemplating to venture into a shared employment workforce model with other firms.

*Source: ASSOCHAM Report, 2020

Organisations will increasingly focus on 'quick wins' as they rethink their Future of Work strategy and future preparedness.



Work

- **Work design:** Designing workflows that minimise human involvement through cognitive technologies
- **Smart automation:** Robotics for integrated automated operations
- **Process simplification:** Simplification of transactional work to eliminate inefficiencies



Workforce

- **New employment models:** Organisations heavily reliant on full-time workers are expected to continue to do so while others are earmarking roles to leverage gig workers
- **New skills:** Build future-ready skills using virtual learning platforms
- **Greater resilience:** Educating the workforce on risk management and niche roles being designed for crisis management



Workplace

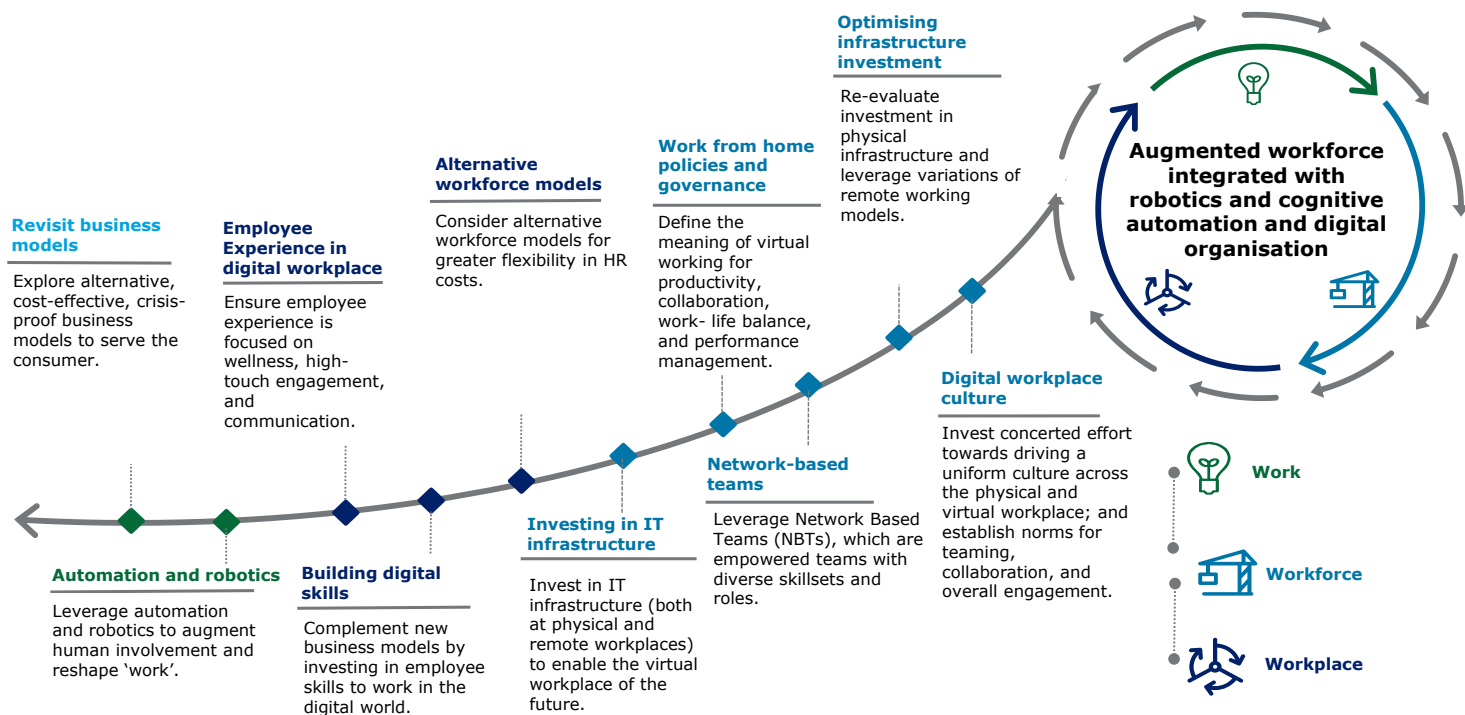
- **Stronger business continuity:** Deploying IT and physical infrastructure, scenario planning and rethinking business models
- **Low touch, high engagement:** Concerted effort on the part of leaders and managers to enhance employee experience while they work remotely
- **Digital ecosystem:** Adoption of virtual tools for collaboration has significantly gone up, with new norms for meetings, hang-outs, etc.

Best practices for workplace and workforce dimensions emerging out of COVID-19 crisis are highlighted in the Appendix

Bringing it all together: COVID-adjusted Future of Work strategy for organisations to transition from 'responding' to 'thriving' in the new normal

Accelerating Future of Work: A must for 'Thriving in the New Normal'

While organisations have seen acceleration of Future of Work on some dimensions and have started realising value, a structured Future of Work readiness assessment can enable organisations to prioritise investments in physical and digital strategies, as well as adopting new workforce models and remote/hybrid workplace models. Any Future of Work strategy should incorporate the following elements



Appendix: Best practices showcasing Future of Work acceleration by Indian organisations, during COVID-19 lockdown

Workforce initiatives taken for survival today are shaping the workforce of tomorrow.



Building skills for the digital world



A business conglomerate is using **virtual channels to conduct training** for workforce on skills critically required in the current scenario, such as managing ambiguity, managing work virtually, etc.



A leading eye care company is investing in building workforce skills that will **enable working in the digital world**. Their sales team is now learning how to generate leads and make sales virtually.



One of the largest automotive companies has been able to **design virtual programmes** for 70 percent of their annual learning calendar.



One of the print media houses is using this opportunity to build skills within the team to garner readership through **digital publication**.



Many organisations have installed a **dedicated helpline** for workforce and their families to counsel them through the impact of the crisis as required.



A leading automotive company has launched an **application to track and support workforce** with physical health and mental health. They have also partnered with an external agency to provide wellness programmes.



A global professional services firm has daily **virtual 'wellness sessions'** for its workforce on practical topics, such as healthy eating during work from home, managing anxiety and stress, etc.



A leading global automotive organisation is encouraging leaders and managers to use the year ending performance appraisal discussion times to **connect with their team members** and talk about their mental and physical well-being.



A leading automotive company is exploring the option of ear-marking roles that can immediately move to a **remote working model** using **gig workers** on a sustained basis.



One of the largest media houses has decided to leverage freelancers/gig workforce for content roles, and move to greater crowdsourcing of content



Focusing on physical and mental wellness



Engaging alternative workforce

Organisations are embracing the workplace of the future facing safety concerns and mandated lockdowns.



Agility in response



Ensuring business continuity and productivity



For a leading business conglomerate, **network-based teams** comprising of HR, IT, and other critical stakeholders were created, which then came up with an action plan to implement mass migration of workforce on virtual working model.



A leading IT/ITES company has developed the Best Case, Most Likely, Worst Case, Disaster (BMWD) framework for **scenario planning**. They are working towards formulating an organisation-wide response for each scenario.



A large global bank has approached the regulatory authorities to secure **necessary security approvals** to enable **100 percent of their workforce operates** on a work from home model.



Following into the footsteps of IT firms, a BFSI player has moved desktops and systems into employees' homes and provided data cards, VPN access, etc. They also crafted and circulated **guidelines and policies for work from home**. Seeing the benefit of increased productivity for their operations team, they are exploring options to introduce remote working as a norm.



A large eye care company is exploring **alternative business models** for its customer service team. They can learn how to optimise physical infrastructure, leverage remote working, and provide cross geography support.



A large electrical equipment company has enabled its employees to conduct lab testing at home using virtual tools and systems.

Significant focus on facilitating employee needs during this time



Employee engagement



A leading IT/ITES company has been using various digital platforms to keep up social activity amongst its workforce, with **leaders undertaking concerted efforts** of keeping the platform abuzz to encourage workforce participation.



For a leading real estate firm, **HRBPs engage** daily with project heads and team leads to understand their team's situation in terms of **wellness, motivation, engagement**, challenges, if any, etc. HRBPs then identify employees at risk and remain constantly in touch with them to support and guide them through this period.



A leading technology company has used **design thinking** to introduce initiatives, such as games/quizzes on its intranet platform, designed to target its significant millennial employee base.



Collaboration



A leading private sector bank is exploring the idea of **suspending the legacy performance system** and encouraging workforce to instead focus on **"One-Team" sentiment** to bring the organisation back on its feet.



For a real estate firm, which had already invested in a tool for **virtual collaboration**, **adoption** rates have gone up from 25 percent to 95 percent, with employees quickly adapting to the platform to facilitate virtual working.



A leading professional services firm has invested in licensed subscription of **advanced collaboration tools** despite having existing tools, to facilitate a superior virtual collaboration experience for its employees.



A leading IT/ITES organisation is encouraging its employees to **participate in community strengthening** and volunteering activities in and around their communities.

6th Virtual Conference and
Symposium

Financial Planning & Liquidity
Management in Current
Pandemic Scenario

14 May, 2020





presents

**Webinar
on
Financial Planning
& Liquidity Management
in Current Pandemic Scenario**

Date: 14th May 2020
Time: 3:00 pm IST



To join click on the link: <https://attendee.gotowebinar.com/register/371977285071305741>

CONTEXT

Outbreak of COVID 19 and the subsequent lockdown has put operational and financial pressures on the business environment. With low corporate sentiments and stress on collections businesses are facing challenges on account of working capital management. The Government has initiated measures to alleviate the immediate pain of the businesses however corporates face growing challenge of demand in the overall economy. This webinar through experts from KPMG seeks to address the concerns of financial planning and how industries could address liquidity issues

Topics to be discussed:

- Liquidity challenges due to the COVID 19 situation
- Key impact on business due to COVID-19
- Initiatives by Ministry of Finance and RBI to provide comfort and potential implications:
- Essential steps to be taken before reaching out to banks
- Top considerations for Boards of Companies; relating to Liquidity pressures

Eminent speakers from KPMG India



Shri Shamit Mukherjee
Partner, KPMG India



Shri Venkateswaran Narayanan
Partner, KPMG India

Participation by invitation and on first come first serve basis

For Information Contact: **Mr. S.A.Khan**, GGM (CA) (Mob: 9899402245) at hscope.khan@gmail.com/scopedg@yahoo.com or **Ms. Hema Koul**, Prog. Coordinator (Mob: 9899362335)

Standing Conference of Public Enterprises: www.scopeonline.in

6th Webinar in SCOPE Webinar Series 2020

WEBINAR ON

Financial Planning & Liquidity Management in Current Pandemic Scenario

14 May, 2020



Introduction:

Standing Conference of Public Enterprises (SCOPE), organised its 6th Webinar on 'Financial Planning and Liquidity Management in Current Pandemic Scenario' with eminent experts from KPMG to address the concerns and need for effective financial planning and liquidity management.

The webinar was addressed by Mr. Atul Sobti, Director General, SCOPE; Mr. Kishor Rungta, CMD, FACT & Vice Chairman, SCOPE; Mr. A.K. Tiwari, Director (Finance), GAIL; KPMG team comprising of Mr. Venkateswaran Narayanan, Partner, KPMG India and Mr. Shamit Mukherjee, Partner, KPMG India.

The interactive webinar saw the participation of over 300 PSE executives including CMDs and Directors.

About the Webinar:

The webinar presented the initiatives of the Government to ease liquidity for the corporates and along with possible corporate behaviour and planning that can help to achieve effective financial planning with liquidity. It was highlighted how the top management should follow good discipline with respect to cash, capital, cost and customer to ease liquidity pressures on their companies

Key areas addressed during the webinar were:

Liquidity challenges due to the COVID 19 situation

1. Key impact on business due to Covid-19
 - Demand shock
 - Supply constraints
 - Shrinking liquidity
2. Initiatives by Ministry of Finance and RBI to provide comfort and potential implications:
 - Vivad se Vishwas scheme
 - Sabka Vikas scheme
 - Rate cuts
 - Targeted long-term repo
 - Moratorium on term loans and deferment of interest on working capital facilities
 - Extension in Marginal Standing Facility limits for banks
 - Banks allowed to participate in offshore non-derivative Rupee derivatives
3. Essential steps to be taken before reaching out to banks
 - Adopting good business practices
 - Business plan re-cast
 - Goals re-alignment
4. Top considerations for Boards of Companies; relating to Liquidity pressures.

To view complete recording of the webinar please access Link
<https://www.scopeonline.in/SCOPE-webinar-series-2020-recordings.php>



Liquidity Management in the Covid-19 era

RBI, Ministry of Finance initiatives present a silver lining in an otherwise tough business environment



1. Demand slump is a reality. Some sectors like Consumer Retail which are facing the end user expect this to continue till Sept. All feeder sectors will be facing this.
2. Supply side challenges are at felt the most at the workforce level though challenges around RM, logistics also exist.
3. Short term impact: Operations and operating cash flow

Stages of Covid-19



Aatmanirbhar Bharat

Ministry of Finance initiatives

1. MSME: collateral free loans, subordinate debt provision, fund of funds for hand holding, redefinition
2. Gol, PSU to clear AR in 45 days
3. Gol to pay EPF contributions till Aug
4. Statutory EPF contribution reduced to 10%
5. NBFCs funding MSME to be backed by Gol till INR 30K Cr
6. Discoms: liquidity of INR 90K Cr against AR
7. 25% drop in TDS, TCS rates till FY21

RBI initiatives

1. Rate cuts – repo, reverse repo, CRR
2. Targeted long term repo
3. Moratorium on term loans and deferment of interest on working capital facilities
4. Marginal Standing Facility limits extended for banks
5. Banks allowed to participate in offshore non-derivative Rupee derivatives
6. Targeted LTR: INR 50K Cr - CP, Bond, NCD of NBFC
7. Refinancing facility of NABARD, SIDBI, NHB

Potential Implications

- **Stimulus package of INR 20 lakh Crore**
- **Thrust on MSME coverage**

Discipline, good practices is the need of the hour

1

Discipline

Cash

1. Visibility into cash across organization
2. Establish *tactical measures* for cash conservations

Cost

1. Multiple scenarios to forecast *Revenue & Costs*
2. *Discretionary spends*

Customer

1. *Prioritize products, customers by CF*
2. *Analytics – collection, revenue backed by primary research*

Capital

1. *Prioritize Capex plan in view of contracted demand*
2. *Potential deferrals of on-going engagement milestones*

2

Good business practices

Good Business Practices

1. Covenant reviews
2. Contingency fund plan
3. Supplier contract terms, reverse factoring
4. Capex to Opex model
5. Fixed costs to semi-variable costs
6. Tax efficiencies – pursue *potential refunds* aggressively
7. Headroom in current banking arrangements
8. Cash pooling
9. Timely, accurate billing
10. Higher discounts for early / upfront payments
11. Prioritize: trade payments, CF over profit

Business Plan re-cast

1. Multiple scenarios
2. More frequent stress testing
3. Risk and Opportunities with KPIs tracked in MIS
4. Zero based budgeting

Goals re-alignment


1. Sr Mgmt goals linked to Cash Flows
2. Weekly Cash Flow variance report discussion with Sr Mgmt

7th Virtual Conference and
Symposium

Issues in Arbitration & Future of
Virtual Hearings

23 May, 2020





SCOPE
PROMOTING EXCELLENCE

SFCA

Webinar
On
**Issues in Arbitration
&
Future of Virtual Hearings**
Date: 23rd May, 2020
Time: 3 pm IST

Please click on following Link for registration:
<https://attendee.gotowebinar.com/register/4618086682625006096>


Context

COVID 19 has brought about the need for effective arbitration. Social distancing being paramount necessitates exploration of varied platforms for arbitration. The webinar seeks to address current issues in arbitration with respect to appointment of arbitrators and also how the current pandemic shall change the face of arbitration to virtual platforms.

Topics of Discussion


- Can unilateral appointments be justified?
- Can virtual hearings replace in person hearings

MEET THE SPEAKERS




Justice Vibhu Bakhru
Judge, Delhi High Court

Justice Bakhru is a sitting judge of the High Court of Delhi to which he was appointed in April 2013. Prior to that, he had been designated as a Senior Advocate by the High Court of Delhi in July 2011. Justice Bakhru has presided over several important arbitration cases and is one of the leading thinkers in arbitration law and practice in India.



Gaurav Pachnanda
Senior Advocate,
Supreme Court of India

Gaurav is a Senior Advocate, based in New Delhi, who practices before the Supreme Court and other courts and tribunals in India and abroad in the areas of commercial and corporate litigation and arbitration, with a significant multi-jurisdictional component. He is a door tenant with Fountain Court Chambers in London and also a Registered Foreign Lawyer at the Singapore International Commercial Court.



Shourav Lahiri
Barrister-at-Law, Atkins
Chambers, London

Shourav is a barrister with Atkins Chambers in London specialising in international arbitration in construction and engineering disputes.

He has also practised law in Singapore, Hong Kong, Dubai and Beijing.

The Webinar is by invitation only and no participation fee is payable.
For Information Contact: Mr. S. A. Khan, Group GM (Corp. Affairs) (Mob: 9899402245) at hrscope.khan@gmail.com / scopedg@yahoo.com or Ms. Hema Koul, Prog. Coordinator (Mob: 98993 62335)

7th Webinar in SCOPE Webinar Series 2020

WEBINAR ON

Issues in Arbitration & Future of Virtual Hearings

23 May, 2020



Introduction:

SCOPE organized webinar on 'Issues in Arbitration & Future of Virtual Hearings' and invited a distinguished panel of speakers for a webinar to discuss current issues in arbitration with respect to the appointment of arbitrators, how the current pandemic might change the face of arbitration and the use of virtual platforms.

Justice Vibhu Bakhru, sitting judge of the Delhi High Court and a leading light in arbitration in India, Gaurav Pachnanda, Senior Advocate practising in the Supreme Court of India and a door tenant at Fountain Court Chambers in London, Shourav Lahiri, barrister-at-law, Atkin Chambers in London were the three panellists. The webinar was also addressed by Mr. Atul Sobti, Director General, SCOPE and Mr. Anuj Aggarwal, Member (HR), Airports Authority of India.

The webinar was attended by over 500 participants from various PSEs. Participants were able to follow on the GoToWebinar link and also on a live feed via Youtube.

About the Webinar:

The webinar was divided into two parts – the first related to the practice of unilateral appointments of arbitrators and the practice in India, as impacted by recent decisions of the Indian courts. The webinar also discussed the principles underlying parties' choice of arbitrators – sole

arbitrator, party-appointed arbitrator and chairperson, asymmetric clauses and international practice regarding restrictions on a party's choice of arbitrator (English law, Singapore law, Civil law) and the English cases of *Cofely v Bingham* and *Jivraj v Hashwani*.

The discussion was followed by deliberation on developing jurisprudence in India regarding restrictions on choice of arbitrators and gave views on the cases of *TRF Ltd. v Energo Engineering Projects Ltd*, *Voestapline Schienen Gmbh v. DMRC* and *Perkins Eastman Architects DPC & Anr. v HSCC (India) Ltd* (2019). Justice Bakhru spoke about the changing judicial attitudes to restrictions on a party's choice of arbitrators, and the recent decision in *Proddatur Cable TV Digi Services v Siti Cable Network Limited* (2020, Delhi High Court). Practical advice for PSEs was provided considering appointing arbitrators and also challenging awards.

In the second part of the webinar, the panellists discussed the pros and cons of virtual hearings. Five key drivers behind virtual hearings (even post COVID-19) were highlighted including the advantages in cost, whether a tribunal could order a virtual hearing even if one party did not agree, and practical challenges for cross-border virtual hearings, and solutions. Mr Pachnanda spoke about his experience in India of conducting virtual hearings and India-specific changes in practice that are needed to successfully conduct virtual hearings. Justice Bakhru spoke of the view from the judge and addressed the question of whether it makes any difference if counsel and witnesses are on a screen rather than present in court.

To view complete recording of the webinar please access Link
<https://www.scopeonline.in/SCOPE-webinar-series-2020-recordings.php>

8th Virtual Conference and Symposium

Leading through Uncharted Waters
– a candid online conversation of
CMDs of India's Leading PSEs with
Sri Sri Ravi Shankar

25 May, 2020






LEADING THROUGH UNCHARTERED WATERS

#WORLDMEEDITATES



Sh. ANIL K CHAUDHARY
Chairman, SAIL



Sh. PRAMOD AGRAWAL
CMD, Coal India Limited



Sh. RAKESH KUMAR
CMD, NLC India Limited



Dr. NALIN SHINGHAL
CMD, BHEL



Sh. MANOJ JAIN
CMD, GAIL

Moderated by:
Sh. ATUL SOBTI
Director General SCOPE & Former CMD, BHEL



CHIEF EXECUTIVES
of Leading PSEs
IN CONVERSATION WITH
GURUDEV
SRI SRI RAVISHANKAR

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WEBINAR ON

Leading through Unchartered Waters – a candid online conversation of CMDs of India's Leading PSEs

25 May, 2020



Introduction:

Standing Conference of Public Enterprises (SCOPE) in a bid to infuse positivity and mental well-being among Public Sector Enterprises (PSEs) during this pandemic situation, hosted an interactive Webinar with one of the world's most revered spiritual leaders and founder of The Art of Living, Gurudev Sri Sri Ravi Shankar and Chief Executives of leading PSEs including Shri Anil Kumar Chaudhary, Chairman, Steel Authority of India Ltd. (SAIL); Shri Pramod Agrawal, CMD, Coal India Ltd. (CIL); Shri Rakesh Kumar, CMD, NLC India Ltd. (NLCIL) and Chairman, SCOPE; Dr. Nalin Shinghal, CMD, Bharat Heavy Electricals Ltd. (BHEL) and Shri Manoj Jain, CMD, GAIL (India) Ltd. (GAIL). The webinar was hosted by Shri Atul Sobti Director General, SCOPE.

The webinar was streamed LIVE on SCOPE YouTube channel and social media handles of SCOPE.

The webinar was accessed across 142 countries.

About the Webinar:

The Session titled 'Leading through Uncharted Waters' aimed at bestowing spiritual guidance and achieving mental wellness in these times of isolation. The live streaming of the interaction was viewed by many through social media platforms of SCOPE and Art of Living. The interactive session was followed by Global Meditation session with devotees from 142 countries.

Reaching out to his viewers in his reflective style, Sri Sri Ravi Shankar infused anecdotes to reiterate that the biggest challenge was to remain positive in these times of crisis. He emphasized on meditation for harmonizing body, mind and emotions and the importance of cooperation among all. He advised PSEs to skill the youth in the country, create employment opportunities and update themselves to be globally competitive. He also encouraged everyone to adapt a 'Sakaratak' mode and rise to the occasion rather than succumbing to it.

The Chief Executives on the panel asked pragmatic questions that were candidly responded to by Guruji who advised them to tread ahead with self-belief and perseverance as like any crisis faced by humans, this too shall pass.

To view complete recording of the webinar please access Link
<https://www.scopeonline.in/SCOPE-webinar-series-2020-recordings.php>

SOME FEEDBACK

"Very well organized. Congratulations to Team, SCOPE"

Shri Sudhakar Ramaiah
Director (Finance), PDIL & Member, SCOPE Executive Board

"Beautiful moderation and Excellent Session."

Shri Ashutosh Vasant
Director(POM) RailTel & Member, SCOPE Executive Board

"Nice program sir. You have taken SCOPE to new heights"

Shri S. Sakthimani
Director (Finance) CCI & Member, SCOPE Executive Board

It was a brief but very good program. Compliments to Sobti Saab and the team to conceptualize the important theme.

Dr. H. Purushotham, CMD, NRDC & Member, SCOPE Executive Board

It is a wonder experience. Thanks for organizing this.

Dr. S. P. Mohanty, CMD, HIL & Member, SCOPE Executive Board

"Program was excellent. It showed that our PSUs & their CMD are extremely conscious of current crisis, human values, faith in humanity, business challenges & business continuity.

As Gurudev mentioned, faith in humans ability to rise again has to be motto of life & businesses more than ever. The session's meditation was so so good that I felt extremely happy at the end of it. Kudos to DG Scope & entire team of Scope for such wonderful thoughtful initiative in these times where positive energy & positive thoughts are so much needed." My heartfelt thanks.

"A truly mesmerizing conversation with Guruji. Thanks for organizing it and making it open to all of us.

And it goes without saying, your passion always lights up all these interactions. SCOPE will definitely achieve glory under your guidance."

9th Virtual Conference and Symposium

CPSEs Strategies to
Respond, Recover and
Thrive for combating the
pandemic

4 June, 2020





Virtual Symposium On

CPSEs STRATEGIES

To Respond, Recover and Thrive for combating the pandemic

Date: 4th June 2020

Time: 3:30 pm IST

Register in advance on following link:

<https://attendee.gotowebinar.com/register/4328196044132261643>

CONTEXT

Central Public Sector Enterprises (CPSEs) were institutionalized to make India self-reliant. In the current context of COVID-19 induced downturn, CPSEs would play an important role to actualize Gol's self-reliance vision. The global markets are also looking at "Tilt to India" strategy and it is imperative that CPSEs are prepared for the New Normal. Webinar seeks to consider and uncover go-forward strategies that CPSEs can adopt to become agile, resilient and reinvent themselves

COVERAGE:

Respond- How can CPSEs become agile and respond to the pandemic?

- Assess impact of COVID on Indian economy with focus on slowdown impact on PSEs
- Impact on human resources and alternative working arrangements

Recover: How can CPSEs minimize the impact caused due to the downturn?

- Leaders to adapt to newer technologies
- Attempt to maximize opportunity to change Operating Models, Organization Structure, Performance Management, Remuneration Schemes, etc.
- Develop areas to be future ready

Thrive: How can CPSEs exercise resilience and become better in this downturn?

- Leadership traits
- Explore possibility of New governance trends
- Acceleration of virtual workspace and need to gear for greater adoption of technologies to leverage virtual journey

The Webinar is by invitation only and no participation fee is payable.

