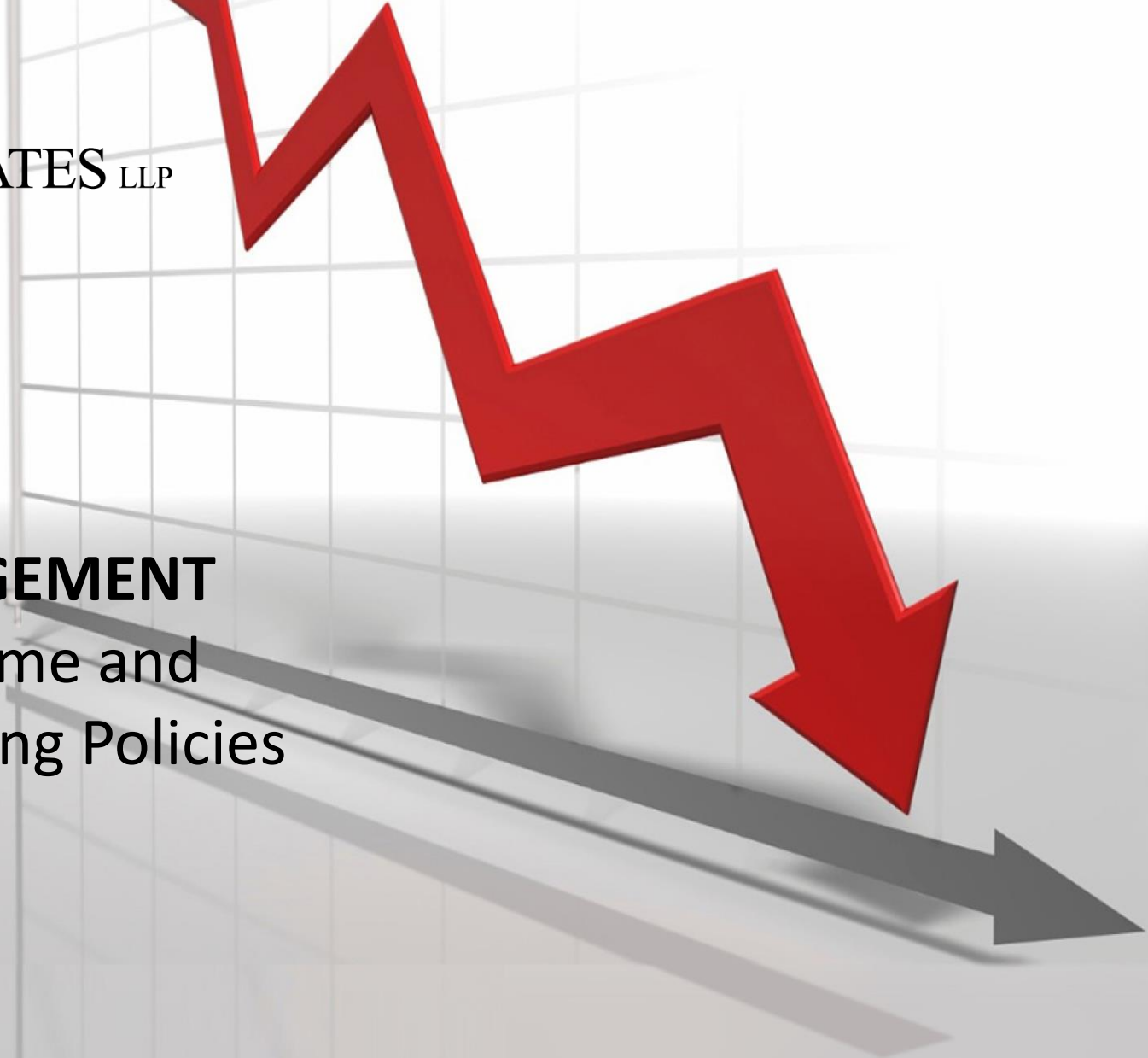


CRISIS MANAGEMENT

Work From Home and Office Reopening Policies

AJAY SETHI
MANAGING PARTNER



As We Saw the Grey Clouds Building....