For Information Contact: Mr. S.A.Khan, GGM (CA) (Mob: 9899402245) at hscope.khan@gmail.com or Ms. Hema Koul, Prog. Coordinator (Mob: 9899362335)

9th Webinar in SCOPE Webinar Series 2020

Streaming Live on:



Pr.SCOPE



OrgSCOPE



pr.scope



PSUSCOPE

CHIEF GUEST



Shri Sailesh, IAS
Secretary, DPE

Industry Expert



Shri Arindam Guha
Partner, Deloitte India



Shri Anandorup Ghose
Partner, Deloitte India

Shri Arindam Guha

Partner, Government and Public Services
Deloitte India

Areas of Expertise: policy / regulatory analysis, leveraging technology, public private partnerships, advisory to World Bank, Asian Development Bank etc. on large state owned enterprise (SOE) reforms and governance programmes in different countries.

Shri Anandorup Ghose

Partner, Human Capital, Deloitte India

Areas of expertise: organization and governance structure design and implementation, capability development and performance management HR system and process design

WEBINAR ON

CPSEs Strategies to Respond, Recover and Thrive for combating the pandemic

4 June, 2020



Introduction:

Standing Conference of Public Enterprises (SCOPE) organised its 9th Virtual Symposium on 'CPSEs Strategies to Respond, Recover and Thrive to combat the pandemic' chaired by Mr. Sailesh, IAS, Secretary, Department of Public Enterprises.

Mr. Rakesh Kumar, Chairman, SCOPE & CMD, NLC India Ltd. (NLCIL); Mr. Kishor Rungta, Vice Chairman, SCOPE & CMD, FACT; Mr. Atul Sobti, Director General, SCOPE; Mr. Arindam Guha, Partner, Government & Public Service, Deloitte India and Mr. Anandrup Ghose, Partner, Human Capital, Deloitte India also addressed the participants.

The interactive symposium received an overwhelming response with over 1000 participants including CMDs, Directors of PSEs in attendance on SCOPE's social platforms.

About the Webinar:

Mr. Sailesh, Secretary DPE, while complimenting PSEs for sustaining the supply chain and essential services through the pandemic stated that there was need for up scaling their knowledge in the new normal through technology and digital intervention. Speaking about paradigm of 'Atma Nirbhar Bharat' introduced by the Government, Mr. Sailesh added that there were high expectations from PSEs to increase investment, innovate and stay relevant by competing not only domestically but globally. He also added that PSEs need to perform with their usual vigour and strength to thrive and also said that SCOPE has an important role in the aspect of representing the view of PSEs in various forums.

The panellists deliberated on measures PSEs need to navigate through these challenging times.

The Deloitte team gave a presentation on the need for PSEs and organisations to be agile and adapt to the new normal while adopting new skill sets for the entire workforce. They also highlighted that it is most critical for organisations to be resilient.

To view complete recording of the webinar please access Link
<https://www.scopeonline.in/SCOPE-webinar-series-2020-recordings.php>

Deloitte.



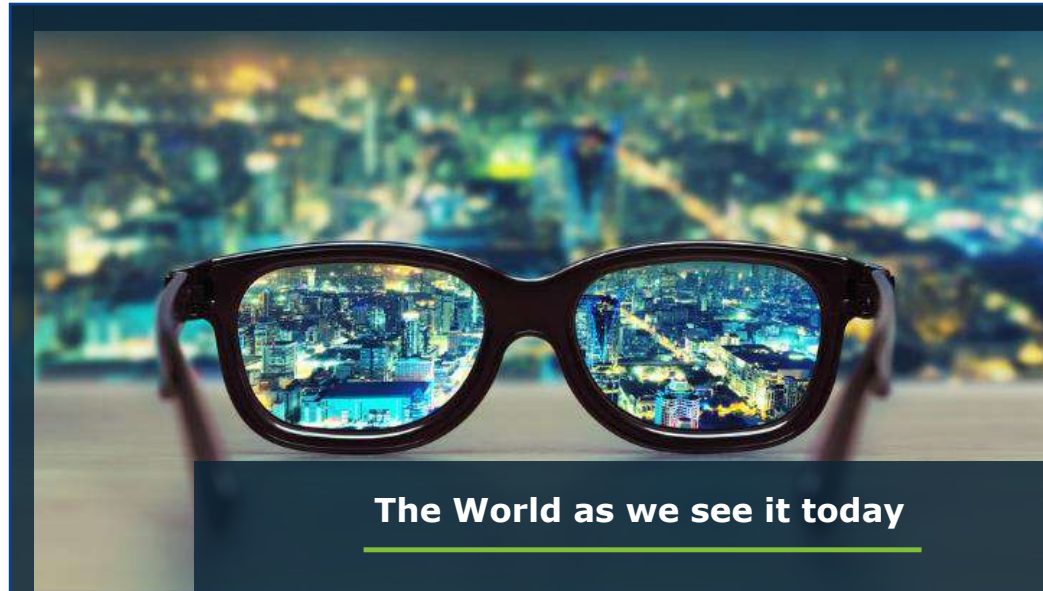
Building Adaptable Organizations: Workforce Strategies in response to COVID-19
04th June 2020

Our Facilitators for today



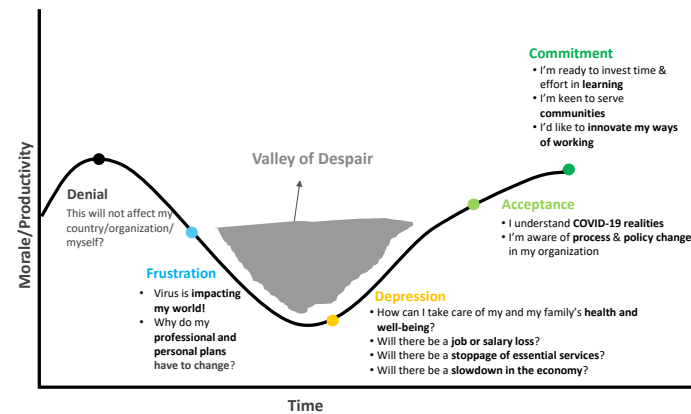
Arindam Guha

Anandrup Ghose



We are in a difficult phase

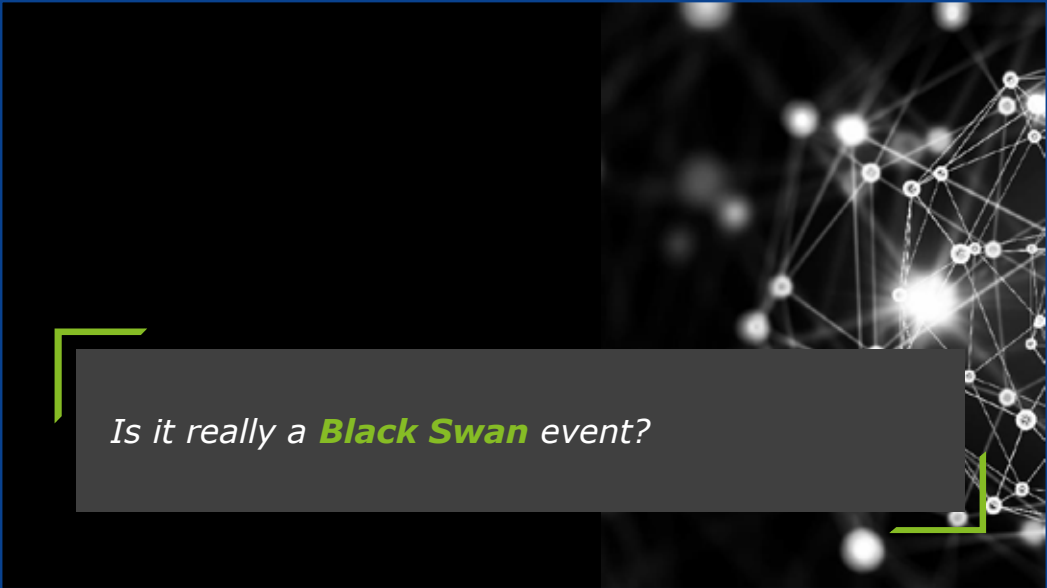
Employees are attempting to work through this change, along with solving for the change in their personal lives



Inspired from: Kübler-Ross Change Curve - The Five Stages of Grief™

© 2020 Deloitte Touche Tohmatsu India LLP

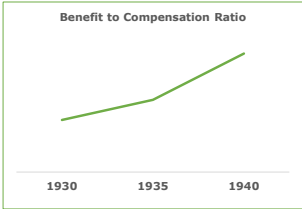
4



Is it really a **Black Swan** event?

Some stories from a different era

Great Depression of the 1930's brought up some fundamental changes.. for the good of society and workmen



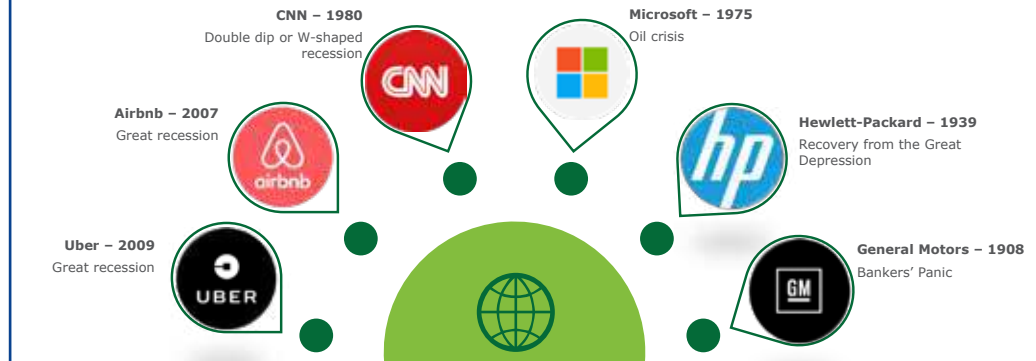
Source: Bureau of Labour Standards, USA

- ✓ Passage of the Social Security Act of 1935
- ✓ Fair Labour Standards Act, 1938
- ✓ Birth of formalized "gig" workers
- ✓ Greater participation of women in the workforce
- ✓ ILO's Convention to ratify the 40 hour week
- ✓ The launch of the "soap opera" and the ball point pen

Crises are seedbeds of innovation and entrepreneurship
-Joseph Schumpeter

Important to remember - great companies were born during recession

A study found that more than half of the companies on the 2009 Fortune 500 list were launched during a recession or bear market. This implies it's likely that even during today's economic slowdown, some of tomorrow's biggest employers are just getting their start



Roaring out of Recession

A myth buster on the various strategic approaches deployed by leaders to tackle economic slowdown and creating the winning strategy to emerge stronger post recession



Source: Roaring out of Recession, Ranjay Gulati, Nitin Nohria, Franz Wohlgezogen, HBR March 2010

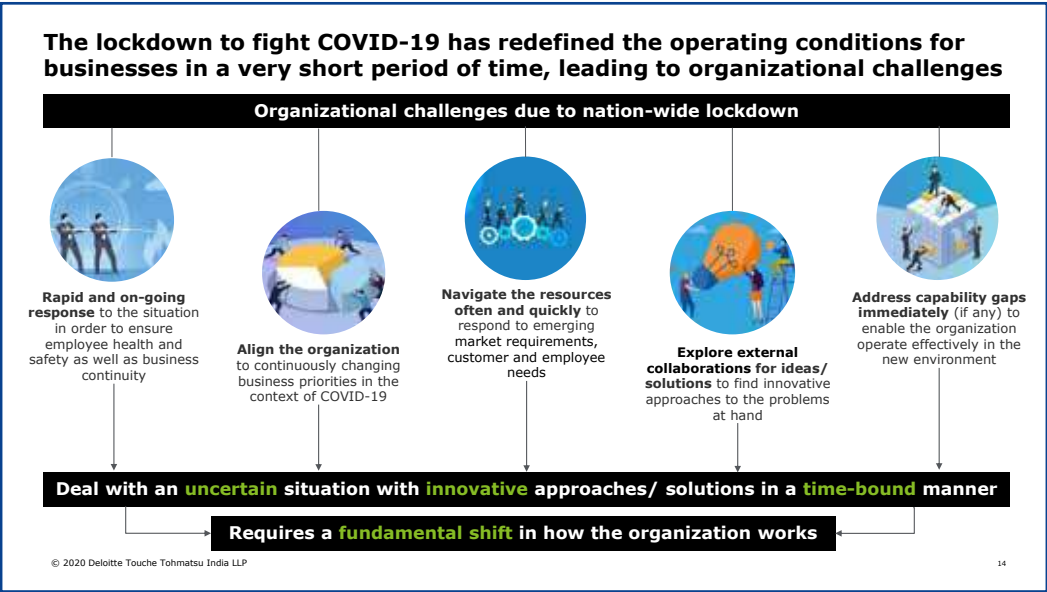
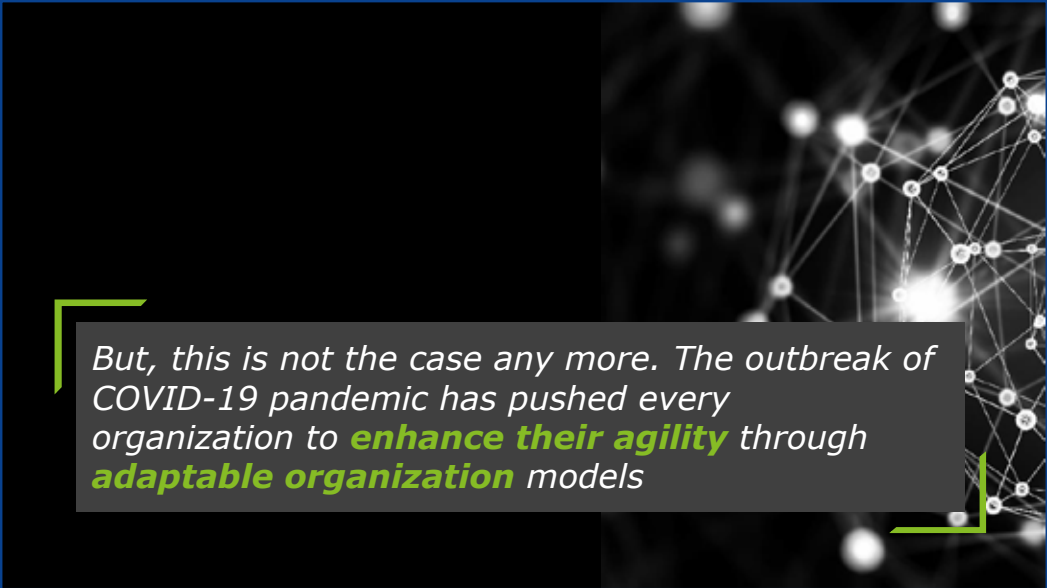


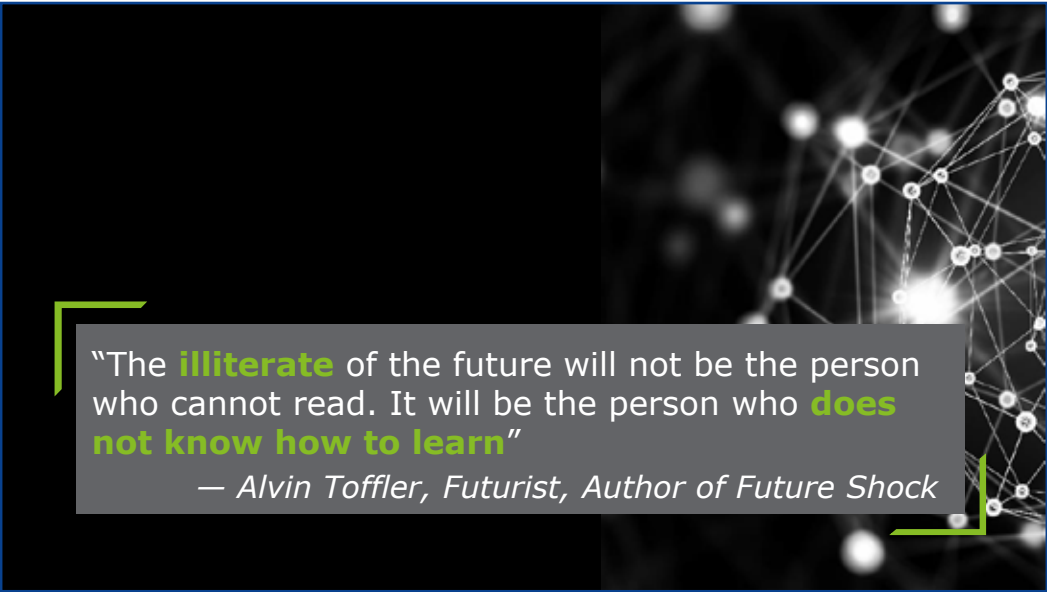


While companies realized the need for organization agility, only a few of them took initiatives in the past to implement it...



© 2020 Deloitte Touche Tohmatsu India LLP
References – Human Capital Trends Survey 2017, 2018 and 2019
Note – Percentages are indicative based on survey response and engagement experience





Reskilling, upskilling & cross-skilling should have the undivided attention of the C-suite

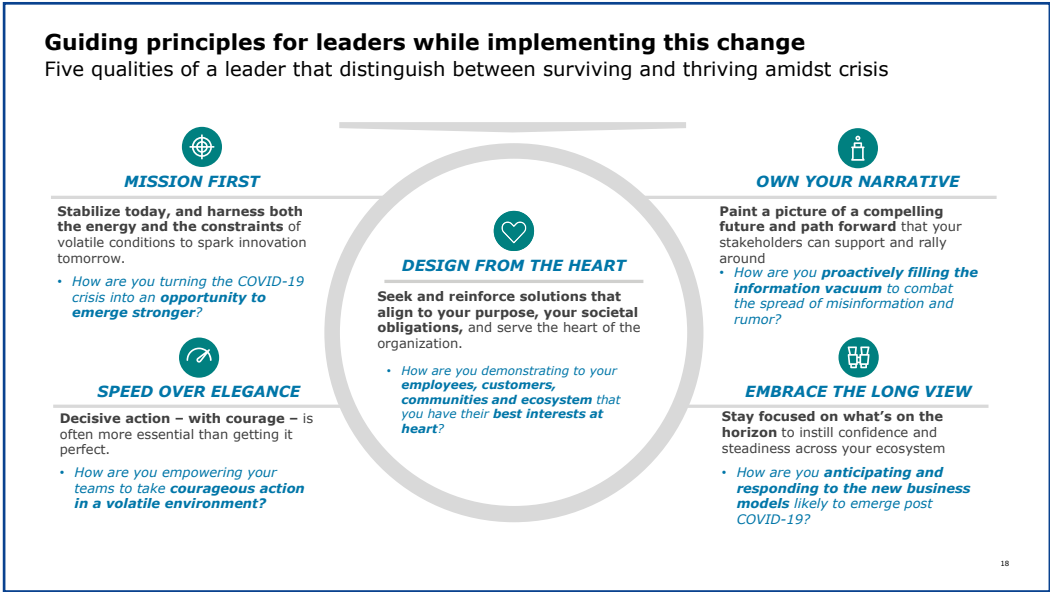
Learnability will be one of the top skills of the decade

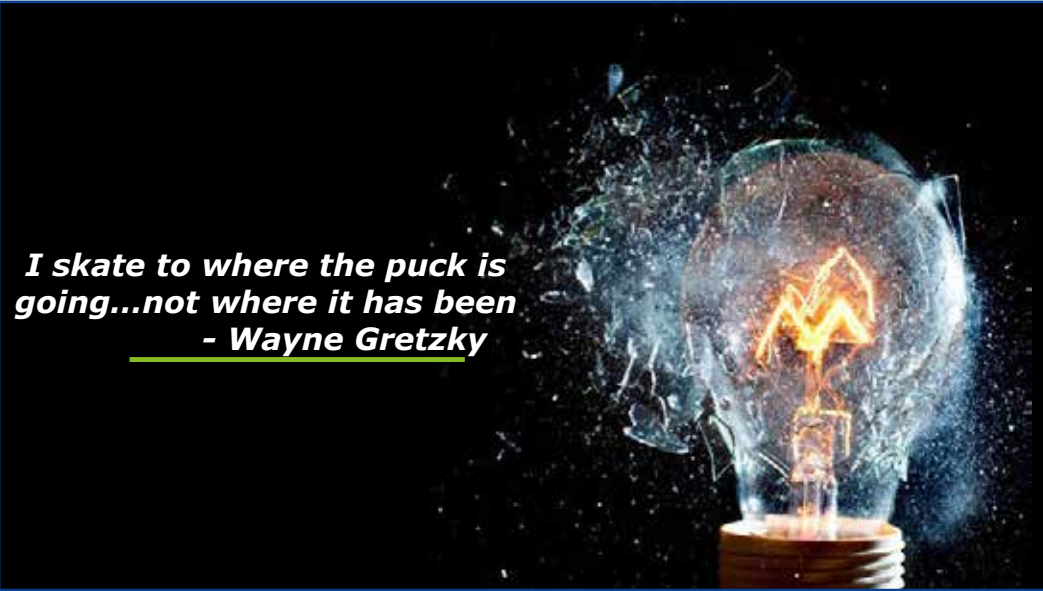




Guiding principles for leaders while implementing this change

Five qualities of a leader that distinguish between surviving and thriving amidst crisis





I skate to where the puck is going...not where it has been
- Wayne Gretzky

MEDIA COVERAGE

The Statesman

DPE secy 'inspires' PSEs in SCOPE symposium

Standing Conference of Public Enterprises (SCOPE) organised its 9th virtual symposium on 'PSEs Strategies to Respond, Recover and Thrive to combat the pandemic' chaired by Sailesh, Secretary, Department of Public Enterprises (DPE), Rakesh Kumar, chairman, SCOPE & CMD, NLCIL; Kabir Rungta, vice chairman, SCOPE & CMD, FACT; Atul Sobti, DG, SCOPE; Arindam Guha, partner, government & public service, Deloitte India and Anandrup Ghose, partner, Human Capital, Deloitte India also addressed the participants.

Sailesh while complimenting PSEs for sustaining the supply chain and essential services through the pandemic stated that there was need for up scaling their knowledge in the new normal through technology and digital intervention. Speaking about paradigm of Atma Nirbhar Bharat introduced by the Government, Sailesh added that there were high expectations from PSEs to increase investment, innovate and stay relevant by competing not only domestically but globally. He also added that PSEs need to perform with vigour and stride and also said that an important aspect of representing the view of PSEs in various forums.

Rakesh Kumar speaking about the large scale pandemic said that SCOPE will be bringing out a Com-

working continuity to respond and minimise impact of pandemic to thrive in the changing business models while leveraging technology and apprise participants that SCOPE will be bringing out a Com-

THE HINDU

SCOPE holds Webinar on Arbitration and Future of Virtual Hearings

Standing Conference of Public Enterprises (SCOPE), the apex body of Public Sector Enterprises (PSEs) organised Webinar on 'Issues in Arbitration and Future of Virtual Hearings.' The webinar was addressed by distinguished experts including Justice Vishu Bhatia, Judge, Delhi High Court, Mr. Gaurav Padnanda, Senior Advocate, Supreme Court and Mr. Shourav Lahiri, Barrister-at-law, London. Mr. Atul Sobti, Director General, SCOPE gave the opening remarks and Mr. Anuj Aggarwal, Member (HR), Airport Authority of India gave the closing

mid-day

SCOPE's webinar series on Public Sector Day

Standing Conference of Public Enterprises (SCOPE) for the first time organised a series of webinars as part of Public Sector Day celebrations. In light of the pressing situation due to COVID-19 pandemic, SCOPE has planned modified programmes, part of which are a series of live webinar on issues relevant to Public Enterprises.

THE FREE PRESS JOURNAL

Secretary, DPE inspires PSEs in SCOPE Symposium on Strategies to Respond, Recover and Thrive



Conference of Public Enterprises (SCOPE) organised its 9th symposium on 'PSEs Strategies to Respond, Recover and Thrive'.

daily Excelsior

working continuity to respond and minimise impact of pandemic to thrive in the changing business models while leveraging technology and apprise participants that SCOPE will be bringing out a Com-

The Statesman

WEBINAR WITH SPIRITUAL LEADER



डेली हिन्दी मिलाप

श्रीश्री रविशंकर ने की वर्तमान परिस्थितियों पर चर्चा



वीर अर्जुन

सार्वजनिक उपक्रम विभाग के सचिव ने संगोष्ठी को संबोधित किया



सार्वजनिक उपक्रम विभाग के सचिव ने संगोष्ठी को संबोधित किया। सचिव ने अपने संबोधन में कहा कि संगोष्ठी का उद्देश्य है कि PSEs को COVID-19 के चुनौतीपूर्ण परिदृश्य में निरंतरता और विकास के लिए आवश्यक कदमों को पहचानने और कार्यान्वयन में सहायता प्रदान करने के लिए एक साथ आने के अवसर प्रदान करने के लिए। सचिव ने कहा कि संगोष्ठी के माध्यम से, PSEs को अपने आप को संशोधित करने और नए अवसरों को पहचानने में मदद मिलेगी।

SCOPE holds webinar on 'Arbitration & Future of Virtual Hearings'

SCOPE holds webinar on 'Arbitration & Future of Virtual Hearings'. The webinar was addressed by distinguished experts including Justice Vishu Bhatia, Judge, Delhi High Court, Mr. Gaurav Padnanda, Senior Advocate, Supreme Court and Mr. Shourav Lahiri, Barrister-at-law, London. Mr. Atul Sobti, Director General, SCOPE gave the opening remarks and Mr. Anuj Aggarwal, Member (HR), Airport Authority of India gave the closing remarks. The webinar, which is the 7th in a series, deliberated upon critical issues of arbitration arising in public sector enterprises (PSEs) and how the disruptions due to COVID-19 are being converted into opportunities to explore technological and digital means to conduct hearings.

THE FREE PRESS JOURNAL

SCOPE holds interactive webinar on Financial Planning and Liquidity Mgmt



SCOPE holds interactive webinar on Financial Planning and Liquidity Mgmt. The webinar was addressed by distinguished experts including Justice Vishu Bhatia, Judge, Delhi High Court, Mr. Gaurav Padnanda, Senior Advocate, Supreme Court and Mr. Shourav Lahiri, Barrister-at-law, London. Mr. Atul Sobti, Director General, SCOPE gave the opening remarks and Mr. Anuj Aggarwal, Member (HR), Airport Authority of India gave the closing remarks. The webinar, which is the 8th in a series, deliberated upon critical issues of financial planning and liquidity management arising in public sector enterprises (PSEs) and how the disruptions due to COVID-19 are being converted into opportunities to explore technological and digital means to conduct hearings.

SCOPE holds webinar on issues of arbitration

SCOPE holds webinar on issues of arbitration. The webinar was addressed by distinguished experts including Justice Vishu Bhatia, Judge, Delhi High Court, Mr. Gaurav Padnanda, Senior Advocate, Supreme Court and Mr. Shourav Lahiri, Barrister-at-law, London. Mr. Atul Sobti, Director General, SCOPE gave the opening remarks and Mr. Anuj Aggarwal, Member (HR), Airport Authority of India gave the closing remarks. The webinar, which is the 7th in a series, deliberated upon critical issues of arbitration arising in public sector enterprises (PSEs) and how the disruptions due to COVID-19 are being converted into opportunities to explore technological and digital means to conduct hearings.

वीर अर्जुन

स्कोप ने वेबिनार का आयोजन किया

स्कोप ने वेबिनार का आयोजन किया। वेबिनार के अध्यक्ष आर्यभट्ट ने कहा कि वेबिनार का उद्देश्य है कि PSEs को COVID-19 के चुनौतीपूर्ण परिदृश्य में निरंतरता और विकास के लिए आवश्यक कदमों को पहचानने और कार्यान्वयन में सहायता प्रदान करने के लिए एक साथ आने के अवसर प्रदान करने के लिए। वेबिनार के माध्यम से, PSEs को अपने आप को संशोधित करने और नए अवसरों को पहचानने में मदद मिलेगी।




वेबिनार के अध्यक्ष आर्यभट्ट ने कहा कि वेबिनार का उद्देश्य है कि PSEs को COVID-19 के चुनौतीपूर्ण परिदृश्य में निरंतरता और विकास के लिए आवश्यक कदमों को पहचानने और कार्यान्वयन में सहायता प्रदान करने के लिए एक साथ आने के अवसर प्रदान करने के लिए। वेबिनार के माध्यम से, PSEs को अपने आप को संशोधित करने और नए अवसरों को पहचानने में मदद मिलेगी।

10th Virtual Conference and
Symposium

Action Today, Impact Tomorrow:
Learning from Mahatma Gandhi on
Contribution for Public Service

23 June, 2020



Webinar on
Action Today
Impact
Tomorrow


Learning from Mahatma Gandhi on Contribution for Public Service
Commemorating United Nations Public Service Day

To register please click on link:
<https://attendee.gotowebinar.com/register/2733463280117919759>


Date:
23rd June 2020
Time:
3:30pm- 4:30pm

In this time of crisis it is imperative to maintain a balance between economic prudence and social commitment along with self-psychological balance. SCOPE Gandhian Forum for Ethical Governance, our endeavour to promote overall excellence among the Public Sector Enterprises (PSEs) and take meaningful initiatives in different aspects of management and leadership, brings to you a webinar on learnings from Mahatma Gandhi on contribution for Public Service during and after COVID-19 Pandemic while discussing various approaches countries have taken during the crisis

MEET THE SPEAKERS



Dr. Anantha Duraiappah
 Director
 UNESCO MGIEP




Dr. Shobhana Radhakrishna
 Eminent Gandhian

The Webinar is by invitation only and no participation fee is payable.
 For Information Contact: Mr. S. A. Khan, Group GM (Corp. Affairs), SCOPE (Mob: 9899402245) at hrscope.khan@gmail.com
 or Ms. Nema Kaul, Prog. Coordinator, SCOPE (Mob: 98993 62335)

Standing Conference of Public Enterprises
www.scopeonline.in

Streaming Live on:



pr.scope | OrgSCOPE | Pr.SCOPE | PSUSCOPE

10th Webinar in SCOPE Webinar Series 2020

WEBINAR ON

Action Today, Impact Tomorrow: Learning from Mahatma Gandhi on Contribution for Public Service

23 June, 2020



Introduction:

With the new realm of challenges amidst the ongoing pandemic, the need for public service has catapulted. To address the same, Standing Conference of Public Enterprises (SCOPE) organised its 10th Webinar on 'Action Today, Impact Tomorrow: Learning from Mahatma Gandhi on contribution for Public Service.'

Dr. Anantha Duraiappah, Director, UNESCO, Mahatma Gandhi Institute of Education for Peace (MGIEP); Mr. Atul Sobti Director General, SCOPE and Mr. S. Sakthimani, Director (Finance), Cement Corporation of India (CCI) and Member, SCOPE Executive Board addressed the webinar.

The webinar was held to commemorate the United Nations Public Service Day.

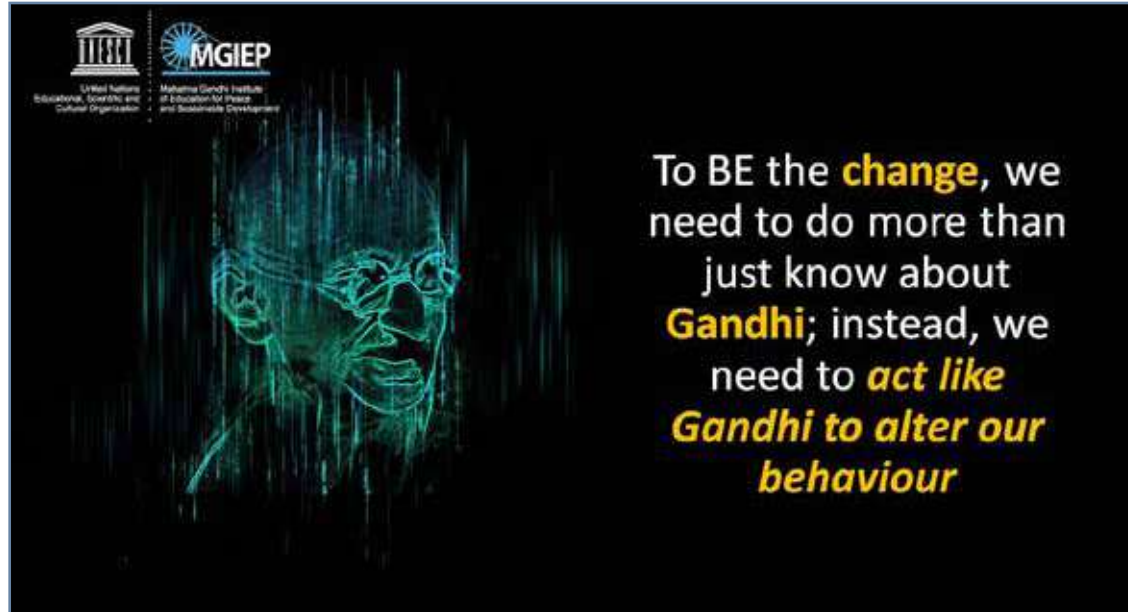
Around 300 participants attended the webinar through SCOPE's various social platforms.

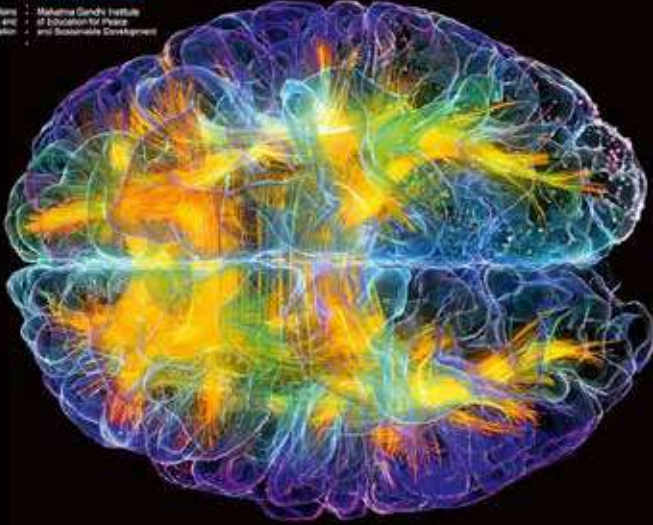
About the Webinar:


The webinar inspire and sought the participants by the rationale of Mahatma Gandhi while the pandemic has challenged the economic situation globally, it is time to take behavioral inspiration from Mahatma Gandhi to tackle the anxiety and uncertainty surrounding us. It was also emphasized the importance of building emotional resilience and providing public service through empathy, compassion and mindfulness.


To view complete recording of the webinar please access Link
<https://www.scopeonline.in/SCOPE-webinar-series-2020-recordings.php>











United Nations
Educational, Scientific and
Cultural Organization


MGIEP
Mahatma Gandhi Institute
of Education for Peace
and Sustainable Development

The SEAT
of
learning is
the *brain*




United Nations
Educational, Scientific and
Cultural Organization


MGIEP
Mahatma Gandhi Institute
of Education for Peace
and Sustainable Development

**Critical
Inquiry**

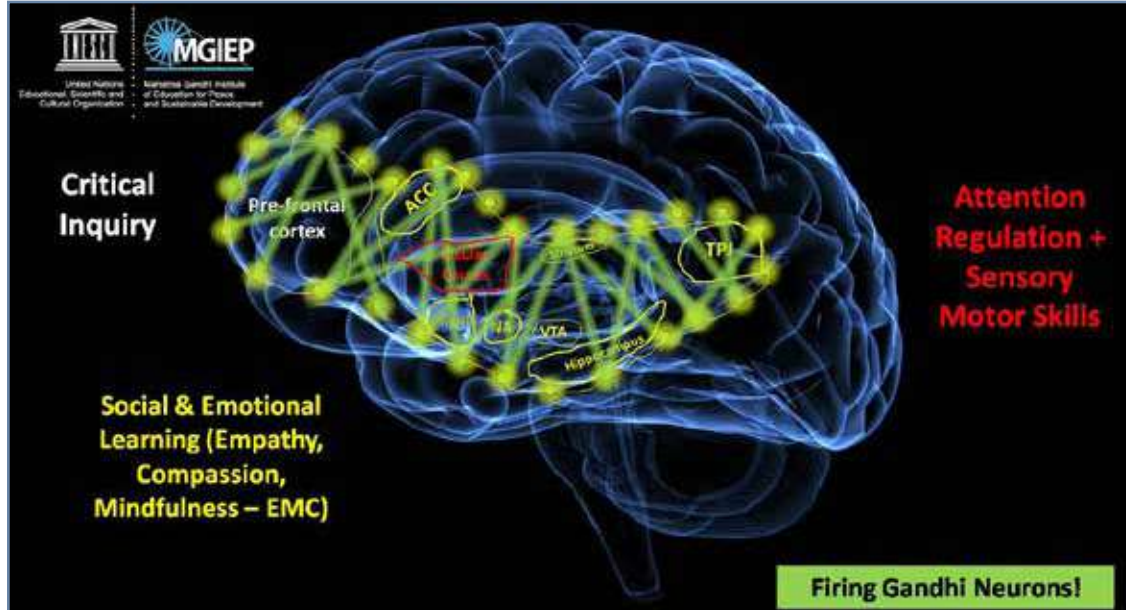
Pre-frontal
cortex

**Current education systems primarily focus on
Cognitive Intelligence and not *Emotional Intelligence***



THE SOLUTION:

Whole Brain Approach to Learning = Emotional Intelligence + Intellectual Intelligence



MGIEP
United Nations Educational, Scientific and Cultural Organization | National Institute of Education for Peace and Sustainable Development

Critical Inquiry

Pre-frontal cortex

ACC

AMY

STR

SN

VTA

Hippocampus

TPI

Social & Emotional Learning (Empathy, Compassion, Mindfulness – EMC)


Attention Regulation + Sensory Motor Skills

Firing Gandhi Neurons!



 
United Nations Educational, Scientific and Cultural Organization | Mahatma Gandhi Institute of Education for Peace and Sustainable Development

Social and Emotional Learning is critical in public service



Once we are trained in *emotional regulation*, we can regulate our emotions better



United Nations
Educational, Scientific and
Cultural Organization

MGIEP
Mahatma Gandhi Institute
of Education for Peace
and Sustainable Development

Education needs to
change – **with Social and
Emotional Learning**
embedded in our systems
from a very young age



THE RESULT:

Our children will grow up
with high **Cognitive and
Emotional Intelligence** –
resulting in behaviour
emulating that of Gandhi



THE OUTCOME:

Our children will be trained with such 21st Century **Social and Emotional Skills** – and practice them in public service to build a **more sustainable and peaceful world**

11th Virtual Conference and
Symposium

International Webinar on
Enhancing Corporate Health
during Corona Crisis

28 June, 2020



International Webinar on Enhancing Corporate Health during Corona Crisis

Dialogue with Globally acclaimed Medical Experts

Click on link <http://digimedlive.in/ipccardioWebinar28June-7PM/>

CONTEXT

Every individual draws motivation from two aspects of its life- an organization that makes well-being of an employee central to its policy and the other being a healthy family. This accentuates the need for overall well-being of every individual including physical, mental, social, psychological, emotional, spiritual and environmental

Date:
28th June 2020
Time:
7:00 – 8:30 pm

Moderator & Distinguished Speaker



Dr. H. K. Chopra

President, World Wellness Foundation
Chief Consultant Cardiologist,
Moolchand Medicity Hospital, Delhi
National President, CSI-2015, National President, IAE-2017
Country Head, AHA 2015-19,
Chief Editor, Hypertension, AIHF, ACCI-EI, CD Update,
STEMI, AF Update, IHJ, JIAE

Distinguished Faculty Joining from USA



Dr. Navin C Nanda

Distinguished Professor of Medicine &
Cardiovascular Diseases,
University of Alabama,
Birmingham, USA



Dr. Mona Jauhar

Chief Functional Nutritionist,
Co-Founder
Mechanism Wellness,
New York (USA)

Panelists



Mr. Atul Sobti

Director General, SCOPE &
Former CMD, BHEL,
New Delhi



Dr. Anil Pareek

President,
Medical Affairs and Clinical Research,
IPCA Laboratories,
Mumbai

Participation are requested to join with family. The Webinar is by invitation only and no participation fee is payable.
For Information Contact: Mr. S. A. Khan, Group GM (Corp. Affairs), SCOPE (Mob: 9899402245) at hrs.scope.khan@gmail.com
or Ms. Hema Koul, Prog. Coordinator, SCOPE (Mob: 98993 62335)

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11th Webinar in SCOPE Webinar Series 2020

WEBINAR ON

International Webinar on Enhancing Corporate Health during Corona Crisis

28 June, 2020



Introduction:

Expanding its horizons in capacity building with an array of distinctive topics, Standing Conference of Public Enterprises (SCOPE) organised its 11th webinar titled 'Enhancing Corporate Health during Corona Virus' with globally acclaimed medical experts from USA and India.

Dr. Navin C. Nanda, Distinguished professor, Medicine & Cardiovascular Diseases, University of Alabama, USA, Ms. Mona Jauhar, Chief Functional Nutritionist, Founder President, Mechanism Wellness, New York, Dr. H.K. Chopra, President, World Wellness Foundation & Chief Consultant Cardiologist, Moolchand Medicity Hospital, Mr. Atul Sobti DG, SCOPE and Dr. Anil Pareek, President, Medical Affairs and Clinical Research, IPCA addressed the participants.

Around 2500 participants with their families joined in the interactive session LIVE through various platforms of SCOPE & IPCA. Subsequently, the webinar was also telecasted on Tata Sky Famhealth channel for people to take benefit of the advice by medical experts.

About the Webinar:

The webinar emphasised on Indians being at high risk of heart diseases. With the renewed risk factors amidst COVID times, he asserted the need for dietary management, good nutrition and physical activity to improve wellness of the heart. Calling sedentary lifestyle the new cancer. It was advised all to be constantly on the move and base diets on plant based food.

Besides giving various health tips to fight corona it was also reiterated that positive mindset is the biggest weapon against the disease and therefore optimism is true prevention.

While the webinar addressed the fact this crisis has brought awareness of health to the forefront and hence the paramount importance of overall wellness of employees at this time is essential on the diet front, interconnectedness of the human body with the food was discussed.

Tips to build immunity and resilience through eating right. It was signified that the impact of a good balanced and premeditated diet to achieve overall fitness of the body and mind is essential.

To view complete recording of the webinar please access Link
<https://www.scopeonline.in/SCOPE-webinar-series-2020-recordings.php>

12th Virtual Conference and
Symposium

ILOs response to the pandemic:
Learning & Sharing of Global
Practices

6 July, 2020



SCOPE
International Labour Organisation

**Webinar on
ILOs response to
the pandemic:
Learning and
Sharing of
Global Practices**

To register please click on link: <https://attendee.gotowebinar.com/register/5170602271626858253>

SETTING THE CONTEXT

Mr. Atul Sobti
DG, SCOPE

"As the world grapples with a global pandemic, employers are coming to terms with one of the most challenging times in terms of labour and business models. To overcome this unexpected turn of events, employers are identifying and adopting innovative measures of doing business to impede the impact of economic stress on their businesses. SCOPE, apex body of Indian State Owned Enterprises (SOEs) is conducting this Webinar in association with ILO to determine the challenges and alternative opportunities arising in the present scenario."

**Date:
06 July 2020
Time:
3:30 pm**

TOPICS TO BE DISCUSSED

- International labour Organisation (ILO)'s response to the Pandemic (Global and National context)
- How can Employer Business Member Organisations (EBMOs) respond?
- Safety and Health at Workplaces in the new normal
- Securing Health and Safety at the Work Place
 - ILO guidelines and perspective
 - Initiatives Undertaken by SCOPE Members

Meet the Speakers

| | | | |
|--|--|---|--|
|  Ms. Dagmar Walter Director, ILO DWT for South Asia and Country Office for India |  Mr. Ravi Peiris Senior Specialist Employers' Activities, ILO DWT New Delhi |  Dr. R. K. Elangovan DG, FASU Ministry of Labour & Employment |  Mr. Tsuyoshi Kawakami Senior Specialist OSH ILO DWT New Delhi |
|--|--|---|--|

The Webinar is by invitation only and no participation fee is payable.
For Information Contact: Mr. S. A. Khan, Group GM (Corp. Affairs), SCOPE (Mob: 9899402245) at hrscope.khan@gmail.com or Ms. Hema Kaul, Prog. Coordinator, SCOPE (Mob: 98993 62335)

Standing Conference of Public Enterprises
www.scopeonline.in

Streaming Live on:

pr.scope OrgSCOPE Pr.SCOPE PSUSCOPE

12th Webinar in SCOPE Webinar Series 2020

WEBINAR ON

ILOs response to the pandemic: Learning & Sharing of Global Practices

6 July, 2020



Introduction:

The quest for sustainable employment and creating a safe, equitable and dynamic workplace has accelerated amidst the ongoing pandemic. Offering insights into the same, Standing Conference of Public Enterprises (SCOPE) organized a webinar titled 'ILO's response to the pandemic - Learning and Sharing of Global Practices' in association with International Labour Organisation (ILO).

Ms. Dagmar Walter, Director, ILO DWT South Asia; Mr. Atul Sobti, DG, SCOPE; Dr. R. K. Elangovan, DG FASLI, Ministry of Labour & Employment; Mr. Ravi Peiris, Senior Specialist, ILO; Mr. Tsuyoshi Kawakami, Senior Specialist, ILO and Dr. Sanjay Kumar, Director, Personnel, WCL addressed the meet.

Nearly 500 participants including senior official from PSEs attended the webinar.

About the Webinar:

The webinar discussed about the global job scenario and emphasised that the pandemic has affected both quality and quantity of jobs and measures taken to ensure worker protection, stimulate economic and labour demand; support employment and incomes and using social dialogue between government, workers and employers can only help overcome this crisis.

It was also addressed that the present scenario is one of the toughest faced by employers and so there is an inherent need for everyone to have an optimistic approach and ensure worker safety while adapting to the 'New Normal'.

It was highlighted that the importance of survival and resilience through social dialogue between employers and employees and signified the ability of adapting to change as the biggest asset for any organisation and follow the guidelines for securing health and safety at workplaces.

To view complete recording of the webinar please access Link
<https://www.scopeonline.in/SCOPE-webinar-series-2020-recordings.php>

Health and Safety at work place in the new normal



Dr R K Elangovan

Director General & Chief Inspector of Dock Safety
 Directorate General factory Advice Service and
 Labour Institutes (DGFASLI),
 Ministry of Labour and Employment
 Government of India
rke@dqfasli.gov.in

Mandatory requirements to enter into Premises

| | | |
|--|--|---|
| | | <ul style="list-style-type: none"> •Aarogya Setu App installation is Mandatory •People with 'You are Safe' are allowed inside Premises |
| •Self Declaration Checklist | | Self declaration checklist to be filled - covers <ul style="list-style-type: none"> • personal and family members symptoms related to fever, cough, respiratory illness etc • Is your residence in Containment Zone • Have you travelled to any containment zone or other hotspots in state or other states in the past 14 days? |
| •Health Check •Vehicle Disinfection | | <ul style="list-style-type: none"> •Temperature screening carried out at entrance by Security •Vehicle disinfected completely |

New Normal Practices inside RML Premises

| | | |
|-------------------|--|--|
| Hand Sanitization | | <ul style="list-style-type: none"> • Personal sanitary practices of Hand wash / Hand sanitization is mandatory every 2 hours • Do not open the doors with hand and use foot opener |
| PPE | | <ul style="list-style-type: none"> • Nose masks are mandatory as per the guidelines |
| Social Distancing | | <ul style="list-style-type: none"> • Stay at least 6 feet away from others at all times as a normal practice • Follow social distancing marks in the floor throughout the visit |

DGFASLI , MOL & E, GOI

- Directorate General Factory Advice Service & Labour Institutes,
- Ministry of Labour and Employment, Government of India
- Mandate – Occupational Safety, Health and Environment at Workplace
- Central Labour Institute, Mumbai; Regional Labour Institute, Chennai, Faridabad, Kanpur, Kolkata and Shillong.
- Apex body on Safety, Health and Environment at workplaces in india

Introduction

- Health and Safety of workers is the top most priority.
- Unprecedented crisis of Covid-19 Pandemic requires detailed preparedness in the 'New Normal' situation going ahead.
- Create ' **Pandemic Response Procedure – PRP** ' to ensure safety and wellbeing of all stakeholders by containing the spread of pandemic.



Restarting Procedures and Requirements for Factories...

- The restarting process shall be carried out only as per the laid procedures, protocols and guidelines in the presence of entire team including safety officer and factory medical officer of the
- Necessary clearances and approvals, if any, shall be obtained from the concerned authorities before restarting the plant.
- The Pre Startup Safety Review (PSSR), which is a safety review conducted prior to startup of a processing/manufacturing plant to ensure that installations meet the original design or operating intent, to catch and re-assess any potential hazard due to changes during the lock down period, shall be done before starting the plant. A record on this shall also be maintained for review by the regulatory authorities.



Restarting Procedures and Requirements for Factories...

- The identified hazards through the Pre Startup Safety Review (PSSR) study shall be eliminated, prevented and controlled Before starting the plant.
- Provision and maintenance of the plant and systems in the plant safe and without risks to the health of the workers.
- Arrangements in the factory for ensuring safety and health of the workers by ensuring absence of risks in connection with the use, handling, storage and transport of chemicals in the factory premises.
- Provision of information, instruction, training and supervision to ensure health and safety of all workers during start-up operations.



Restarting Procedures and Requirements for Factories...

- Provision, maintenance and monitoring of safe and risk free work environment by ensuring that the permissible limits of exposure of chemical and toxic substances, as laid down under Section 41-F of the Factories Act, 1948, are never exceeded.
- Ventilation, scrubbing and treatment systems of the factory shall be made fully operational before allowing personnel entry into the plant.
- Supply and use of adequate and appropriate Personal Protective Equipment (PPE) in conformance with National Standards by the workers engaged in the initial cleaning and start up process to protect against exposure to the toxic gases and fumes.
- Entry into confined spaces and high hazard areas shall be carried out by using work permits and strictly adhere to the Standard Operating Procedures (SOP' s) and Standard Operating Procedures (SMP' s) of the factory.

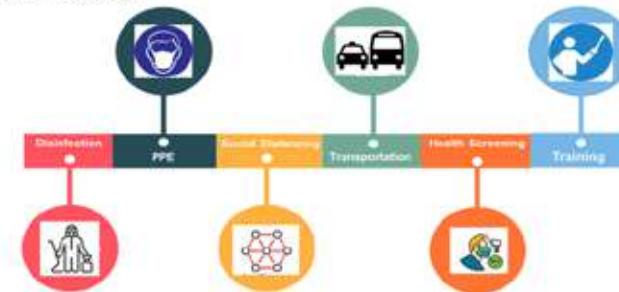
Restarting Procedures and Requirements for Factories...

- Ensure proper functioning of Safety Instrumented Systems, which comprises of sensors, logic solvers, and final control elements for the single purpose of taking the process to a safe state when pre-determined conditions are violated.
- Check for corrosion of pipelines, vessels, storage tanks, process equipment etc, including the stability of structures prior to start – up, thus ensuring and validating mechanical and structural integrity of the plant.
- Robust on-site and off-site emergency planning shall be made available in the factory. The emergency team leaders, team members, equipment and facilities shall also be made available in the factory as per the approved emergency plans.