- Jan/Feb we felt the oncoming impact of COVID 19 and initiated continuity plans
 - IT teams were asked to ready complete Work From Home (WFH) possibility
 - Admin teams to identify all contingent issues as could arise
- A broad plan was formulated and discussed.
- A National COVID Management Team (CMT) formed i.e. Admin head, IT head, 2 Partners and Managing Partner
- March 9th we tested the continuity plan by moving half teams from Gurgaon and Delhi office to WFH
- Policy was then re-tuned and finalized by March 16th

Testing our WFH Readiness

Initiating WFH & Connected Policies

- Lockdown initiated March 23rd in most offices
- Server access with security protocols set
- Created Zoom/Teams meeting protocols
- A person on WFH to remain available for phone calls / Video Conferencing during office hours
- Daily system of pan-India Admin and IT team meetings
- CMT took over supervising role and met daily
- Key Admin/IT person identified in each location

Monitoring Mechanism Set-up

Communication, Engagement, Feedback

- Clear system of daily, bi-weekly & weekly meetings set up various levels – culminating into a weekly partner meeting
- Weekly letters to Staff
- Monthly update to Clients
- Town halls with staff – Monthly at location level and pan- India level
- Admin person at each location made key “go to person” for personal problems
- Initiated team webinars twice a week led by partners
- We set rolling a slew of interactive online learning programs and initiated virtual recreation sessions viz yoga, fitness, games, etc.

A system of easy access to information and assistance created

Client Delivery

- Each client team met and prepared a monthly list of key issues for their clients
- These delivery teams meet daily to monitor and control
- We organized numerous webinars for our client teams to update on critical issues
- Audits were started through remote access
- Digital efforts accelerated i.e. Tax litigation management tool deployed. Secretarial services moved to cloud, etc

Building a strong remote client servicing programme

Value Added Efforts

- A certificate program on “Tableau” for finance professionals was launched for in-house teams
- To keep self and clients updated, a weekly “COVID-19: Communique” was rolled out
- Technical Update Letter (TUL) revamped, and a new avatar to begin from June
- Launched new services to assist clients viz crisis management cash flow planning, compliance management to open factories, etc.

Sharing knowledge and innovating processes

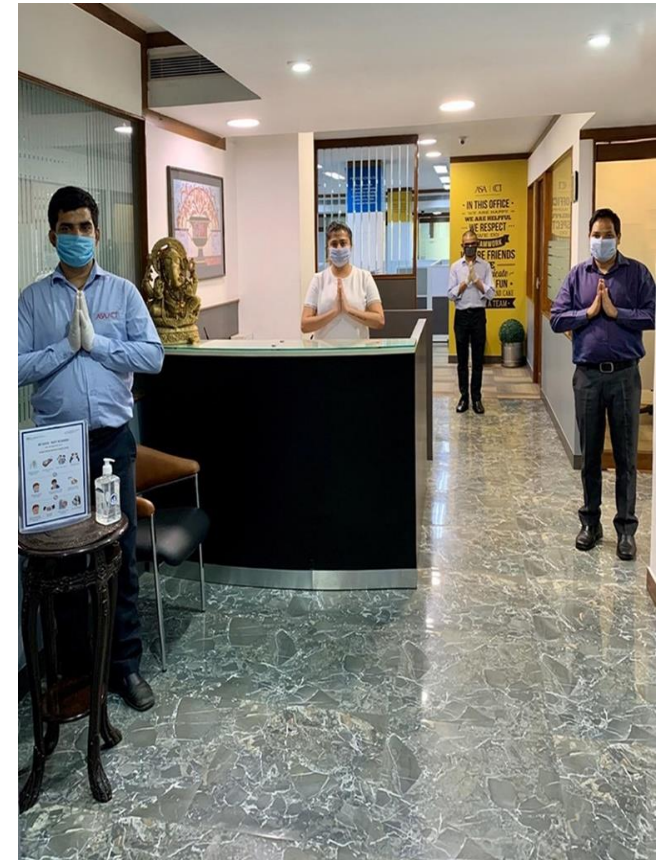
Planning and Forecasting

- Internal Finance group re-strategized our budget
- Key focus on Cash Flow Management which is now a rolling 6 month statement monitored closely
- Learning from WFH applied by revisiting policies e.g. technical training of teams and HR policies being evaluated for long term changes
- Building SOPs for staggered opening of offices

Adaptability to new normal

Re-starting Offices

- Opened offices post full sanitization and with full safety protocols and procedures viz. screening at entry, no outside vendors/visitors, etc
- Proper social distancing and safety measures in place viz. sitting arrangement, tea/coffee served on desk, hand sanitizers are kept everywhere, etc
- Cafeterias follow distancing and timings norms, and are sanitized between each group



People First Policy

The Way Ahead

- Client delivery – high focus
- CMT to remain in force
- All monitoring and communication systems to remain operational
- Safety protocols to remain in force
- Stagger teams between work from office/home

Reevaluate position in September 2020