Plant Opening Protocol

- This procedure details about the mandatory activities which are to be complied across the Premises' upon resuming operations in the plants.



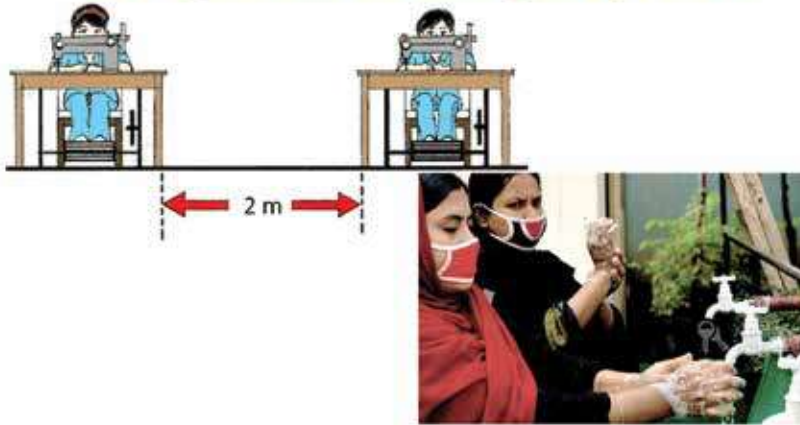
- Detailed 'Plant Opening Protocol Checksheet' should be created encompassing all these activities

Applicable PPE

| S.NO | Area/Place | Person | Recommended PPE |
|------|------------|---|---------------------------|
| 1 | OHC | Doctor, Nurse, Attender | N95 Mask, Surgical gloves |
| 2 | Entrance | Security at entrance frisking people | N95 Mask, Nitrile gloves |
| 3 | Canteen | Serving in dining area, Preparing food in kitchen | N95 Mask |
| 4 | Shop Floor | Employees | Washable Mask |
| 5 | General | Disinfectant team | Coverall, Nitrile Gloves |

Securing Health and Safety at the Work Place

- ILO guidelines and perspective -

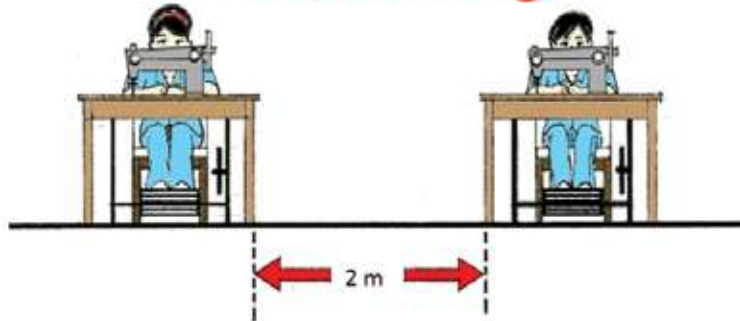


Major causes of the new Corona virus infection (COVID-19)

1. Droplet infection: coughing, sneezing, etc.
2. Contact infection: handshakes, door nobs, keyboards, etc.



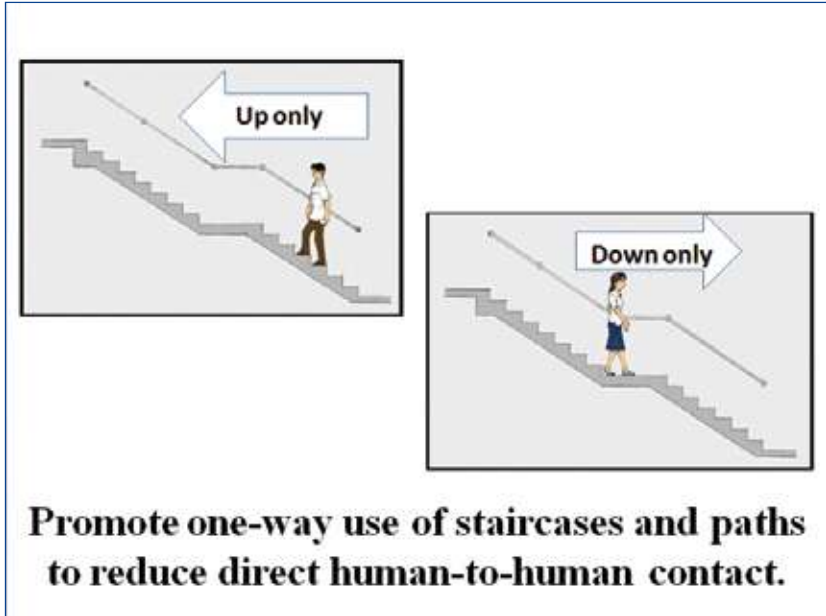
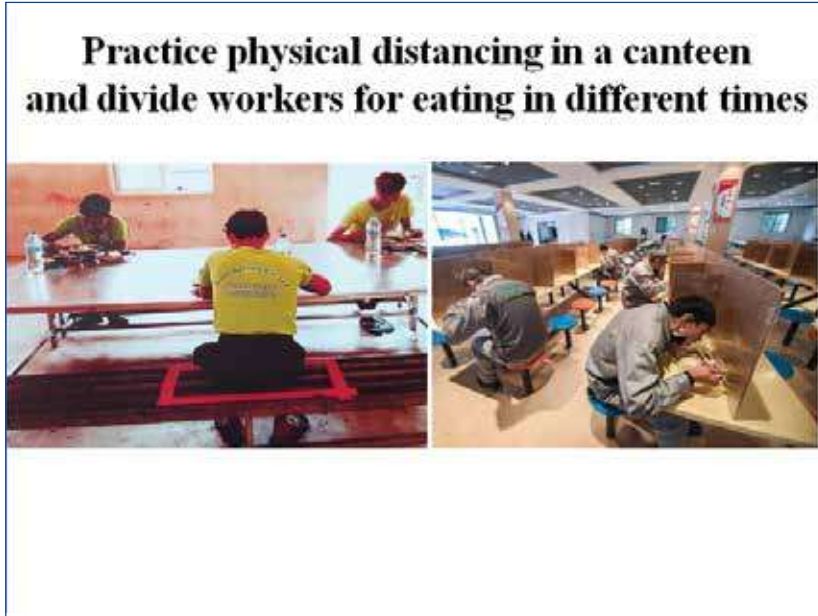
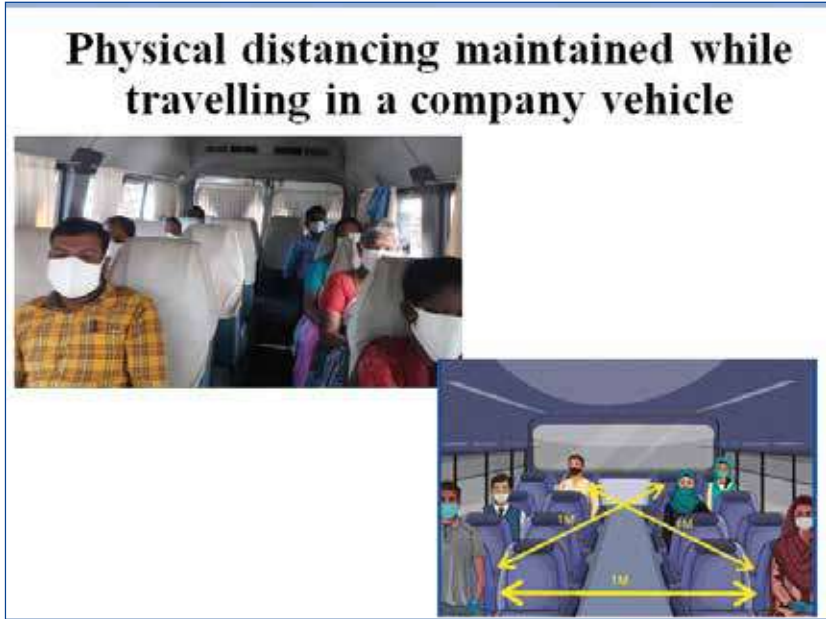
Tip 1: Practice physical distancing.



Each workstation should keep around 2 m from each other.

Workplaces adjusted for physical distancing







Use transparent screens to avoid direct human-to-human contact and reduce infection risks.



Promote teleworking if the work can be done at home. Organize telephone or internet meetings instead of face-to-face meetings.



Delivery workers should also keep 2 m away when meeting a customer.

Tip 2: Equip workers to maintain hygiene.



1
2
3
4
5
6
7

Establish a company practice that everyone washes their hands carefully

If there is no disposable handkerchief, sneeze or cough into your elbow and not your hand.

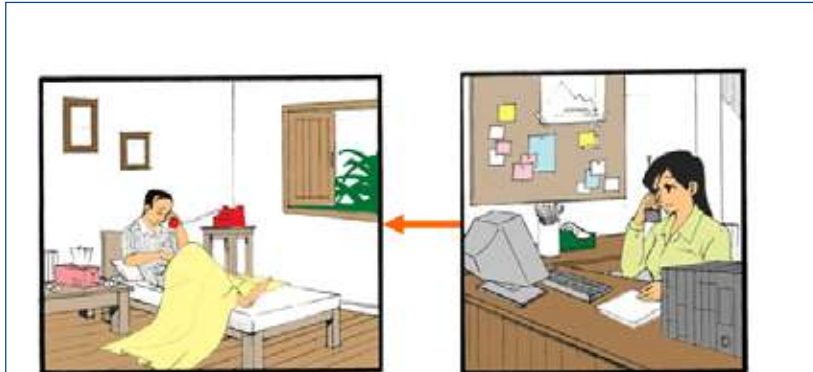
Use a mask and fit it to your face

Open windows to increase ventilation.



When cleaning, pay **attention to high touch areas** such as water taps, door knobs or control panels. Train cleaners to protect themselves.

Tip 3: Promote self-health check of workers.



Workers having symptoms should not come to work. Keep contact with sick workers to provide necessary company support.

Tip 4. Joint risk assessments by employers & workers together.



Identify crowded work areas and perform physical distancing

**Protect your workers and businesses
from COVID-19**

- 1. Practice physical distancing.**
- 2. Equip workers to maintain hygiene.**
- 3. Promote self-health check of workers and provide necessary support to sick workers.**
- 4. Employers & workers should jointly evaluate the risk of COVID-19 infection in their workplace.**

13th Virtual Conference and
Symposium

Digital Transformation in
COVID 19

7 August, 2020





Webinar on Digital Transformation in COVID 19

Date: 7th August 2020, Friday

Time: 3:00 pm

To register please click on link:
<https://attendee.gotowebinar.com/register/9179879063954546448>

SETTING THE CONTEXT



Shri Atul Sobti
DG, SCOPE

"The pandemic has put unimagined pressures on the business environment. While on one hand there is mounting pressure for performance on the other hand, there is an urgent need for adoption of technology and digitalization. Companies across sectors are accelerating investments in Digital and Digital enabling technologies to meet business requirements. In this context, SCOPE is conducting this webinar to showcase how various sectors can leverage Digital to operate in the new business environment."

TOPICS TO BE DISCUSSED

- Digital economy in COVID
- Digital disruptions & Impact on key sectors
- Emerging Digital Themes in wake of COVID 19
- Realigning digital priorities

The Webinar is by invitation only and no participation fee is payable.
For Information Contact: Mr. S. A. Khan, Group GM (Corp. Affairs), SCOPE
 (Mob: 9899402245) at hrscope.khan@gmail.com
 or Ms. Hema Koul, Prog. Coordinator, SCOPE (Mob: 98993 62335)

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Chief Guest



Prof. Ashutosh Sharma
Secretary, Department of Science & Technology,
Ministry of Science & Technology,
Government of India

Speakers



Shri S.M. Vaidya
Chairman,
IOC



Shri Rakesh Kumar
CMD NLC & Chairman,
SCOPE

Speakers from KPMG India



Shri Sushant Rabra
Partner
KPMG India



Shri Manas Majumdar
Partner
KPMG India

WEBINAR ON

Digital Transformation in COVID 19

7 August, 2020



Introduction:

As COVID acts as a key catalyst for acceleration of digital technologies, organisations need to leverage these disruptions as future will be increasingly digital. To offer an insight in the same, Standing Conference of Public Enterprises (SCOPE) organised a webinar on 'Digital Transformation in COVID 19.'

The webinar was addressed by Prof. Ashutosh Sharma, Secretary, Department of Science & Technology (DST); Mr. S.M. Vaidya, Chairman, Indian Oil Corporation Ltd. (IOCL); Mr. Atul Sobti, Director General, SCOPE, Mr. S. Sakthimani, Director (Finance), Cement Corporation of India Ltd. (CCI), Mr. Sushant Rabra and Mr. Manas Majumdar, both partners in KPMG India addressed the meet.


The Webinar was attended by over 2300 participants including senior official from Public Sector Enterprises (PSEs).

About the Webinar:

The webinar addressed that the present era is of Industry 4.0 which is based on control of data, knowledge and wisdom and hence whoever is able to generate, control and build on data/ information shall succeed. It was stated that it is imperative for organisations to assess their digital maturity and also where they want to reach so as to make most of the available opportunity to leverage digital tools and PSEs are strong pillars of the Indian economy and hence need to take advantage of latest technology, upskill and integrate business with emerging technologies.

It was also highlighted that the digital technology has broadened the horizon of business in the times of crisis and it should be the key even in post COVID times and hence the same needs to be leveraged by PSEs in order to be globally competitive.


To view complete recording of the webinar please access Link
<https://www.scopeonline.in/SCOPE-webinar-series-2020-recordings.php>



Digital Transformation in Covid-19

Presentation by:
Sushant Rabra, Partner, KPMG
Manas Majumdar, Partner, KPMG

7 August 2020

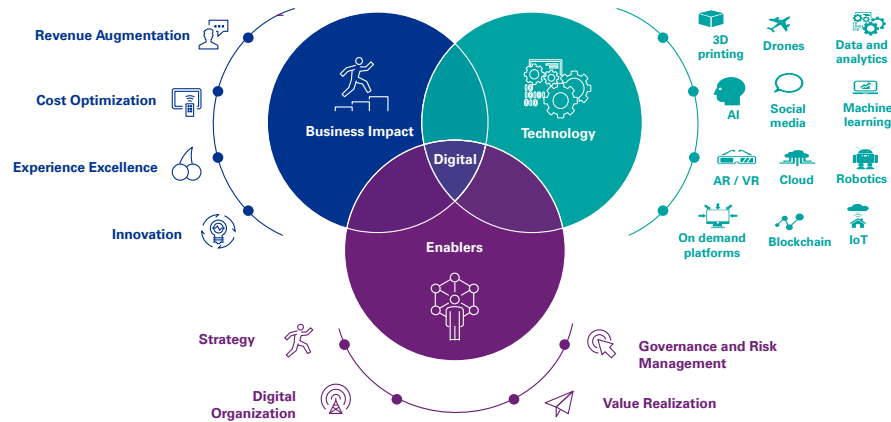


Agenda

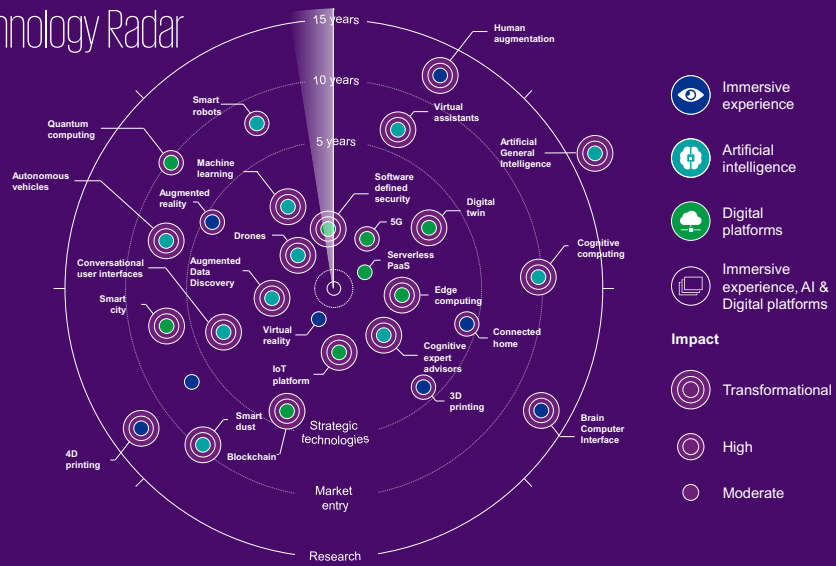
- Key Digital Technologies that are changing our world today
- Emerging Digital themes in the wake of COVID-19
- Key pillars of a successful Digital Strategy

Key Digital Technologies that are changing our world today

What is Digital?



Emerging Technology Radar



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Machine learning

Market opportunity: Drug research / CRM / Supply chain optimization / Predictive maintenance / Operational effectiveness / Workforce effectiveness / Fraud detection / Autonomous vehicles / Resource optimization / Smart advisors and virtual assistants for customers (VCAs)



Perceived future opportunity



Perceived future risk



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Case Study

Advanced Analytics to predict equipment failure

A global base metals group was grappling with downtime and associated production losses due to unexpected failure of a blower occurring on average more than once a month. It also frequently had to divert maintenance resources from planned maintenance tasks to breakdown repair activities, reducing the efficiency of the maintenance team.

A predictive model, leveraging existing sensors to collate operating and equipment data was developed. This allowed the group to plan and synchronize maintenance interventions and prevent additional time loss due to re-planning, expediting and procuring parts and avoid failure and damage cascading across assets.

Impact

- Prediction of imminent failure on average 7 days in advance
- Accuracy of failure prediction almost 81%



Quantum computing

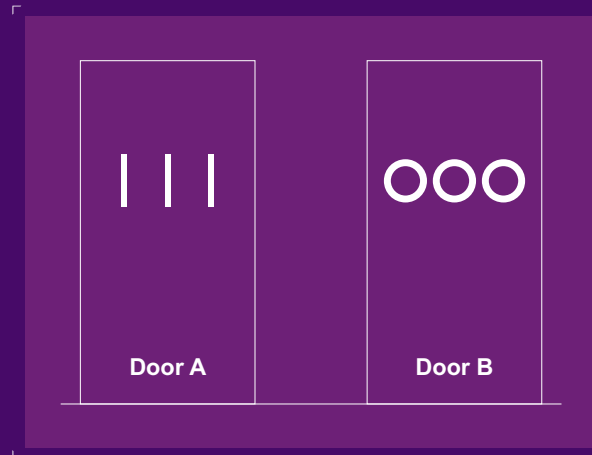
Impact: Optimization, machine learning, cryptography, molecular modelling, encryption, stress analysis for mechanical systems, pattern matching, image analysis, and weather forecasting.

5

Perceived future opportunity

4

Perceived future risk



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Augmented reality

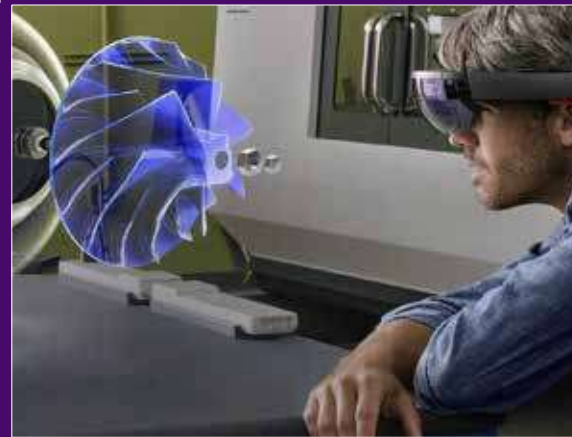
Markets: Gaming, industrial design, engineering, mining construction, energy & utility, automotive, logistics, education, healthcare, field service.

3

Perceived future opportunity

1

Perceived future risk



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Blockchain

Markets: FS, manufacturing, government, healthcare, supply chains.

4

Perceived future opportunity

2

Perceived future risk



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IoT

Factory analytics

Market: \$1.4 TN by 2021.

Technology, consumer markets, healthcare, transportation, smart city, connected home, manufacturing.



Perceived future opportunity



Perceived future risk



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IoT analytics for Spanish Coke bottler:

Predicting the impact of incidents per plant



Cluster reports



Incidence models



Speech analytics



Robotics

Market: Medical materials handling, disposal of hazardous wastes, patient care, direct materials handling, stock replenishment, product assembly, finished goods movements, order fulfilment, package delivery, customer care, disposal of hazardous materials.



Perceived future opportunity



Perceived future risk



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Drones

Market: Military, emergency services, sports

4 

Perceived future opportunity

2 

Perceived future risk



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Autonomous vehicles

Market: Distribution, military, consumer.

4 

Perceived future opportunity

2 

Perceived future risk

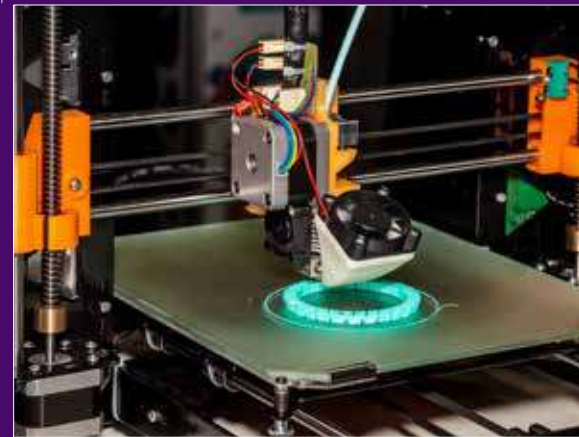


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3D printing

\$30 billion market by 2023.

Market: Manufacturing, aerospace and defense, engineering, consumer products, automotive, jewellery, architecture and construction



3 ▲▼

Perceived future opportunity

1 ▲▼

Perceived future risk



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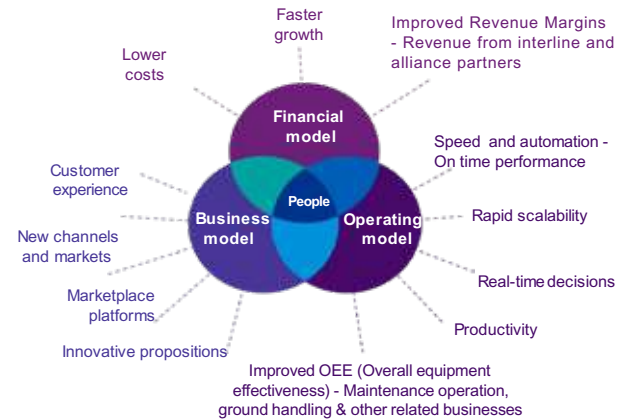
How does Digital impact company?

Emerging technologies and capabilities...

Illustrative

- | | |
|--------------|--------------------|
| AR/VR | Robotics |
| Social media | Drones |
| IoT | 3D printing |
| Cloud | Data and analytics |
| Blockchain | AI |

...bring break-through capabilities



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Digital is here and now...

Many Industries Have Already Been 'Digitally Disrupted'

The world's largest taxi company that owns no taxis?



The world's largest accommodation provider that owns no rooms?



Two of the largest phone companies that own no Telco infrastructure?



The world's most valuable retailer that has no inventory and owns no stores?



Two of the world's most popular media firms that create no content?



How will your business be disrupted?



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...and not just in Tech companies

ADNOC video

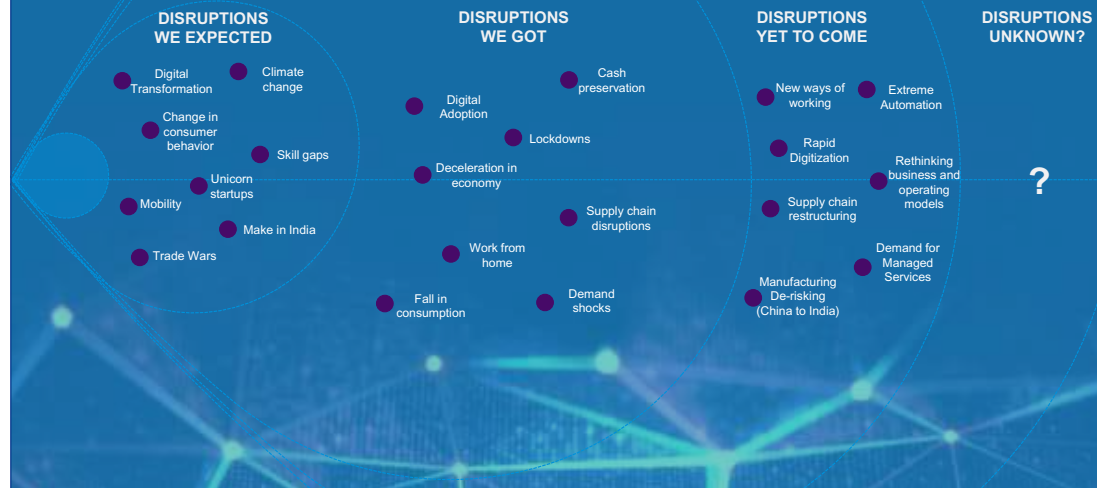


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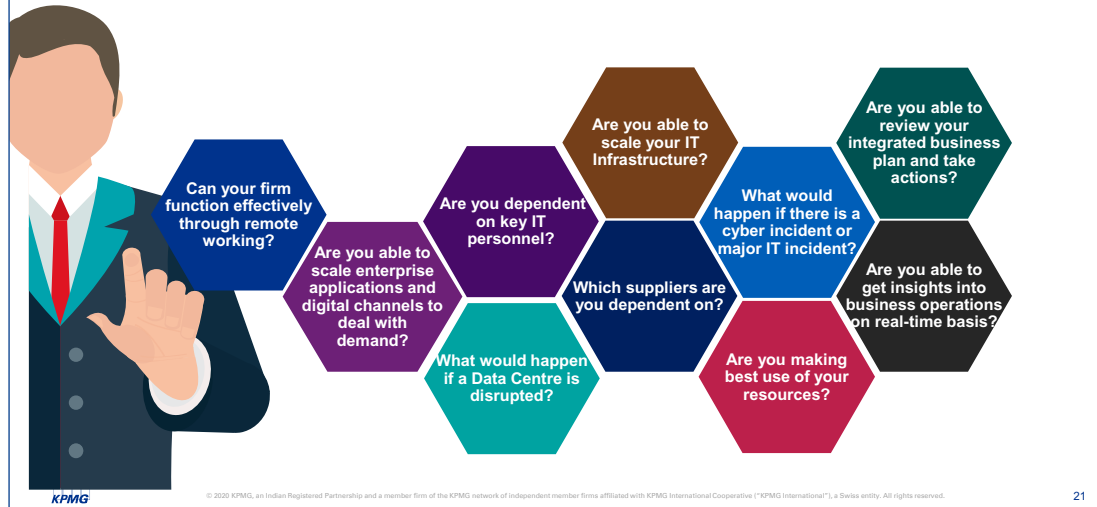
18

Emerging Digital themes in the wake of COVID-19

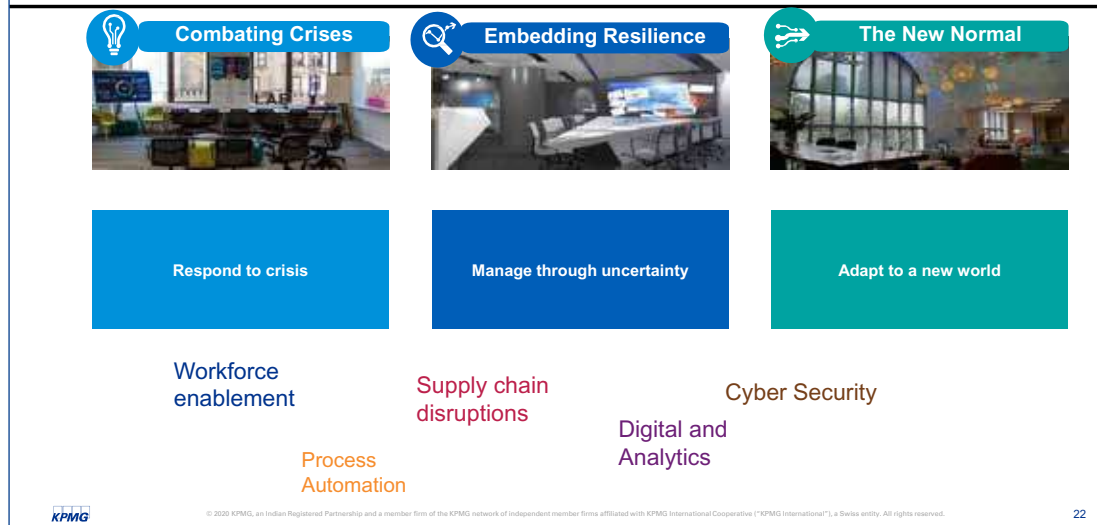
Unfolding of the COVID-19 Pandemic



Key questions emerging in the wake of COVID – 19



Themes for a Digital-led recovery to achieve the new normal



Remote employee and workforce enablement in the wake of COVID-19

Business Context

- Difficulty in **meeting operational needs** of business, delivering quality, the changing demands of customers in the face of staff absence and unpredictable availability of workforce
- **Remote working best practices not known** or being utilized effectively across diverse generations and skill levels
- Significant increases and **changing demands of technologies and the IT support model**
- **Declining employee engagement** or productivity resulting in lack of teaming and connection to the organization

Managing remote employee experience important in post COVID-19 era



- Focusing on **employee experience is essential to keep workers connected, engaged and productive.**
- Organizations must consider all three elements of the employee experience and determine what actions they can take now.

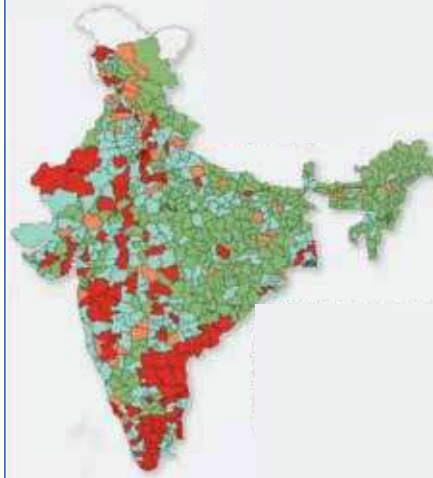


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Case Study

Managing supply chain disruptions in times of COVID-19

Supply chain mapped in COVID-19 zones in India



Demand destruction has led to huge gap in supply and demand in the industry

Integrated Production Planning & Optimization



Supply Chain Bottlenecks, Goods movement restriction, Demand spikes post lockdown

End-to-End Visibility of Supply Chains & Analytics



Keeping track of logistics, and controlling pilferage is further exacerbated by limited workforce availability

Remote Operations and Automation



Limited Strategic decision making, real time data collaboration

Unified Command & Control Centre



Robotic and cognitive process automation techniques can help ensure business continuity in times of crisis

Business Context

How can a business reduce its concentration of personnel to ensure employee safety but also keep the entity functioning?

- To maintain business continuity, all organisations will need to think about how to support remote, collaborative work arrangements as well as **automated service delivery**
- In a crisis, being able to **remotely access key information** required for decision making to maintain 'business as usual' is critical to business continuity
- The use of robotic process automation (RPA) can assist in business continuity during a situation when available manpower may be disrupted

Focus areas for the 'New Normal'

Supply chain & procurement

- Contract management
- Process flow automation
- Inventory management
- Exceptions / fallout

Customer support


- Virtual agents (chat bots)
- Call center "agent assist"
- Task execution

Finance and accounting

- Record to Report, Plan to Perform, Source to Pay, Acquire to Retire
- Invoice processing/exceptions
- AP/AR actions
- Reporting, Auditing, Filings

Human resources

- Employee on-boarding and off-boarding
- Payroll
- Time recording and compliance
- Populating/ aggregating employee information



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25

Digital and analytics can help provide decision making support for prioritizing capital projects – invest for the future

Technology enablement will assist in developing long term capex strategy and manage the portfolio to increase returns and lower risks.

A. Analytics based allocation of capex


Use of analytics for distributing finances to maximize profits and increase efficiency along with reduction in unnecessary spend on infrastructure renewal.

B. Data driven project planning and execution

Deploying a MIS/MDS or improving processes that will enable smooth operations and accurate business decisions.

C. Augmented Workforce with new capabilities

Harnessing emerging technologies and building a digital capability can take Capital Project delivery and operations to new frontiers of efficiency and control.



D. Stringent project appraisal guidelines according to business environment


Deploying financial appraisal guidelines to be more stringent for project

E. Data analytics driven Capital Operating Model & Program Management

Next Gen operating model with lean process design combining use of technologies like data analytics & program management

F. Divestment Decisions & Portfolio Management

Strategic portfolio management to disinvest correctly and focus on core business



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There is strong need to strengthen cyber security programs with workspace in transition due to COVID-19

Business Context

- **Cyber resilience** and dealing with pandemic – themed cyber threats
- Managing escalating costs of **operational technology (IT and OT)** security when budgets are constrained
- Reduction in effectiveness of **authorization and existing security incidents detection** processes as a result of widespread remote working and fewer on site operational staff
- Plant systems including DCS, SCADA and PLC rely on their proprietary vendors to provide **support and system security patches**.



"The number of cyberattacks on Indian companies has doubled as cybercriminals use the COVID-19 disruption to infiltrate corporate networks and steal data"

"Attackers will attempt to exploit the rush to remote systems, understaffed facilities, and new ways of working"



"FBI Anticipates Rise in Business Email Compromise Schemes Related to the COVID-19 Pandemic"

"Cyber-security firm Kaspersky says the number of brute-force attacks targeting Remote Desktop Protocol endpoints rose sharply since the onset of COVID-19 pandemic"

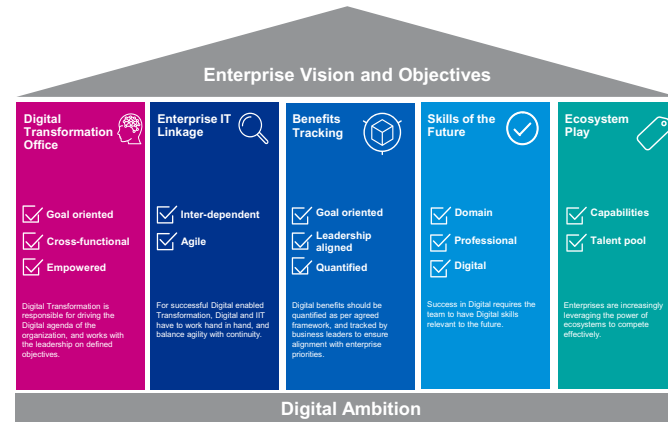


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Key pillars of a successful Digital Strategy

What does it take to succeed using Digital?

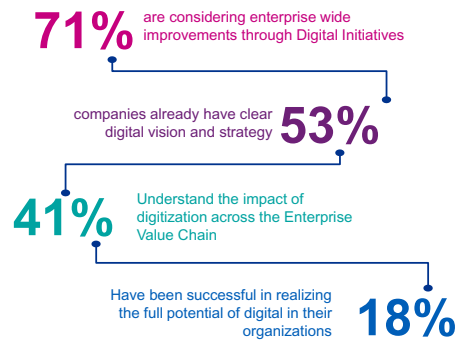


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What does it take to succeed using Digital?

Our research shows only 24% of organizations have realized full value through Digital



Almost every client/organisation either wants to or is doing some work around digital transformation

Source: The Harvey Nash/KPMG CIO Survey (largest IT leadership study in the world)



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14th Virtual Conference and
Symposium

COVID Pandemic and its impact on
Mental Health
Fighting a pandemic within
pandemic

27 August, 2020






Webinar on COVID Pandemic and its impact on Mental Health Fighting a pandemic within pandemic



Thursday, 27th August, 2020
7 PM to 8:30 PM

To register please click on link
<https://attendee.gotowebinar.com/register/7411643365115658252>

SETTING THE CONTEXT



The ongoing Corona Pandemic has disrupted our lives severely. The unseen enemy has impacted not only our normal lifestyle but our Peace of mind. High levels of insecurity about livelihood, fear of the unknown, the increase in cases of depression, panic, violence and even suicidal trends. How does one then, protect ourselves, our families and our loved ones? How does one cope with this crisis? How bad are we affected mentally?

SCOPE with partner Famhealth. In seeks to address all your concerns with respect to mental well being in the forthcoming webinar with guidance from highly specialised psychiatrists from Stanford University, Maryland, USA and the mental health gurus of India.

TOPICS TO BE DISCUSSED

- Neuro COVID-19 : a clinical neuroscience-based approach to reduce the SARS-CoV
- Challenges faced by the workforce in these uncertain times
- Recognizing and helping a person with a mental health issue - At work and home
- Child in Distress

International Speakers



Prof. Stefano Pallanti
MD, PhD, Professor of Psychiatry and Behavioral Sciences
Stanford University Medical Center,
Stanford, USA



Dr. Ranjana Verma
MD, Specialist in Child Psychiatry
Aberdeen, Maryland,
USA

Speakers from India



Dr. Amitabh Saha
Dept. Coordinator and Clinical Administrator
Dept. of Mental Health,
Max Super Speciality Hospitals, India



Dr. Anjali Nagpal
Mental Health and Behavioral Sciences Psychiatrist
Max Hospitals and Sireemity Clinic, India



Ms. Asha Kapoor
Managing Director,
Famhealth

The Webinar is by invitation only and no participation fee is payable.
For Information Contact: Mr. S. A. Khan, Group GM (Corp. Affairs), SCOPE (Mob: 9899402245) at hrscope.khan@gmail.com or Ms. Hema Koul, Prog. Coordinator, SCOPE (Mob: 98993 62335)

Standing Conference of Public Enterprises
www.scopeonline.in

Streaming Live on:






14th Webinar in SCOPE Webinar Series 2020

WEBINAR ON

COVID Pandemic and its impact on Mental Health Fighting a pandemic within pandemic

27 August, 2020



Introduction:

The manifestations of the pandemic have been aplenty, especially on mental wellbeing of everyone. To address concerns regarding this, Standing Conference of Public Enterprises (SCOPE) organised its International webinar in association with Famhealth on 'COVID Pandemic and its impact on Mental Health.'

The webinar was addressed by Prof. Stefano Pallanti, Stanford University, USA; Dr. Ranjana Verma, Maryland, USA; Mr. Atul Sobti, DG, SCOPE; Dr. Amitabh Saha, Max Hospitals, India and Dr. Anjali Nagpal, CMD, Serenity Clinic, India.

Over 1200 participants including senior officials of PSEs attended the webinar through SCOPE's various platforms.

About the Webinar:

The webinar highlighted the impact of the pandemic on mental health of individuals globally. During the presentations and celebrations, the urgency of looking at the virus as a major threat to the brain and the

need for self assessment to overcome anxiety and obsessive compulsive disorders in these was cited.

Attention was also drawn to the various challenges arising due to the sudden disconnect among individuals due to the pandemic. It was also signified that we need to be alert and identify mental struggles being faced by our friends and family and reach out to them in times of need.

Concerns with respect to child distress and psychology were also addressed. The impact of the pandemic on young minds and the adverse effects of the disruption in the rhythm of everyday life on them was discussed in detail. It was highlighted that creating confidence and reassuring children in times of crisis and seeking professional help as and when needed is much needed.

The webinar also discussed that the biggest challenge is adjusting to the new normal mentally.

Tips were given to preserve mental wellbeing as the quantum of psychological stress was alarming and one of the worst seen in recent times.

To view complete recording of the webinar please access Link
<https://www.scopeonline.in/SCOPE-webinar-series-2020-recordings.php>

Challenges faced by the workforce in uncertain times

Dr Amitabh Saha
MD, Psychiatry

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New Normal



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Quantum of psychological problem?

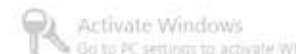
Alarming

- Uncertainty, loss of sense of control
- Stress, boredom, grief, bereavement
- Increase in case of depression
- Increase in cases of other psychological problems like Anxiety, PTSD, OCD, Hypochondriasis.
- Increase in number of suicide cases
- Memory related problems
- Family discord and substance abuse
- Worsening of pre-existing psychological illness



What led to psychological mayhem?

- Corona Virus, COVID 19
- Restrictive measures
- Misinformation through news channels and social media



Issues confronted by workforce ?

- Work place/ setup
- Working hours
- Transportation
- Multitasking
- Adequate safety measures
- Lack of interpersonal interaction
- Financial worries
- Stigma
- Affected person with Corona Virus
- Affected person with psychological problem

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Advice for employees Protect yourself and support others

- Self
 - Take adequate precaution
 - Minimize news feed
 - Maintain routine
 - Leisure
 - Avoid substance use
 - Exercise and limit unnecessary calories
 - Make yourself and family aware of health coverage, finances
 - Discuss issues and seek help from friends, colleagues, supervisor
- Family, friends and colleagues
 - Sincere and frequent interactions

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Advice for people with leadership role

- Inform about safety measures in work place, health coverage, and tie ups.
- Giving sense of control – solution for challenge, working hours
- Considerate about working mothers
- Sensitive about job termination, pay cuts and prolonged leave without pay
- Sense of purpose must not be lost - everyone must be engaged in work or help to attain new skill-set that might benefit their career in future.
- Help fight loneliness, hopelessness and boost morale

 Activate Windows
Go to PC settings to activate Windows.

Advice for people with leadership role..contd

- Create 'Assistance programme' in collaboration with mental health professionals to initiate and follow up services for those experiencing mental health issues.
- Responsibility of creating awareness about mental health problem, de-stigmatize it.

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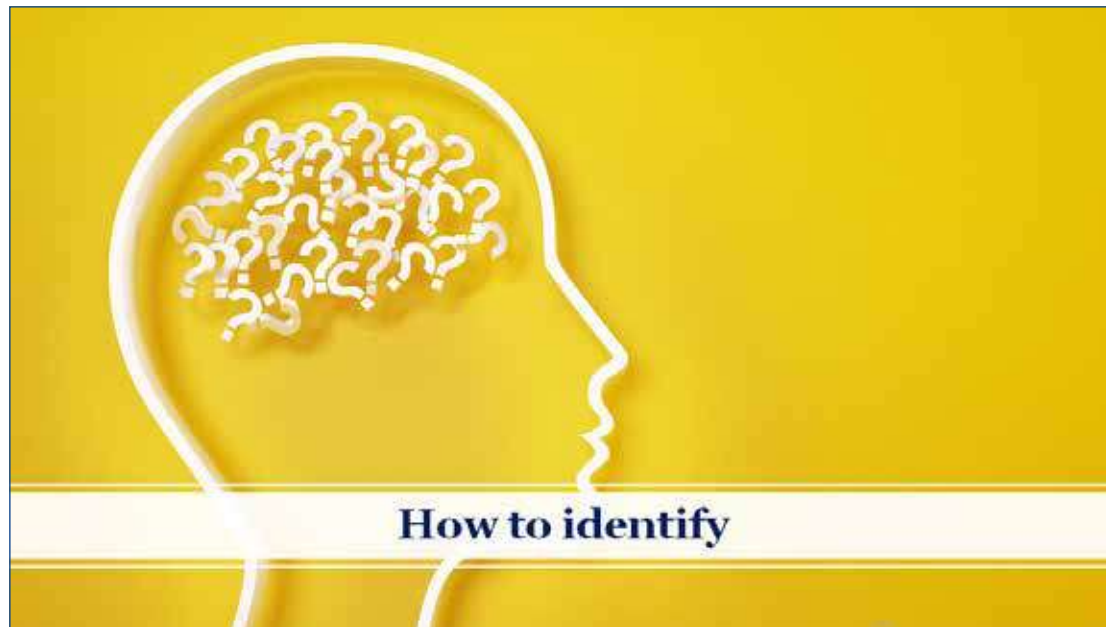
Signs you need to look for

- Mood – swings, low mood for prolonged duration
- Increase anxiety, apprehension, irritability
- Feeling of hopelessness, helplessness, worthlessness
- Lack of interest in surrounding, work and home-front
- Poor concentration
- Sleep changes
- Thoughts of self harm

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Go to PC settings to activate Windows

We will walk through this collectively
and confidently

 Activate Windows
Go to PC settings to activate Windows



- Mood changes
- Anxiety/ Worry
- Loss of touch with reality
- Substance related problem
- Sleep problem
- Bodily symptoms
- Change in libido
- Executive and higher executive dysfunctions

At workplace

- **Absenteeism**
- **Depression**
 - *Lost productivity*
 - *Passive, withdrawn, aimless*
- **Bipolar disorder**
 - *Highly energetic and creative, but actual productivity may suffer*
 - *Self-aggrandizing or disruptive, flout workplace rules, be overly aggressive, and make mistakes in judgment (such as overspending a budget)*
- **Anxiety**
 - *Restlessness, fatigue, difficulty concentrating, and excess worrying*
 - *Constant reassurance about performance*
- **ADHD**
 - *Disorganization,*
 - *Failure to meet deadlines*
 - *Inability to manage workloads*
 - *Problems following instructions from supervisors*
 - *Arguments with co-workers*

Causes of mental illness

- Family history of mental illness
- Stressful events- financial, death or divorce
- Chronic medical condition
- Traumatic experiences
- Use of alcohol or recreational drugs
- A childhood history of abuse or neglect
- Few friends or few healthy relationships
- A previous mental illness

Violence



- **Red flag**

- Controlling behaviour like not providing financial support
- Humiliating in front of others, name calling
- Physical abuse
- Sexual abuse
- Violence extending to elders, children or pets
- Agitation

- **Signs**

- S - STARING - prolonged glaring
- T - TONE - sharp, sarcastic, loud, argumentative
- A - ANXIETY - flushed face, heavy breathing, rapid speech, reaction to pain
- M - MUTTERING - talking under breath, criticizing to self or others, mimicking
- P - PACING - walking around in confined space, walking into areas that are off limits

Handling domestic violence

- Encourage members to have separate times and together times
- Be aware when conflict is escalating to give emotional space
- Don't dwell on the small stuff
- Lower your expectations
- Plan your day – Restart hobbies, exercises, work to reduce times for conflicts

SAFEST

- **Spacing**
Maintain distance
- **Appearance**
Maintain empathetic professional detachment. Appear calm. Build rapport.
- **Focus**
Focus on hands and nearby potential weapons. Watch for escalating agitation
- **Exchange**
Engage in conversation and try verbal de-escalation. Avoid punitive or judgmental statements
- **Stabilization**
Stabilization techniques include chemical and mechanical restraints
- **Treatment**
Once the person is more manageable, treatment should be initiated for the underlying disorder.

Suicide

A close-up photograph of a hand holding a lit match. The match is held between the thumb and index finger, and a bright flame is visible at the tip. Numerous small, glowing embers and pieces of charred wood are falling from the match, creating a dynamic, fiery scene. The background is dark and out of focus.

- **Risk factors**

- Previous suicide attempts
- Presence of mental disorders
- History of substance abuse
- Family history of suicide
- Chronic physical illness/terminal illness

- **Crisis plan/ Safety net/ Distraction**

- Talking to family and friends
- Thought diary
- Reading books
- Suicide pact
- Seek help

Intervention



- **Offering help by stating**
"I'm here to help you."
- **Be a good listener**
- **Avoid making dismissive comments like**
"you've nothing to worry" or "don't think negatively"
- **Be non-judgmental, avoid making statements like**
"you should've done more when you had the chance"
"you shouldn't have taken that loan"
- **Show empathy by stating**
"I can understand you and your situation and that almost everyone is feeling the worry and anxiety"
- **Being supportive and instilling hope**
- **Building a contract by asking**
"Will you promise me not to harm yourself"

Insomnia



• Causes

- Stress
- Travel or work schedule
- Poor sleep habits
- Eating too much late in the evening
- Caffeine, nicotine and alcohol

• Risk factors

- You're a woman
- You're over age 60
- You have a mental health disorder or physical health condition
- You're under a lot of stress
- You don't have a regular schedule

Prevention

- Keep your bedtime and wake time consistent from day to day, including weekends.
- Stay active — regular activity helps promote a good night's sleep.
- Check your medications to see if they may contribute to insomnia.
- Avoid or limit naps.
- Avoid or limit caffeine and alcohol, and don't use nicotine.
- Avoid large meals and beverages before bedtime.
- Make your bedroom comfortable for sleep and only use it for sex or sleep.
- Create a relaxing bedtime ritual, such as taking a warm bath, reading or listening to soft music.

6 R's

- Routine
- Restriction
- Relaxation
- Relationship
- Rhythm
- Resilience

Routine



- Adequate sleep
- Make your bed
- Fixed mealtime
- Getting ready for the day
- Work area to be demarcated
- Regular breaks
- Me time and family time

Restriction



- News through reliable source for limited time
- Break chain of **rumour**
- Limit screen time - use pen and pencil whenever possible
- Use desktop instead of mobile
- Set cut off timer/ reminder on mobile

Relaxation



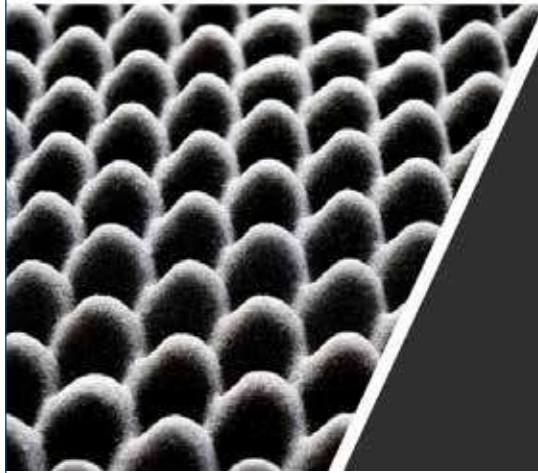
- Hobbies
 - Intellectually stimulating
 - Physically active
 - Creatively inspired
- Breathing exercises
- Practice mindfulness, meditation
- Yoga
- Hot water bath/ massage

Relationship



- Social isolation should not be psychological isolation
- Virtual get togethers with friends and family
- Watching movies, playing games together
- Joining religious activities- temple, Sunday mass, Chaliya, Friday prayer etc.

Rhythm



- **Maintain Continuity**
 - Follow serial/ book/ blog to maintain the flow
 - Follow strict exercise regime

Resilience



- Read positive news
- People as young as 45 days old and as old as 113 years old have been recovered. So can we.
- Gratitude

LIVES

- **LISTEN**
Listen to the person closely, with empathy, and without judging.
- **INQUIRE ABOUT NEEDS AND CONCERNS**
Assess and respond to various needs and concerns—emotional, physical, social and practical (e.g. childcare)
- **VALIDATE**
Show that you understand and believe the person. Assure the person that he/she is not to blame.
- **ENHANCE SAFETY**
Discuss a plan to provide a safety net for future.
- **SUPPORT**
Support the person by providing access to information, services and social support.

Refer to Mental Health Expert

- Excessive symptoms of stress, anxiety, depression, sleep problem
- Violent/aggressive behaviour
- Suicidal Risk
- Uncontrolled use of alcohol/drugs
- Crying or expressing uncontrollable distress

COVID-19 has caused profound disruption to the normal rhythm of everyday life i.e. caused uncertainty for all of us including children and teens

- ▶ During stressful times no matter what their age kids and teens want to know
- ▶ Am I safe
- ▶ Are people taking care of me safe
- ▶ How will the situation affect my daily life

- ▶ Here are a few tips/guidelines for helping kids of all ages (Mass. General Hospital)
- ▶ Control your own anxiety (Anxiety is contagious)
 - ▶ Get the most credible information
 - ▶ Take care of your physical health, adequate sleep and exercise and diet
 - ▶ Ways to manage anxiety Yoga, Meditation, Mindfulness
 - ▶ Be honest with your child

- ▶ Approach your kids and ask them what they know
 - ▶ What have you heard about the corona virus
 - ▶ What are your major concerns
 - ▶ What are your feelings about the virus
 - ▶ Do you have any questions
 - ▶ Help fill in the gaps in their knowledge

▶ **Be available for questions and provide information**

- ▶ Initially children will have more emotional reactions and later more questions and concerns
- ▶ Do regular checks since kids are not always forthcoming or initiate conversations

▶ **Empower them by modeling behavior**

- ▶ Demonstrate all the prevention behaviors such as social distancing and hand washing
- ▶ Sing Happy Birthday song with younger kids during hand washing
- ▶ Involve the entire family in wiping surfaces
- ▶ Praise kids when you see them practicing good hygiene

▶ **Provide reassurance since kids may worry how long this will last**

- ▶ How are we going to get through it
- ▶ Teach them not to blame others for e.g. another ethnic group and another family who has recently travelled

▶ **BE AWARE OF YOUR CHILDRENS MENTAL HEALTH**

- ▶ Most children will manage well with family support
- ▶ Some have risk factors for more intense reactions such as severe anxiety, depression and suicidal ideation
- ▶ Risk factors include pre-existing mental health issues including traumatic experiences and abuse. Loss of a loved one due to COVID, family instability, domestic abuse

- ▶ Parents should think about seeking professional help if there are significant changes in behavior for more than 2 weeks

▶ Pre-Schoolers

- ▶ Bed wetting
- ▶ Thumb sucking
- ▶ Clinging to parents
- ▶ Sleep disturbance
- ▶ Loss of appetite
- ▶ Fear of dark
- ▶ Regression in behavior

▶ Elementary School

- ▶ Irritability
- ▶ aggressive behaviors
- ▶ clinginess
- ▶ nightmares
- ▶ poor concentration
- ▶ withdrawal from friends and activities

▶ Adolescents

- ▶ Agitation
- ▶ increase in conflicts
- ▶ sleeping and eating disturbances
- ▶ poor concentration
- ▶ Delinquent behavior
- ▶ Physical complaints

► What can we do to help kids

- Stay calm around them
- Use language and words that are age appropriate and developmental level

► Pre-school kids

- turn off TV/smart phones they can hear and see things that could be potentially scary
- Younger kids may need extra help/cuddles/attention
- Make preventive measures such as handwashing and wiping surfaces a playful game

► School age children

- They understand what it means to have a contagious disease
- Remind them about the importance of hand washing, wearing a face mask, and social distancing
- Kids thrive on routine
- Daily schedule even if you are quarantined, routine makes things predictable and lessens anxiety, let them engage in doctor/patient games. This is a normal way of handling anxiety
- Some may regress and need more time and attention
- Not a good idea to tell them to 'Grow up'


► Adolescents and young adults

- Teens are more knowledgeable about how it spreads and preventive measures
- Teens are also more likely not to follow preventive measures
- Have open ended conversation and address questions/fears/concerns
- Involve them in shopping and other household chores including them helps them feel empowered and lessens anxiety

- ▶ No one knows how long it is going to last but we can help our kids become more resilient, emotionally stable and physically protected as possible through a carefully planned means of engaging with our kids at this time of crisis

Take home messages

- ▶ Stay calm
- ▶ Listen
- ▶ Provide reassurance
- ▶ Be a role model
- ▶ Demonstrate anxiety management tools such as deep breathing and yoga
- ▶ Focus on positive
- ▶ Establish a daily routine
- ▶ Identify projects to do with kids that might help others
- ▶ OFFER LOTS OF LOVE AND AFFECTION



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SCOPE
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Everything health

**Webinar on
COVID Pandemic
and its impact on
Mental Health**

**Fighting a pandemic
within pandemic**

Thursday, 27th August, 2020
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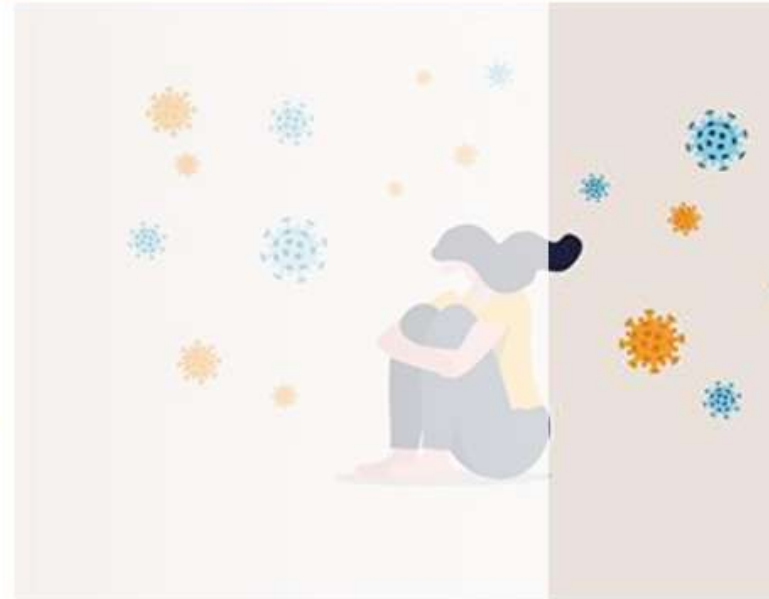


- **Stefano Pallanti MD PhD**
- **NEUROCOVID-19: a clinical neurosciences-based approach to reduce the SARS-cov related mental health sequelae**
- www.istitutodineuroscienze.it
- www.stefanopallanti.com



NEUROCOVID-19: A CASE REPORT

- Female, 64 y
- Feb 2020 : Mild Respiratory Symptoms , not required hospitalization, disabling back pain, skin rashes with elbow dermatitis with itchy, dry skin or a rash on swollen (10 days high fever)
- Form March to July **Psychiatric assessment: headaches pain easily tired fatigue dysfunctional worries , tense , difficulty in relaxing** , Can't read an article in the paper or watch a TV program right through, lack of interest , pessimism , hopelessness cannot work , social withdrawal, then she developed OCD ritual cleaning and checking
- Cognitive Behavioral Therapy for 3 months , in JUNE
- **Anti-nCoV19 antibodies**
IgG antibodies above the reference levels (2.56)
IgM negative
- **Inflammatory indexes**
High C-reactive protein levels (7.50)
E.S.R Erythrocyte sedimentation rate rates above the reference levels (47), range 1-25
High levels of Alpha 1 and Alpha 2 globulines (7.1/15.5)



- 1 **Naproxen** binding to the nucleoprotein of SARS-CoV2 was shown by molecular modeling. In VeroE6 cells and reconstituted human primary respiratory epithelium models of SARS-CoV-2 infection, naproxen inhibited viral replication and protected the bronchial epithelia against
- 1 **Fluvoxamine**: it binds to the sigma-1 receptor on immune cells that regulates inflammation by inhibiting the production of cytokines, molecules released by certain cells in response to infection.
- 1 **Broad-spectrum antiviral activity of naproxen: from Influenza A to SARS-CoV-2 Coronavirus 2020**
- 1 **A Double-blind, Placebo-controlled Clinical Trial of Fluvoxamine for Symptomatic Individuals With COVID-19 Infection (STOP COVID)**

Neurotropism of Covid-19 and mechanisms

- Presence in cerebrospinal liquid (Zhou et al 2020)
- Neural retrograde transport
- Passage through the olfactory bulb
- Disrupting ACE 2 bearing endothelial cells (Varag et al 2020)
- Orthomyxoviridae's viruses are known to be associated with neurological syndromes since first reports from 1889

Neurological manifestations of COVID-19 in hospitalized patients are quite common (40% to 88%) sometimes in the absence of other infection symptoms (Mao et al 2020).

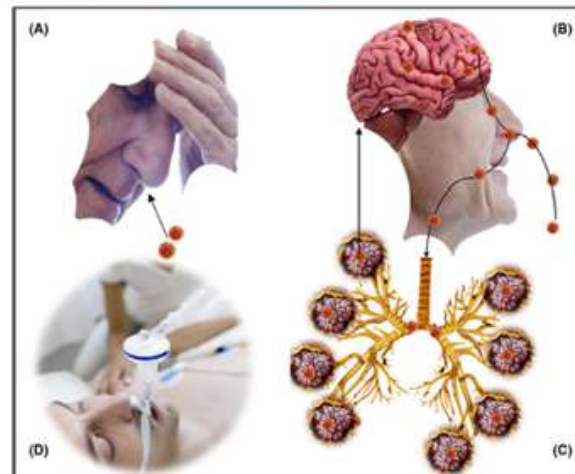
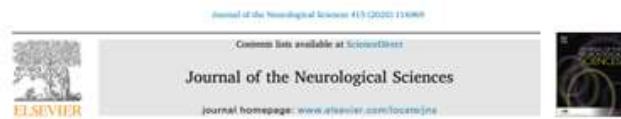


FIGURE 1 Neurological manifestations in COVID-19. Fever with headaches (A) may occur early in COVID-19 patients. Specific manifestations related to neurological deficits like loss of smell, taste, ataxia and convulsions have been reported in COVID-19. The possible entry of SARS-CoV-2 to reach the brain via cribriform plate (B) or after systemic circulatory dissemination following infection of the lung (C), in early or late phases of COVID-19 may result in loss of involuntary control of breathing resulting in acute respiratory insufficiency requiring assisted ventilation (D)

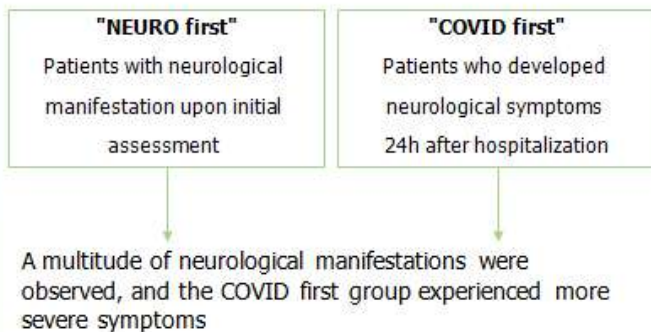
CIVD-19 : Phases of Neurological manifestation



Neurological manifestations and COVID-19: Experiences from a tertiary care center at the Frontline

Pranusha Pinna^{1,*}, Parmeet Grewal¹, Julianne P. Hall, Tachira Tavares, Rima M. Dafer, Rajeev Garg, Nicholas D. Osteras, Danielle R. Pellack, Anjali Asthana, Kelsey Fegan, Vikram Patel, James J. Conners, Sayona John, Ivan Da Silva

Department of Neurological Sciences, Rush University Medical Center, Chicago, IL, USA



(Pinna et.al. 2020)

SARS-CoV-2 Neurological Involvement

(Scopettuolo et. al.2020)

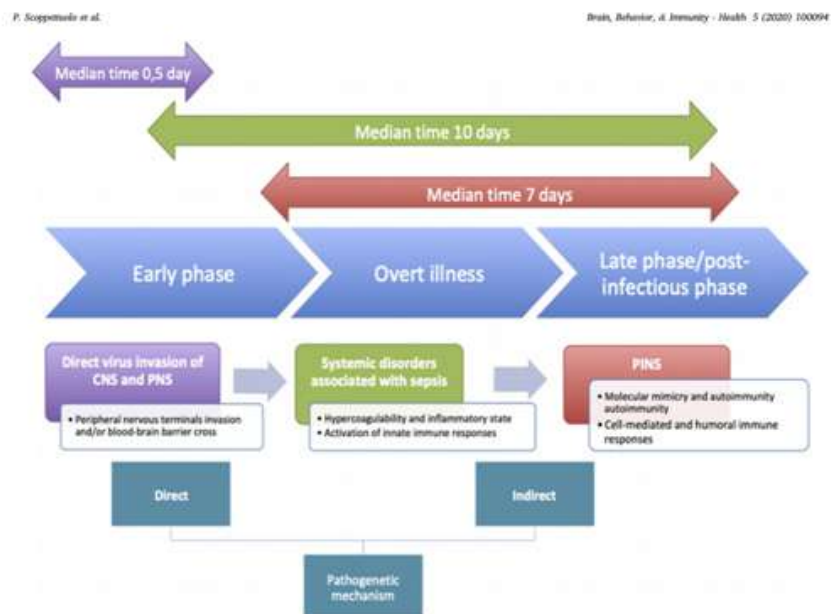


Fig. 2. Pathogenic mechanisms (direct invasion, systemic disorders associated with sepsis and PINS) according to the timeline of SARS-CoV-2 infection (early, overt illness and late/post-infectious phase), classified as direct or indirect (see text for details).

ORIGINAL INVESTIGATION

Mental Morbidities and Chronic Fatigue in Severe Acute Respiratory Syndrome Survivors

Long-term Follow-up

Marco Ho-Bun Lam, FHKAM (Psych); Yan-Kwok Wing, FRC (Psych); Manohar Mani Th, MPH; Chi-Ming Leung, FHKAM (Psych); Ronald C. W. Ma, FRCP, FHKAM (Medicine); Alice P. S. Kong, FRCP, FHKAM (Medicine); W. Y. So, FRCP, FHKAM (Medicine); Simon Yui-Yuk Fong, FHKAM (Psych); Ian-Ping Lam, FHKAM (Psych)

Background: Short-term follow-up studies of severe acute respiratory syndrome (SARS) survivors suggested that their physical conditions continuously improved in the first year but that their mental health did not. We investigated long-term psychiatric morbidities and chronic fatigue among SARS survivors.

Methods: All SARS survivors from the hospitals of a local region in Hong Kong were assessed by a combination of psychometric questionnaires and a structured clinical interview by the Diagnostic and Statistical Manual of Mental Disorders (Fourth Edition) to determine the presence of psychiatric disorders and chronic fatigue problems.

Results: Of 389 SARS survivors, 253 (65.0%) participated in the study (mean period of time after SARS, 41.1 months). Over 40% of the respondents had active psychiatric illnesses, 46.3% reported a chronic fatigue problem, and 27.1% met the modified 1994 Centers for Disease Control and Prevention criteria for chronic fatigue syndrome. Logistic regression analysis suggested that

being a health-care worker at the time of SARS infection (odds ratio [OR], 1.24; 95% confidence interval [CI], 1.11-9.30; $P = .02$); being unemployed at follow-up (OR, 4.71; 95% CI, 1.30-14.78; $P = .006$); having a perception of social stigmatization (OR, 3.03; 95% CI, 1.20-7.60; $P = .02$); and having applied to the SARS survivors fund (OR, 2.02; 95% CI, 1.18-7.22; $P = .02$) were associated with an increased risk of psychiatric morbidities at follow-up, whereas application to the SARS survivors fund (OR, 2.06; 95% CI, 1.07-6.91; $P = .04$) was associated with increased risk of chronic fatigue problems.

Conclusions: Psychiatric morbidities and chronic fatigue persisted and continued to be clinically significant among the survivors at the 4-year follow-up. Optimization of the treatment of mental health morbidities by a multidisciplinary approach with a view for long-term rehabilitation, especially targeting psychiatric and fatigue problems and functional and occupational rehabilitation, would be needed.

Arch Intern Med. 2009;169(22):2142-2147

nary fibrosis,⁴ and hypocortisolism.⁵ The physical conditions of most of the patients continuously improved in the first year of follow-up, but their mental conditions showed limited signs of improvement.⁴ The 1-year follow-up study after the

MENTAL HEALTH and Disabilities after 4 years in SARS-Cov SURVIVORS: LEARNING FROM THE PAST:

- The virus of SARS-CoV-2 is genetically closely related to SARS-CoV.
- **Over 40% of the SARS-CoV-2 survivors had "de novo" active psychiatric illness** although only 6 (3.3%) had previous diagnoses for psychiatric disorders before SARS
- **After 4 years 77 (42,5 %) still experience at least 1 active psychiatric disorder**
- During SARS infection **cytokine storm** had been demonstrated, more research is needed to delineate the long term association
- **No association between Corticosteroid treatment** in the acute or follow-up phase
- Most common **PTSD 54.5 %**, **Depression 39 %**, **Somatoform-pain (cfs) 36.4%**, **OCD 15.6%**
- **Functional disabilities was severe and persistent after 4 years** : Health workers were likely to quit their jobs (29%), lack of gainful employment, or unemployment (45%)

Lam, Marco Ho-Bun, et al. "Mental morbidities and chronic fatigue in severe acute respiratory syndrome survivors: long-term follow-up." *Archives of internal medicine* 169.22 (2009): 2142-2147.

NEUROLOGICAL symptoms and signs in 40-80% of Covid-19: acute

Headache

Acute cerebrovascular disease

Impaired Consciousness

Dizziness

Hypo-ageusia (**reduced** ability to perceive flavors)

Hyposmia (**limited or absent perception of odors**)

Neuralgia Or Hypoesthesia

Flaccid Hyposthenia

Myalgia

Disturbances Of The State Of Consciousness

Ataxia, (difficulty in performing voluntary movements)

Severe Neurological Disorders (such as stroke)

Epileptic Seizures

Unexplained Acute Confusion, Delirium

Coma

Meningoencephalitis



Comprehensive Psychiatry

Volume 100, July 2020, 152184



Importance of SARS-Cov-2 anosmia: From phenomenology to neurobiology

Stefano Pallanti

<https://doi.org/10.1016/j.comppsy.2020.152184>

Highlights

- Anosmia and hypogeusia can occur before respiratory symptoms in SARS-CoV-2 patients.
- Beyond sensory impairment, psycho-sensorial phenomena can have pervasive impact.
- Psychiatrists and neurologists should be aware of the different dimensions of COVID-19's symptoms to avoid mistreatment.
- Neuropsychiatry and neurobiological substrates of SARS-CoV-2 should be further investigated.

(Pallanti 2020)

SCREENING and STRATIFYING



- **Stratification by predominant organ: CNS**
- **NEUROLOGICAL, PSYCHOSENSORIAL, and INFLAMMATORY STATUS**
- **INFLAMMATORY MARKERS** (CBC with differential, hsC-reactive protein, D-dimer, lactate dehydrogenase, transaminase, azotemia (uremia), creatinine, creatine kinase, Interleukin (IL)-6, Tumor Necrosis Factor (TNF)- α , (IL-8, IL10, IL-2R).

Primary Symptoms of COVID-19 & target organs
• [Marmes Racine Cabilo Cosico 2020](#)



Public Health
England

Case Definition and Neurological manifestations

- **Patients who meet the following criteria (inpatient definition)**
- requiring admission to hospital (a hospital practitioner has decided that admission to hospital is required with an expectation that the patient will need to stay at least one night)
- **and**
- have either clinical or radiological evidence of pneumonia
- **or**
- acute respiratory distress syndrome
- **or**
- influenza like illness (fever $\geq 37.8^{\circ}\text{C}$ and at least one of the following respiratory symptoms, which must be of acute onset: persistent cough (with or without sputum), hoarseness, nasal discharge or congestion, shortness of breath, sore throat,
- **or**
- **a loss of, or change in, normal sense of taste or smell (anosmia) in isolation or in combination with any other symptoms**



Public Health
England

Discharge of patients

Discharge of patients

If the patient is clinically well and suitable for discharge from hospital, they can be discharged after:

- **appropriate clinical assessment***
- risk assessment of their home environment and provision of self-isolation advice, which should be at least 14 days from their first positive PCR test. If patients are febrile on discharge, they should also continue to self-isolate until their fever has resolved for 48 hours consecutively without any medication to reduce their fever (unless otherwise instructed by a healthcare professional, for example, if another reason for persistent fever exists). Further details can be found in the [staying at home guidance](#)
- there are arrangements in place to get them home

It is also best practice to provide written instructions on any ongoing isolation recommendations. Decisions about any follow-up will be on a case by case basis. Further guidance is available on [stepdown of infection control precautions and discharging patients](#) and in the [DHSC hospital discharge guidance](#). People in hospital who are not confirmed to have COVID-19 can be discharged.

NEUROCOVID-19 SCREENING test (under validation)

MAIN AREAS:

- ENERGY/SLEEP
- PSYCHOSENSORIAL
- COGNITIVE
- MOTOR

| | |
|---|--|
| 1. Have you felt extremely exhausted, with no energy? | 16. Have you had orientation problems (forgot what day, month or year was)? |
| 2. Have you felt extremely tireless mentally and/or physically? | 17. Have you had spatial orientation problems (being aware of where you where or having problems in recognizing well-known places)? |
| 3. Have you felt lack of energy and motivation to do things, so that you reduced your daily activities? | 18. Have you experienced language difficulties (difficulty expressing yourself, find the rights words to say or pronunciation problems)? |
| 4. Have you had sleep problems (difficulty falling asleep, maintaining your sleep or waking up in the morning)? | 19. Have you had troubles organizing or planning your daily activities (work, study or personal)? |
| 5. Have you felt sleepy during the day, even when you slept properly? | 20. Have you had difficulty moving one (or more) parts of the body? |
| 6. Have you frequently had lucid dreams or talked in your sleep? | 21. Have you had walking difficulties? |
| 7. Have you felt confused or less alerted? | 22. Have you had coordination problems? |
| 8. Have you had an altered skin sensitivity (more or less pain, hot, cold and/or pressure sensitivity)? | 23. Have perceived less strength in one (or more) body parts? |
| 9. Have you felt altered taste and/or smell (or even lost them)? | 24. Have you had difficulties with subtle and precision maneuvering (for example in writing)? |
| 10. Have you had vision's problems (double vision, sudden vision lost, altered vision)? | 25. Have you noticed tics (motor or/and vocals) appearance? |
| 11. Have you had hallucinations (seen or heard things that no one else did)? | 26. Have you had tremors? |
| 12. Have you had seizures? | 27. Have you perceived diffuse muscle or/and joint pain? |
| 13. Have you suffered from long lasting cephalgia? | 28. Have you had difficulty swallowing? |
| 14. Have you had memory problems? | 29. Have you had breath difficulties (short breath or sense of oppression on your chest)? |
| 15. Have you find it difficult to concentrate or paying attention? | 30. Global Assessment of Functioning Change |

Conclusions

- **NEUROCOVID-19 NEUROPSYCHIATRIC SYMPTOMS are prodromal , acute , long-term de novo sequelae;**
- Covid-19 can **affect the CNS and Brain directly** even in absence of Acute Respiratory symptoms;
- Need for **increased medical awareness** and for multidisciplinary medical-psycosomatic assessment;
- **Neuroinflammatory** profile should be included in the **assessment at discharge: stratification** of patients should be based not only on **social stress exposition** but also based on **neuro-behavioral symptoms** and **inflammation**.
- **Specific Screening** including Questionnaires and lab testing when lasting;
- **Separating Psychological intervention** from the medical assessment can be **detrimental**
- Need for **long term studies** to understand the treatment impact use of **the anti-inflammatory action** of psychiatric treatment (SSRIs) and anti-inflammatory agents

ELSEVIER

In Press, Journal Pre-proof



Short communication

Neurocovid-19: A Clinical Neuroscience-Based Approach to Reduce SARS-CoV-2 Related Mental Health Sequelae

Stefano Pallanti ^{1, 2, 3, 4, 5, 6, 7, 8, 9, 10}, Eleonora Grassi ², Nikos Makris ^{4, 5}, Gregory P. Gasic ⁶, Eric Hollander ⁷

<https://doi.org/10.1016/j.jpsychires.2020.08.008>

Abstract

Coronavirus Disease 2019 (COVID-19), caused by SARS-CoV-2, is a disaster due to not only its psychosocial impact but it also to its direct effects on the brain. The latest evidence suggests it has neuroinvasive mechanisms, in addition to neurological manifestations, and as seen in past pandemics, long-term sequelae are expected. Specific and well-structured interventions are necessary, and that's why it's important to ensure a continuity between primary care, emergency medicine, and psychiatry. Evidence shows that 2003 SARS (Severe Acute Respiratory Syndrome) survivors developed persistent psychiatric comorbidities after the infection, in addition to Chronic Fatigue Syndrome. A proper stratification of patients according not only to psychosocial factors but also an inflammatory panel and SARS-Cov-2's direct effects on the central nervous system (CNS) and the immune system, may improve outcomes. The complexity of COVID-19's pathology and the impact on the

(Pallanti et.al. 2020)

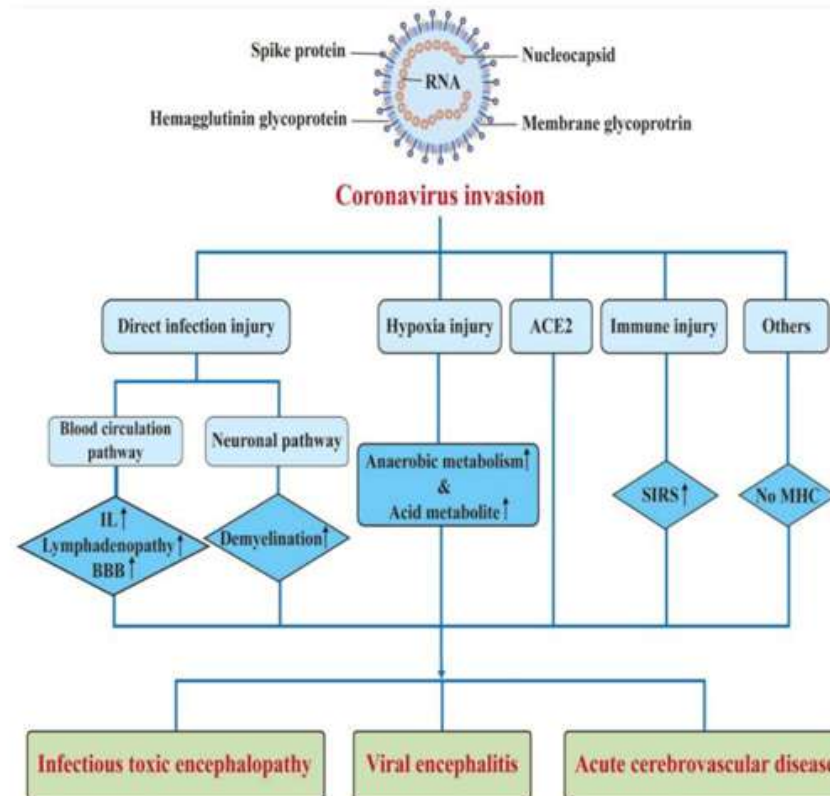
NEUROCOVID'S MECHANISM: PATHOGENESIS OF NERVOUS SYSTEM INJURY CAUSED BY CORONAVIRUSES

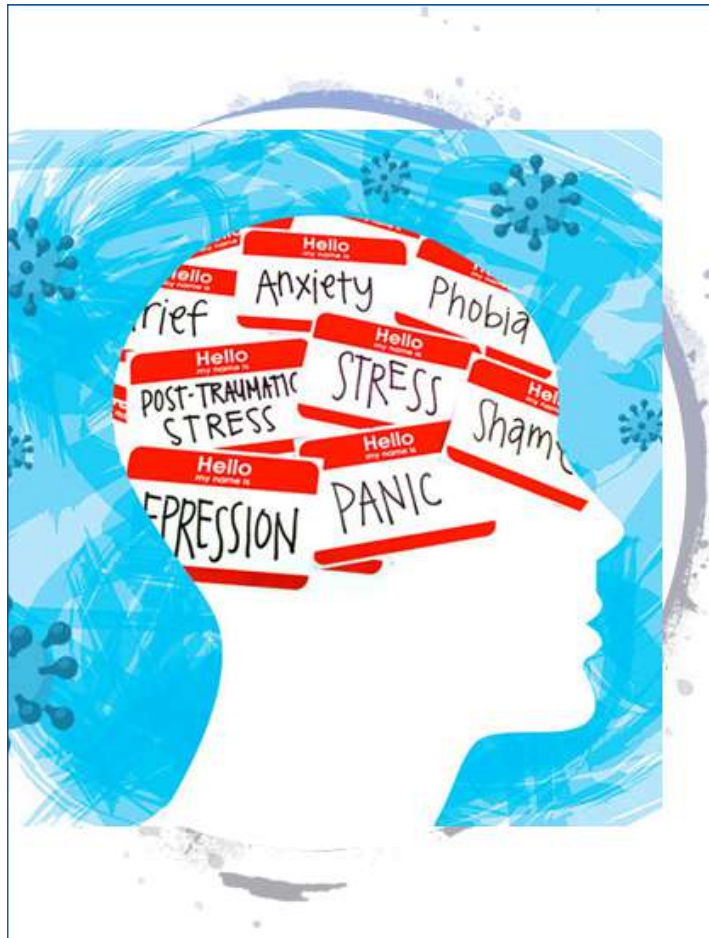
(Wu, 2020)

Orthomyxoviridae's viruses are known to be associated with neurological syndromes since first reports from 1889

Neurological manifestations of COVID-19 in hospitalized patients are quite common (40% to 88%) sometimes in the absence of other infection symptoms (Mao et al 2020).

Pathogenesis of Nervous System injury caused by coronavirus (Wu et al 2020)





BE PREPARED: PSYCHOSOCIAL INTERVENTION IS NOT ENOUGH

Psychosocial interventions:

- + beneficial immune system function
 - immune system function

A CALL FOR MORE:

- Specific instruments and trained personnel
- Reduction of stigma associated with mental health sequelae
- Proper **PATIENT'S STRATIFICATION**

TREATMENT AND INTERVENTION



CONTINUITY BETWEEN PRIMARY CARE, EMERGENCY MEDICINE, AND PSYCHIATRY



TAILORED THERAPEUTIC AND REHABILITATIVE PROGRAMS



IMPROVED DIAGNOSTIC EVALUATION AND STRATIFICATION



DIGITAL PHENOTYPING

SCREENING: THE PATIENT HEALTH QUESTIONNAIRE (PHQ-9)

The Patient Health Questionnaire (PHQ-9)

Patient Name _____ Date of Visit _____

Over the past 2 weeks, how often have you been bothered by any of the following problems?

| | Not At all | Several Days | More Than Half the Days | Nearly Every Day |
|--|------------|--------------|-------------------------|------------------|
| 1. Little interest or pleasure in doing things | 0 | 1 | 2 | 3 |
| 2. Feeling down, depressed or hopeless | 0 | 1 | 2 | 3 |
| 3. Trouble falling asleep, staying asleep, or sleeping too much | 0 | 1 | 2 | 3 |
| 4. Feeling tired or having little energy | 0 | 1 | 2 | 3 |
| 5. Poor appetite or overeating | 0 | 1 | 2 | 3 |
| 6. Feeling bad about yourself - or that you're a failure or have let yourself or your family down | 0 | 1 | 2 | 3 |
| 7. Trouble concentrating on things, such as reading the newspaper or watching television | 0 | 1 | 2 | 3 |
| 8. Moving or speaking so slowly that other people could have noticed. Or, the opposite - being so fidgety or restless that you have been moving around a lot more than usual | 0 | 1 | 2 | 3 |
| 9. Thoughts that you would be better off dead or of hurting yourself in some way | 0 | 1 | 2 | 3 |

Column Totals _____ + _____ + _____

Add Totals Together _____

10. If you checked off any problems, how difficult have those problems made it for you to Do your work, take care of things at home, or get along with other people?

Not difficult at all Somewhat difficult Very difficult Extremely difficult

Kroenke K, Spitzer R, Williams W. The PHQ-9: Validity of a brief depression severity measure. JGIM, 2001, 16:606-616

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Short communication

NeuroCOVID-19: A clinical neuroscience-based approach to reduce SARS-CoV-2 related mental health sequelae

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ARTICLE INFO

Keywords:
COVID-19
SARS-COV-2
Psychosocial support
Mental health
Coronavirus
NeuroCOVID

ABSTRACT

Coronavirus Disease 2019 (COVID-19), caused by SARS-CoV-2, is a disaster due to not only its psychosocial impact but it also to its direct effects on the brain. The latest evidence suggests it has neuroinvasive mechanisms, in addition to neurological manifestations, and as seen in past pandemics, long-term sequelae are expected. Specific and well-structured interventions are necessary, and that's why it's important to ensure a continuity between primary care, emergency medicine, and psychiatry. Evidence shows that 2003 SARS (Severe Acute Respiratory Syndrome) survivors developed persistent psychiatric comorbidities after the infection, in addition to Chronic Fatigue Syndrome. A proper stratification of patients according not only to psychosocial factors but also an inflammatory panel and SARS-CoV-2's direct effects on the central nervous system (CNS) and the immune system, may improve outcomes. The complexity of COVID-19's pathology and the impact on the brain requires appropriate screening that has to go beyond the psychosocial impact, taking into account how stress and neuroinflammation affects the brain. This is a call for a clinical multidisciplinary approach to treat and prevent SARS-CoV-2 mental health sequelae.





What experience and history teach is this: that men and governments have never learned anything from history, nor acted on the principles derived from it.

*Georg W.F. Hegel (1770-1831)
Lectures on Philosophy of History*

EPIDEMIC ALERT & RESPONSE:

WHO checklist for influenza pandemic preparedness planning (2005) In **2011** the WHO implemented the "**Pandemic Influenza Preparedness (PIP) Framework**", a public health instrument to better prepare the world to respond to pandemic influenza.

1. PREPARING FOR AN EMERGENCY
2. SURVEILLANCE
3. CASE INVESTIGATION AND TREATMENT
4. PREVENTING SPREAD OF THE DISEASE IN THE COMMUNITY
5. MAINTAINING ESSENTIAL SERVICES
6. RESEARCH AND EVALUATION
7. IMPLEMENTATION, TESTING AND REVISION OF THE NATIONAL PLAN

Be prepared:

- *Neurological sequelae*
- *Psychiatric and suicide epidemy: predictable therefore in a certain measure preventable*

OUR MOTIVATION



SCOPE holds Webinar on Arbitration and Future of Virtual Hearings



Standing Conference of Public Enterprises (SCOPE), the apex body of Public Enterprises (PSEs) organise Webinar

'Issues in Arbitration and Future of Virtual Hearings.' The webinar was addressed by distinguished experts including Justice Bakhru, Judge, Delhi High Court, Mr. Gaurav Pachnanda, Advocate, Supreme Court and Mr. Shourav Lahiri, Barrister London. Mr. Atul Sobti, Director General, SCOPE gave the opening remarks and Mr. Anuj Aggarwal, Member (HR), Airport Authority India gave the closing remarks. The webinar, 7th in the series, deliberated upon critical issues of arbitration arising in Public Enterprises (PSEs) and how the disruptions due to COVID-19 being converted as opportunities to explore technological means to conduct hearings. The interactive session received participation from over 500 participants including



स्कोप ने वेबिनार का आयोजन किया



FINANCIAL EXPRESS

SCOPE hosts webinar on mental wellness

STANDING CONFERENCE of Public Enterprises (SCOPE), in a bid to infuse positivity and mental well-being among PSEs during this pandemic situation, hosted a webinar with spiritual leaders and founder of The Art of Living, Sri Sri Ravi Shankar, and chief executives of leading PSEs. The session, 'Leading through Uncharted Waters', aimed at bestowing spiritual guidance and achieving mental wellness in these times of isolation.

डेली हिन्दी मिलाप

श्रीश्री रविशंकर ने की वर्तमान परिस्थितियों पर चर्चा



श्रीश्री रविशंकर ने वर्तमान परिस्थितियों पर चर्चा की। वेबिनार में भाग लेने वाले अनेक उद्योगों के प्रमुखों ने श्रीश्री रविशंकर से आशीर्वाद प्राप्त किया।

The Statesman

SCOPE HOLDS INTERACTIVE WEBINAR



FINANCIAL EXPRESS

SCOPE organises virtual symposium

STANDING CONFERENCE of Public Enterprises (SCOPE) organised its 9th virtual symposium on 'CPSEs Strategies to Respond, Recover and Thrive to Combat the Pandemic'. The panelists deliberated on measures PSEs need to navigate through these challenging times. The interactive

Thanks SCOPE team for the webinar, I wish to attend other webinars too.

Dear all members of SCOPE. Thank you so much for the wonderful webinar. Look forward for more such programs.

Enjoyed the program, It's a great to be a participant in webinar. Thanks to SCOPE, ILO for giving us Live information.

This was really a good program. Whole lockdown period we worked. That's why we already incorporated all facilities. Thanks Sir

The webinar was indeed a good experience. All speakers were to the point and made the webinar a really useful and effective one.

Congratulations to you. Lots of good words about SCOPE all around. All of us appreciate your efforts.
Mr. Rakesh Kumar, CMD NLC & Chairman, SCOPE

Thanks for arranging webinars on regular basis on various issues impacting PSUs in particular and Indian Industry in general under post COVID scenario. I attended many of the webinars so organized by SCOPE in recent past.

The topic of the virtual symposium on "CPSEs Strategies to Respond, Recover and Thrive for combat the pandemic" was extremely relevant and session was very stimulating in view of the current times.

The Entire Team of senior management attended Webinar with CMD, DF of HIL attended. The program was excellent with Msg of Honable Secretary, DPE with vision of PM of "Aatm Nirbhar Bharat" and "Global Opportunity with Quality product"

Thanks to SCOPE, NLC INDIA LTD Procurement team executives are participating in webinar. Excellent opportunity for our NLCIL Procurement team to participate in the webinar. With the link, we connected in our conference Hall and projected to entire team. Fantastic. Thank you.

15th Virtual Conference and
Symposium

Artificial Intelligence
and Robotic Process
Automation (RPA) for Business
Automation

26 September, 2020






Webinar on Artificial Intelligence and Robotic Process Automation (RPA) for Business Automation

To register please click on the following link

<https://attendee.gotowebinar.com/register/8503872928151649296>



Mr. Atul Sobti
DG, SCOPE

SETTING THE CONTEXT

Date:
26th September 2020

Time:
3:00 pm

Advancements in AI technologies are enabling computer systems to perform tasks that required human intelligence to execute. The need for 'Smart Capabilities' are further enhanced due to increasing volume and sophistication of cyber attacks. This webinar seeks to understand the role of AI and RPA in transforming business processes and cyber capabilities.

TOPICS TO BE DISCUSSED

Intelligent Automation The combination of RPA and AI technologies boost an organization's cyber capabilities. Organizations can transform business processes by automating predictions and decisions on the basis of structured and unstructured inputs.

How Can CPSEs leverage RPA for their current processes

- Automation of business processes
- Key benefits

How Can CPSEs leverage RPA for their current processes

- To perform tasks that previously required human intelligence
- To automate predictions or decisions

Speakers



Ms. Priti Ray
Partner,
Risk Advisory



Mr. Prasad Godbole
Director,
Deloitte India

Prasad leads the effort for solution development and project deliveries for Risk management For and By the BOT along with the Robotics and Cognitive automation CoE nationally for Risk Advisory practice.

The Webinar is by invitation only and no participation fee is payable.

For Information Contact: Mr. S. A. Khan, Lead Associate (CA), SCOPE (Mob: 9899402245) at hrscope.khan@gmail.com or Ms. Hema Kout, Prog. Coordinator, SCOPE (Mob: 98993 62335)

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15th Webinar in SCOPE Webinar Series 2020

WEBINAR ON

Artificial Intelligence and Robotic Process Automation (RPA) for Business Automation

26 September, 2020



Introduction:

Disruption in technology is the future of all industries, accelerating the need for automation of processes in organisations. To reckon the impact of the same, Standing Conference of Public Enterprises (SCOPE) organised a webinar titled 'Webinar on Artificial Intelligence (AI) and Robotic Process Automation (RPA) for Business Automation' with Deloitte.

Ms. Priti Ray, Partner, Deloitte India; Mr. Prasad Godbole, Director, Deloitte India; Mr. Atul Sobti, DG, SCOPE and Mr. Ashutosh Vasant, Director, RailTel addressed the participants.

Over 800 participants including senior officials from Public Sector Enterprises (PSEs) attended the webinar.

About the Webinar:

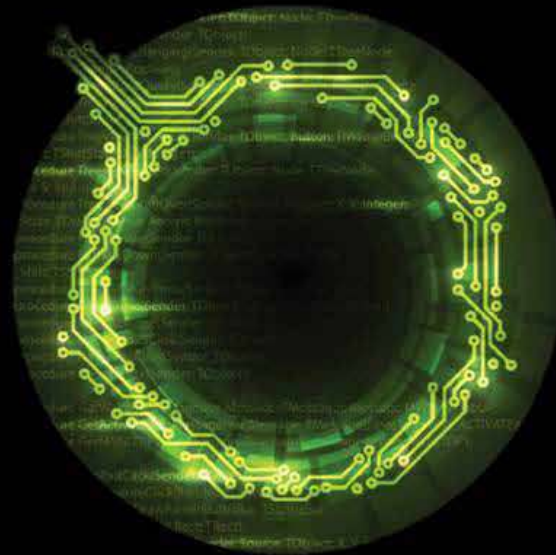
The webinar highlighted that the pandemic has been a litmus test for business around the globe leading to rapid adoption of technologies at work and in the upcoming days, a wave of technological disruptions like AI and RPA will ultimately transform the entire working system but suggested to be careful in selection processes to augment further.

The presentation made discussed the journey of Digital transformation around the globe highlighting the quantum and pace with which technology is changing at the moment. The advantages and challenges of Automation were also discussed. PSEs were encouraged to adapt the same to be more efficient and globally competitive.

To view complete recording of the webinar please access Link
<https://www.scopeonline.in/SCOPE-webinar-series-2020-recordings.php>



Deloitte.



Robotic Process
Automation accelerating
value through RPA

September 2020

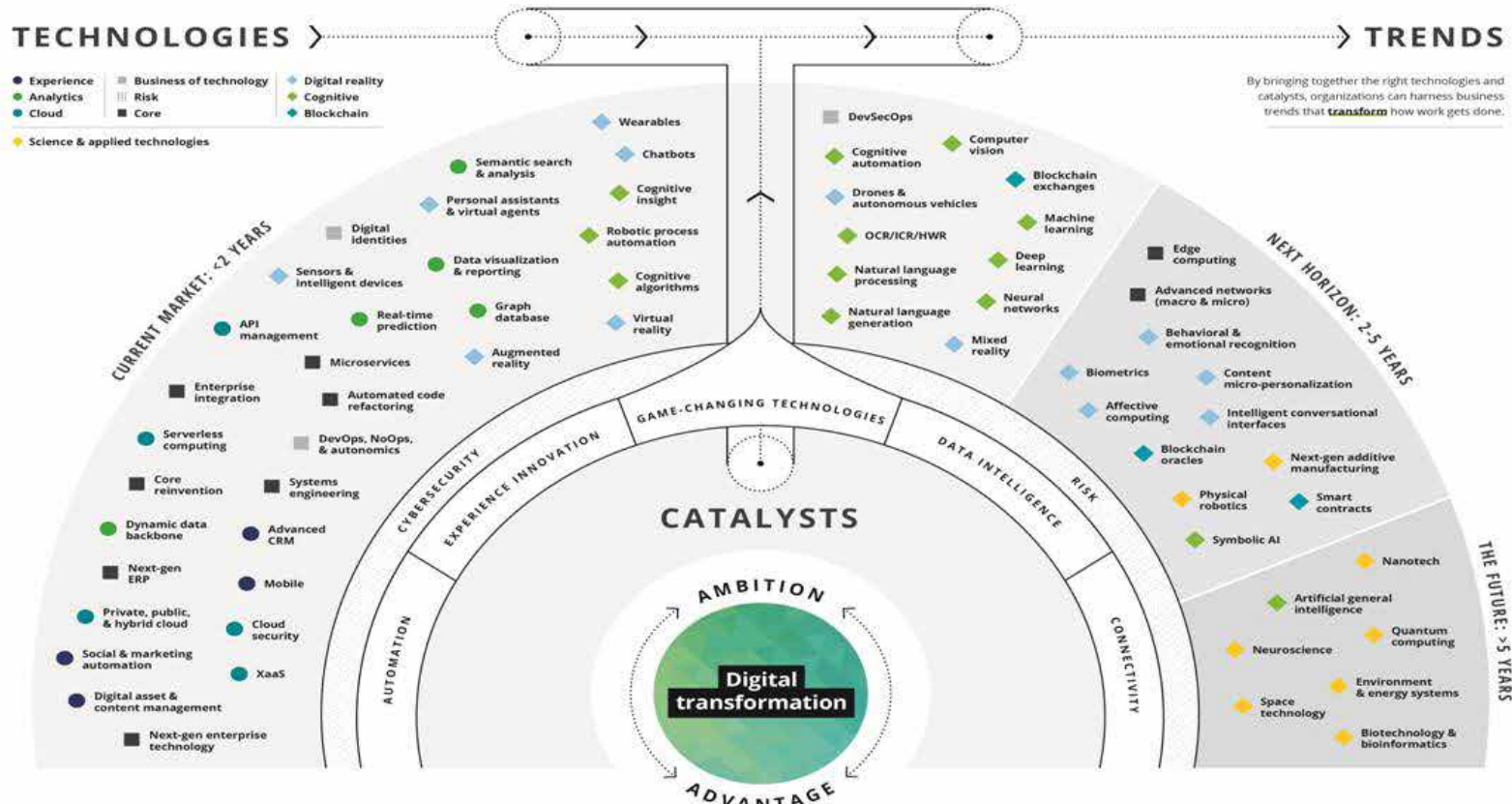


Inflection Point | Start of RPA Journey

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Robotic Process Automation accelerating value through RPA 2

Digital Transformation Journey

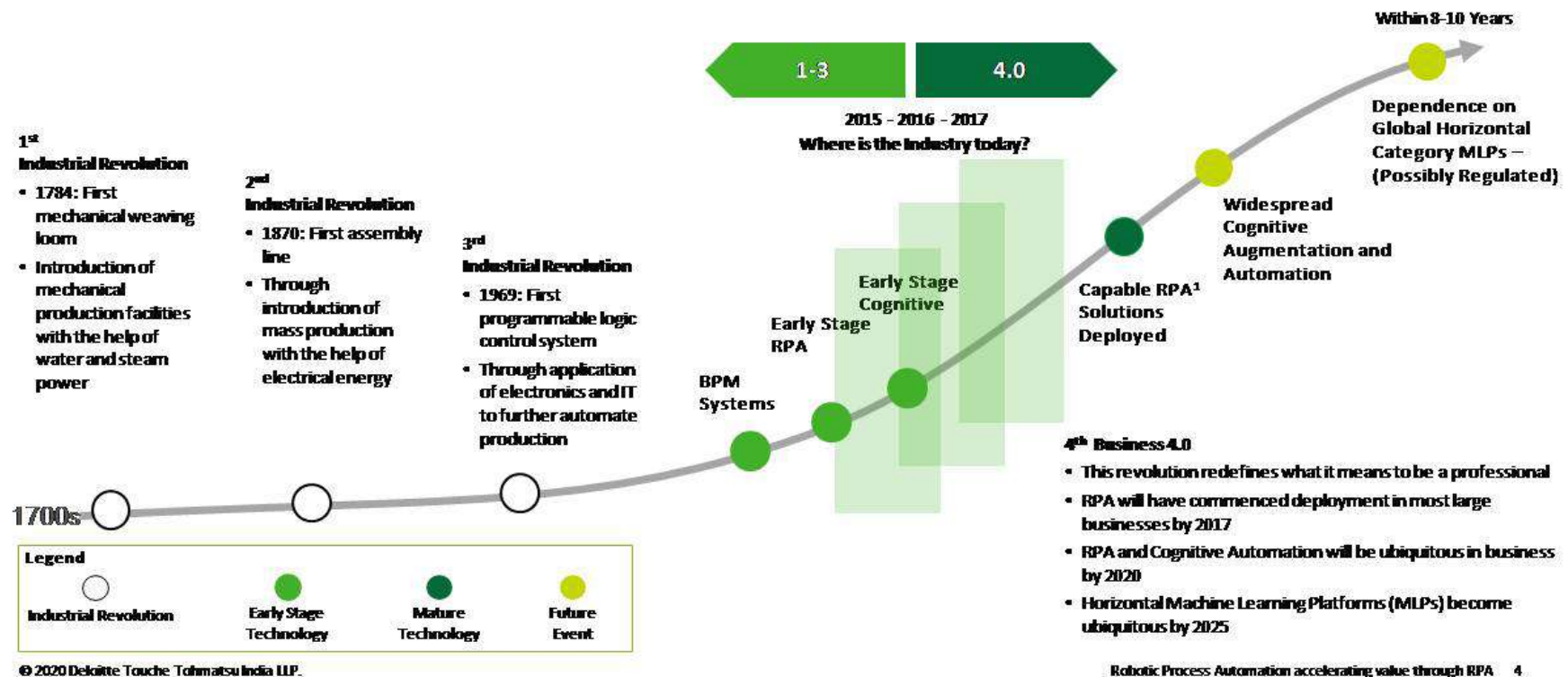


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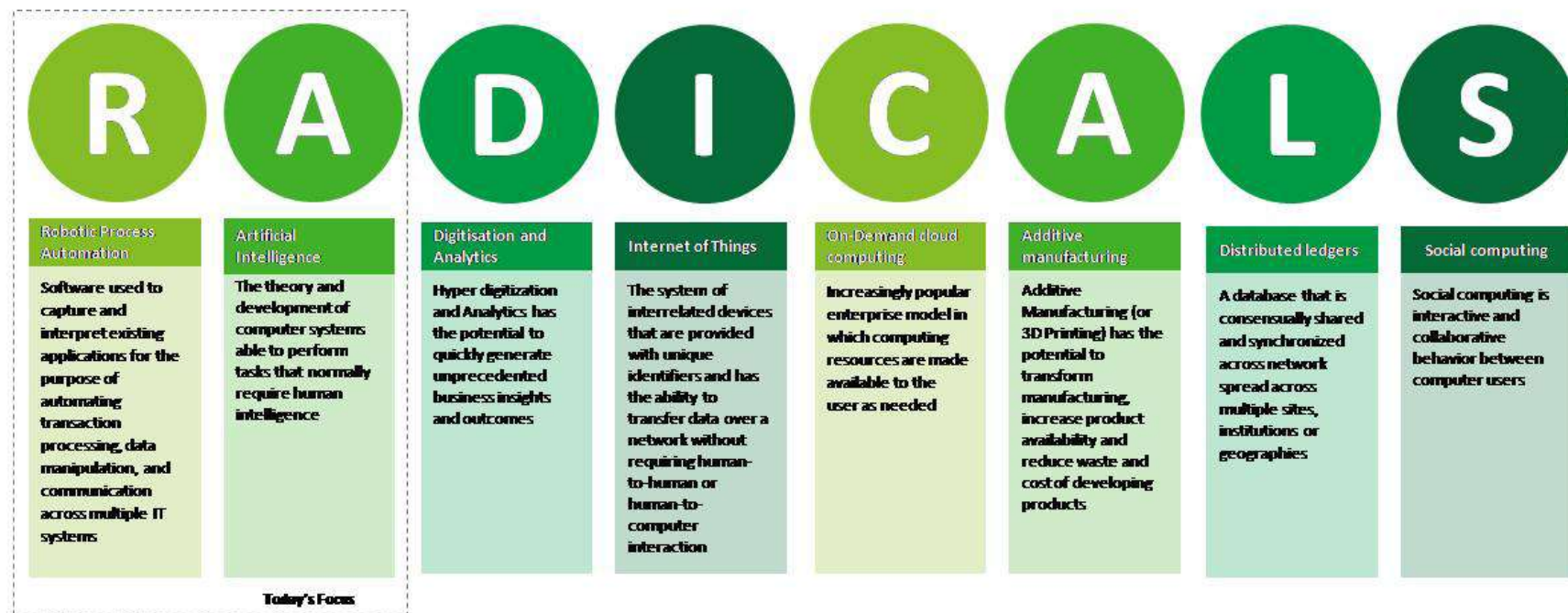
Robotic Process Automation accelerating value through RPA 3

Robotic and cognitive automation | Inflection point for organizations

Digitisation of white collar jobs via robotics, cognitive automation, and advances in data science have sparked a mini revolution of sorts



Radicals – Deloitte’s perspective on digital technology



Adoption of RPA as first wave of automation

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Robotic Process Automation accelerating value through RPA

Video 1

RPA Opportunities in Public Sector (Federal) - Finance

Low RPA Opportunity
 Medium RPA Opportunity
 High RPA Opportunity

| Public Sector (Federal) – Finance Services | | | | | | |
|--|--|--|--|--------------------------------|--|--|
| Manage Funding | Manage Planning, Budgeting, Forecasting & Internal Reporting | | Manage Accounting and External Reporting | | Policies & Procedures | Manage Revenue & Accounts Receivable |
| Prepare ARLU | Conduct Strategic Planning | Conduct Gs & Cs Planning | Maintain Financial Authorities and Delegations | Prepare Financial Statements | Develop and Maintain Policies & Procedures | Manage Revenue, Receivables and Receipts |
| Prepare Main/ Supplementary Estimates | Develop and Maintain PMF | Prepare Organizational Budgets & Forecasts | Manage GL & Chart of Accounts | Prepare Public Accounts Plates | Monitor Adherence to Policies & Procedures | Manage Overdue Receivables |
| Prepare MC's and TB Submissions | Conduct Integrated Operational Planning | Monitor Performance | Manage Vendor Master Data | Prepare RPP & PAA | Provide Policy Interpretation and Advice | Manage Interdepartmental Settlements |
| | Conduct Investment Planning | Manage Forecasting & Budget Review | Manage Customer Master Data | Prepare DPR | Manage Expenditures, Payables & Payments | |
| | Cost Management | Reallocate Budgets | Manage Accounting and Financial Close | Maintain MAF | Receive Goods or Services | Manage Travel & Expense Claims |
| | | | Manage Acquisition Cards | | Manage Payables | Manage Other Payments |
| | | | | | Manage Payments | Manage Post Payment Verification |

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Robotic Process Automation accelerating value through RPA 8

Leaping to Machine Learning/ Intelligent Automation

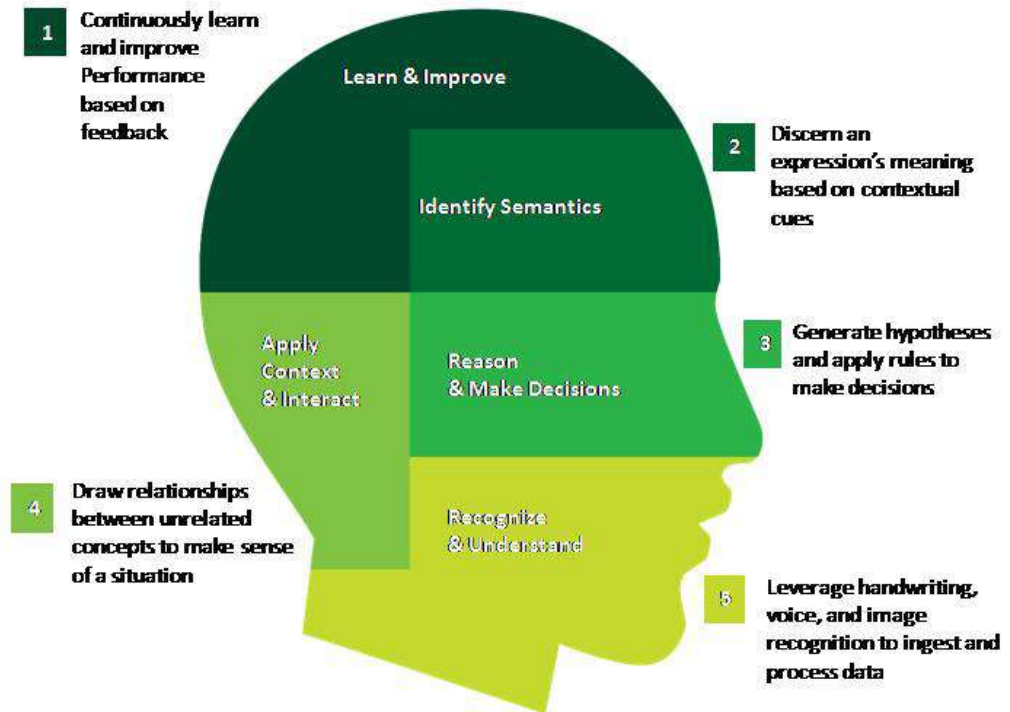
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Robotic Process Automation accelerating value through BPA 9

Application of AI and Cognitive Technologies Five Human Capabilities

Cognitive technologies

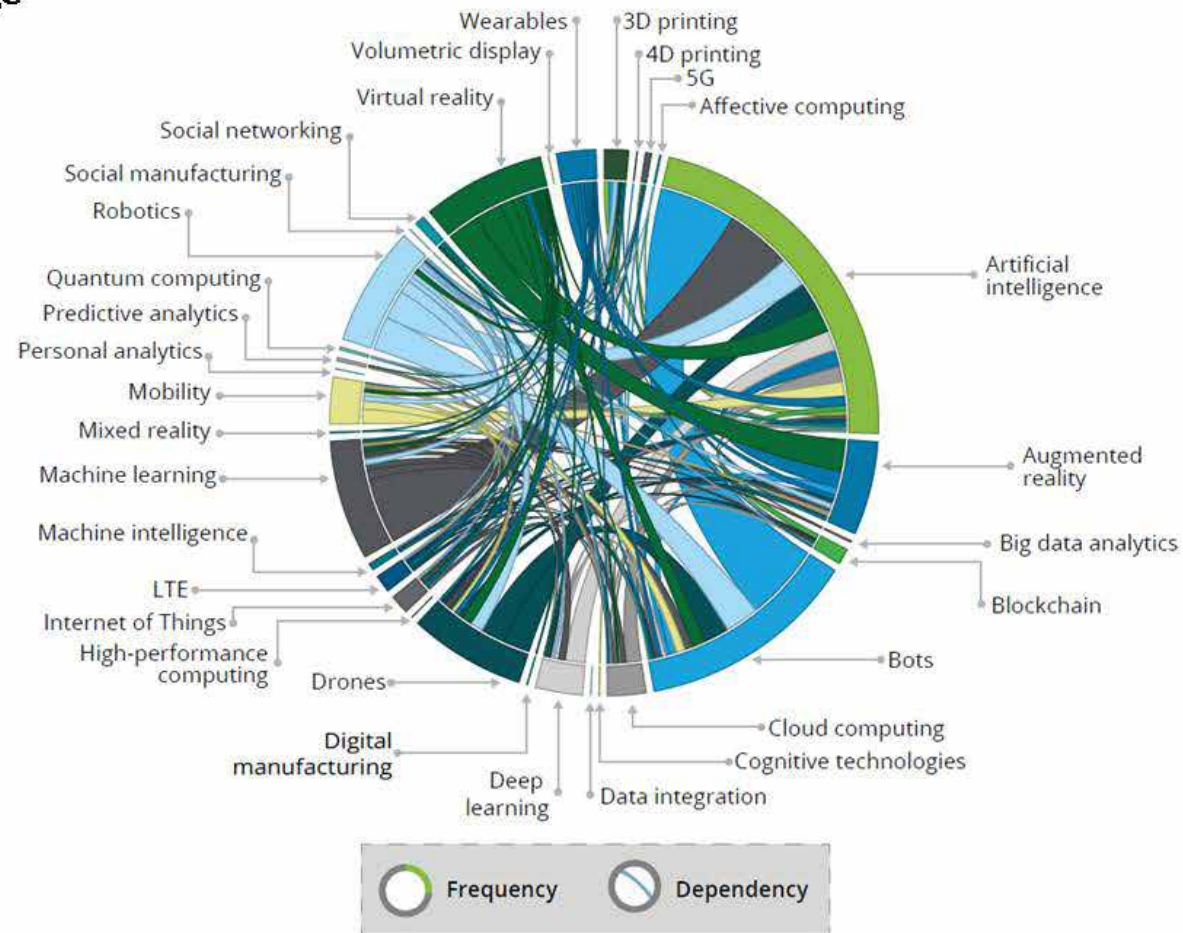
Technologies that can perform and/or augment tasks, help better inform decisions, and accomplish objectives that have traditionally required human intelligence



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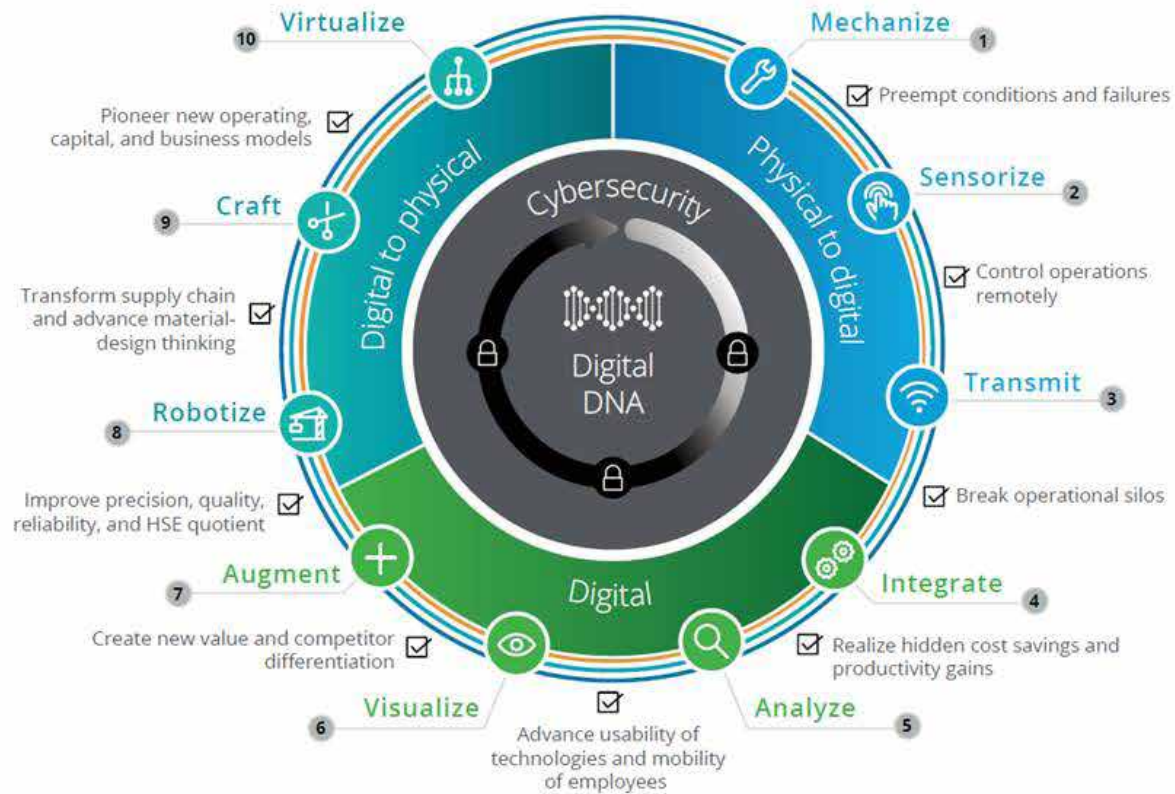
The Digital Deluge



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11

Deloitte's Digital Operations Transformation model

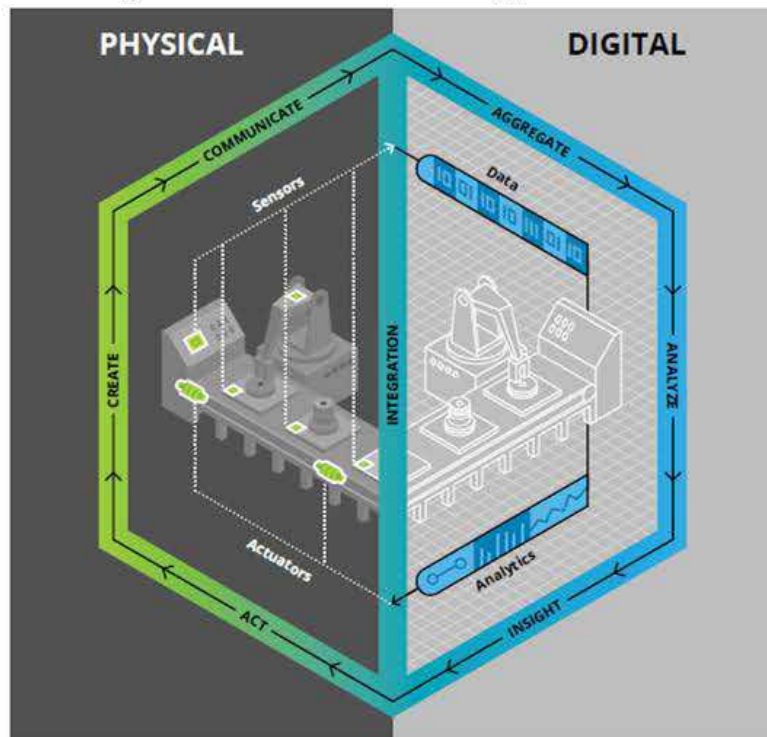


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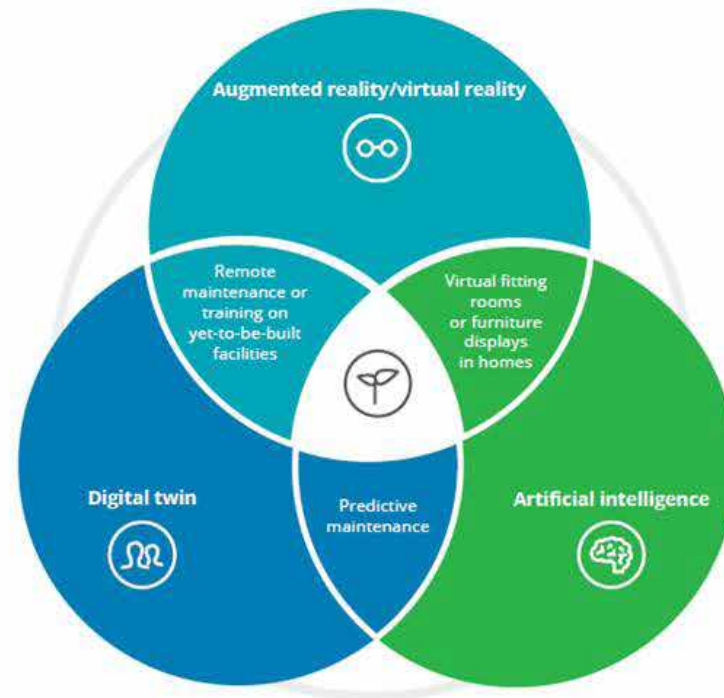
Manufacturing Process – AI Adoption

Digital twin model manufacturing process



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Existing Technologies - Manufacturing Process



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Video 2

Case Study

Leveraging ML to control project costs

Predict project activities, delays and corresponding financial impact for better visibility and predictive decision making

OPPORTUNITY

Client routinely executes large installation projects and faced challenges such as:

- Lacked an integrated view of financial and project-planning systems
- No clarity on project delay and its financial implications
- Decisions were made in silos, and based on incomplete information
- Stakeholders did not have a comprehensive, bottom-up view of the project

ACTION

- Machine learning algorithm to group locations for identifying a 'benchmark'
- Creating a prediction model to forecast realistic project plan based on execution data
- Use the predicted timelines to forecast financial impact of the delay based on penalty and liquidity damages clause in the client contract

BENEFIT

- Our solution provides an integrated system that gives insight on the project performance, its root causes and its financial impact.
- It predicts project and activity level delays, identifies activities for proactive monitoring to address further delay, defines cost allocation model for joining different data, and provides insights on the financial impact of delays
- The solution ultimately brings visibility and predictability for faster and data based decision making for large-scale projects

Case Study

Hyper automation using ML

OPPORTUNITY

- For a fiber manufacturing process by RIC method, in order to increase After Draw Yield (ADY) - it is crucial to match the right core rod manufactured with the right cylinder
- Manual processing capacity is restricted to 400 pairs per month, in turn restricting input data for ML Model to predict better and reduced scrap percentage

ACTION

- Bot extracts cylinder and rod data through emails and triggers the MATLAB and Optifiber applications for one cylinder against all the rods available in WIP.
- The bot calculates the ZD, MFD and CC values for all rod and cylinder pairs and triggers a ML model.
- Best matching rods are allocated against each cylinder

BENEFIT

- ~6Cr worth of scrap savings expected
- 6x increase in speed of matching as compared to the manual process
- 25x increase in capacity leading to 10000 pairs being processed in a month
- 5 FTE Savings

Leveraging AI across sectors

Healthcare

Healthcare and elderly care - help them have an independent and healthy life -

Remote surgery , roboctors

Rare disease management

Mining

Intelligent Mining will impact the way decisions are made, skills are required, workforce and communities are engaged with, and how optimally resources, such as energy, are utilised.

Aviation

Integrate people, processes, tools, materials, environments, and data with digital twins of every product by integrating all the four ecosystem hubs—engineering, manufacturing, test and check-out, and sustainment

Education

AI can drive efficiency, personalization and streamline admin tasks to allow teachers the time and freedom to provide understanding and adaptability

Students to get differentiated and individualized learning

Agriculture

Predict accurate climate patterns, more sustainable irrigation and water management, which will be crucial in light of the growing water crisis in the country.

Manufacturing

Predictive maintenance of devices allows manufacturer to avoid device damage overheads. Using ML-powered predictive analytical solutions, one can predict when machinery require maintenance services.

Risk Management For Intelligent Automation Technologies | RPA Adoption at Organizations

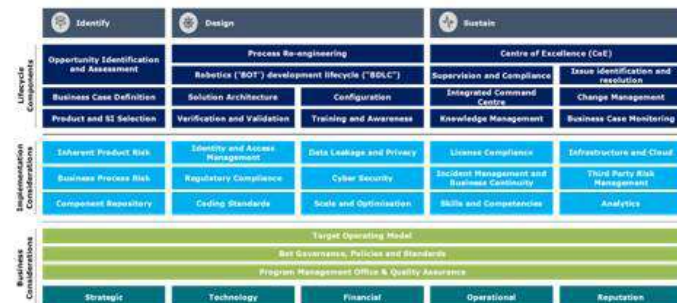
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Risks of an RPA environment

- **Cyber Threats** - as RPA offers broader spectrum of internal and external application integration,
- **Non compliance to software licenses** - as Generic BOT ID often poses risk due to potential Indirect usage.
- **Unauthorized access and use of BOT credentials** - as BOTs stores credentials of multiple applications, leading to data, security, privacy and fraud risks.
- **Delayed response to cyber incidents** - high processing capability of BOTs, leading to inappropriate processing of high volume/ value transaction.
- **Challenges in detection of security breach** - BOTs are often not built for intent identification.
- **Undetected manual override or unauthorized changes**

Deloitte's RPA Risk Management Framework



AI Governance and Risk Management

Where it has gone wrong?

| Thematic Area | Example | |
|--------------------------|--|--|
| Regulatory Compliance | A leading AI app app broke UK privacy law through use of patient data | <ul style="list-style-type: none"> Insufficient understanding of the rules around the use of patient data and the requirement to inform patients where their data is to be used |
| Security and privacy | Cyber targets the model behaviour and either influence the learning cycles or manipulate the engine with inappropriate intent. | <ul style="list-style-type: none"> AI will put new challenges to a rule based Cyber Solution |
| Testing and model design | AI Chatbot had to be shutdown after social media users taught it to be racist | <ul style="list-style-type: none"> Insufficient controls to filter what the machine learning model would learn from (e.g. profanity filters) Insufficient risk identification and scenario planning across product lifecycle to anticipate what might go wrong |
| Ethics | Public backlash to media coverage around Courts using AI to sentence criminals | <ul style="list-style-type: none"> Public perception and ethical considerations not suitably applied to AI use-case Lack of effective marketing strategy to generate public acceptance of AI use-case |
| Algorithmic Bias | AI recruiting model which was bias against female applicants | <ul style="list-style-type: none"> Inherent bias within training data embeds bias into model algorithm |
| Resilience / Override | Radio Cab Surge pricing during terror attacks widely criticised | <ul style="list-style-type: none"> Failure to embed effective thresholds / kill switch controls to disable an AI algorithm under particular circumstances. |

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Recommended Approach for RPA and AI Adoption

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Learnings from past

Universal experimentation

70% are piloting automation as part of an organization-wide initiative

Automation disrupts OpEx

Radical process simplification, re-imagination, digital OpEx

Achieving scale is still hard

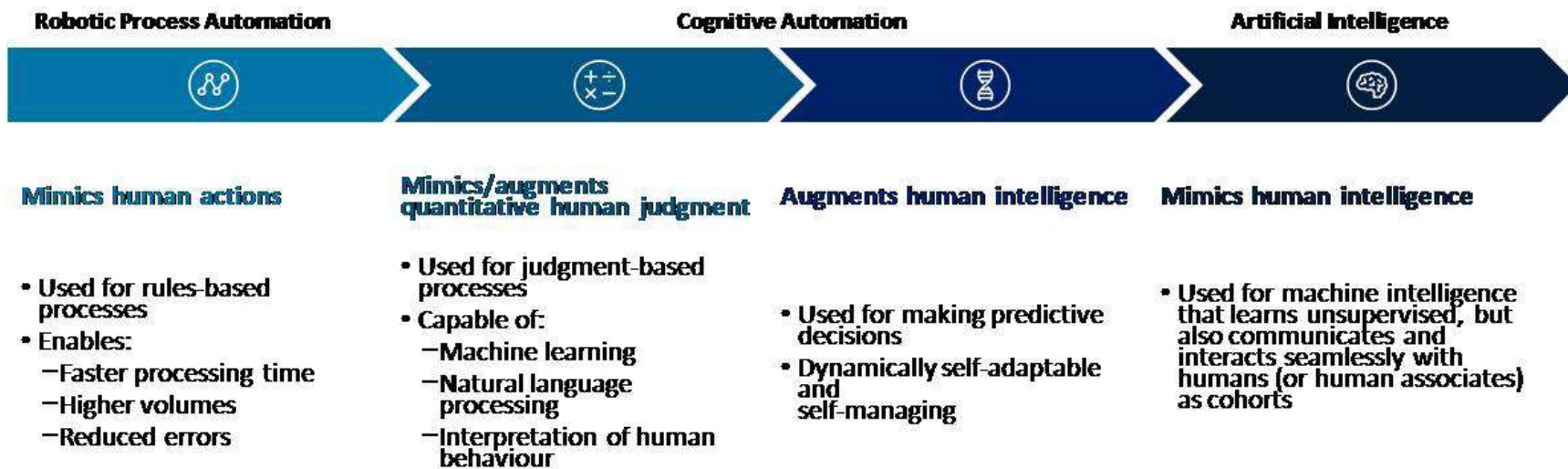
Only 4% have achieved any scale, rising by 1% over the last year

Race to intelligence

AI Adoption will continue to attract attention and investments while basic automation gains ground

Adoption of Automation technologies – Typical trends

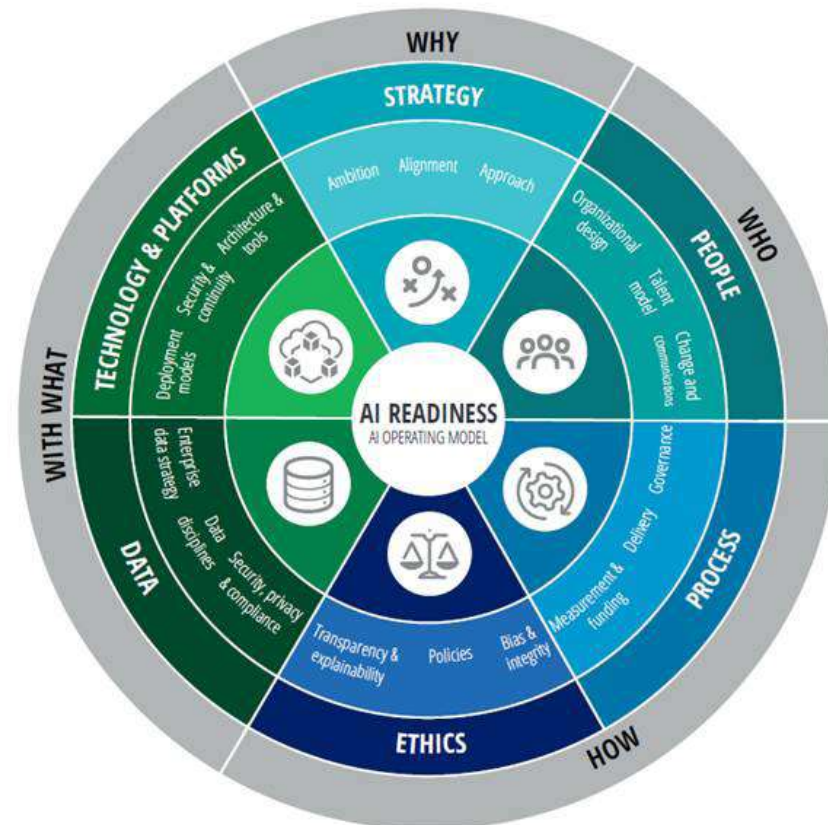
Automation technologies span a broad spectrum, from basic rules-based automation that mimics human action, to predictive artificial intelligence that mimics or even surpasses human intelligence and judgment



AI Readiness for Government

To capture AI's potential to create value, Government organisations will need a plan to retool the relevant existing processes, upskill or hire key staff, refine approaches towards partnership, and develop the necessary data and technical infrastructure to deploy

AI.



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