



Global mobility and COVID-19: impact for businesses

Tuesday 14 April 2020

Agenda

Welcome note: Roberto Suarez, Secretary-General, *IOE*

- Lynn Shotwell, President and CEO, *Worldwide ERC*
- Mark Buchanan, Partner Asia, *Fragomen*
- Edward Hannibal, Partner Global Employer Services, *Deloitte*
- Harshvendra Soin, Global Chief People Officer and Head Marketing,
Tech Mahindra Ltd

Mr Roberto Suárez Santos

Secretary-General, *IOE*

Roberto Suárez Santos was appointed Secretary-General of the International Organisation of Employers (IOE) on 26 October 2018, having held the post of Deputy Secretary-General since December 2012.

Prior to joining the IOE, Roberto was ILO Programme Director for the promotion of youth employment in the Maghreb region. He previously worked at the Spanish Confederation of Employers' Organisations in areas ranging from comparative labour policies and labour relations to youth unemployment and social and employment policy. He was *BUSINESSEUROPE*'s Vice President for Labour Affairs for several years. He also was Vice-President of Business at OECD's Employment and Labour Affairs Committee, and a member of various follow-up committees for the European Social Fund and the EU Economic and Social Committee.

Roberto's experience extends to academia, having served as associate professor of European Social Law at both the Universidad Complutense de Madrid and the Universidad Pontificia de Comillas in Spain.

Roberto is a lawyer with experience in European and international labour law, as well as in international relations.



Ms Lynn Shotwell

President and CEO, *Worldwide ERC*

Prior to joining Worldwide ERC®, Lynn served as senior vice president and head, Global Outreach and Operations for the Society for Human Resource Management (SHRM), the world's largest HR professional society. In that role, she served as co-chair of the Business Mechanism of the Global Forum on Migration and Development and the Board of Trustees of World Education Services, drawing on her more than two decades of experience helping top organizations create global workforces.

Earlier in her career, Lynn served as Executive Director at the Council for Global Immigration (CFGI)/American Council on International Personnel (ACIP), where she drove significant growth and led the organization's merger with SHRM in 2018. She has also provided mobility policy expertise as a lecturer and media spokesperson and has testified before the U.S. Congress, the United Nations and the World Trade Organization.



OUR PURPOSE

To empower mobile people through meaningful connection, unbiased information, inspired ideas and solutions.



3,500+

COMPANIES
REPRESENTED



7,400+

MEMBERS



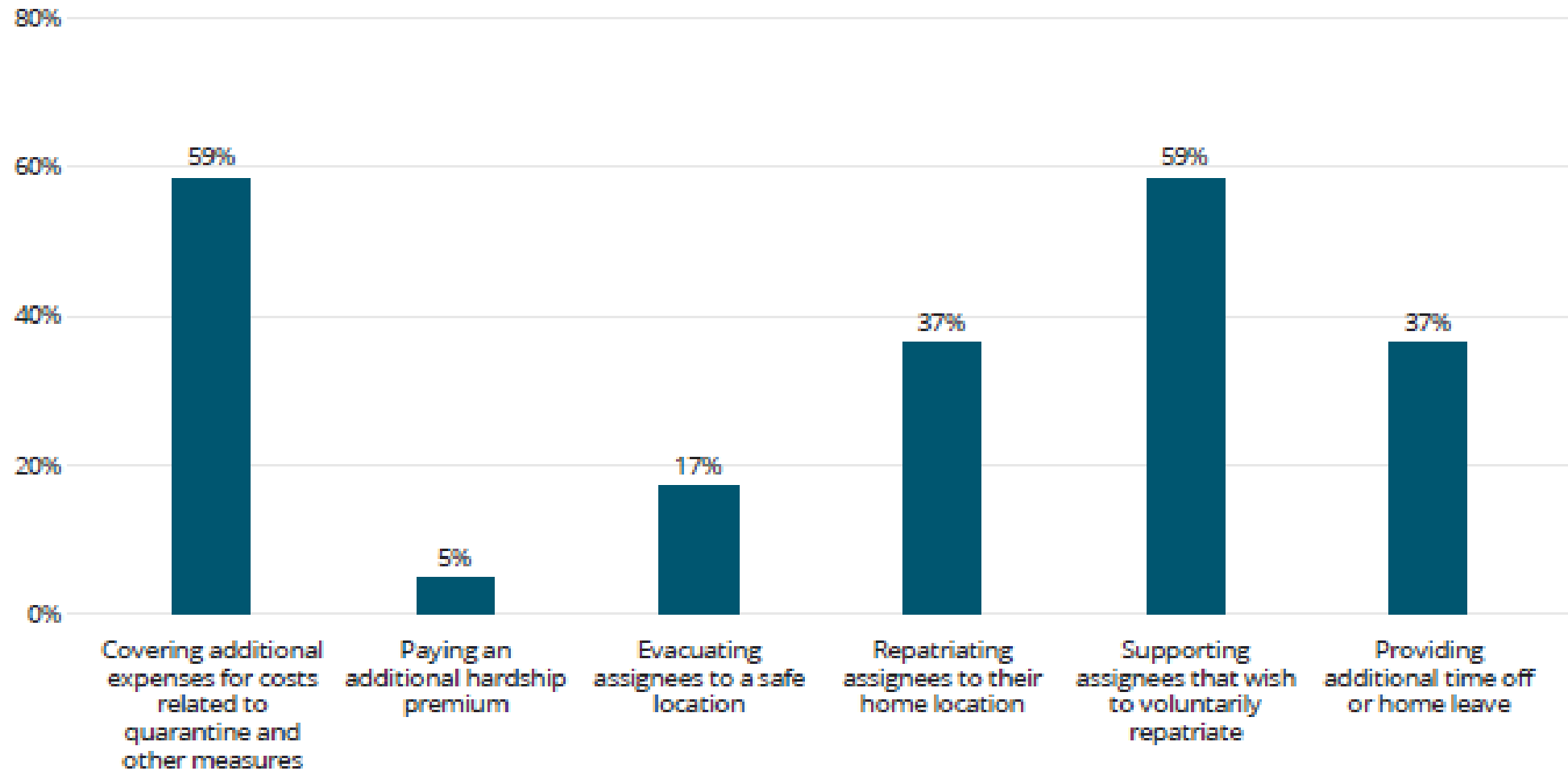
65+

COUNTRIES AROUND
THE WORLD



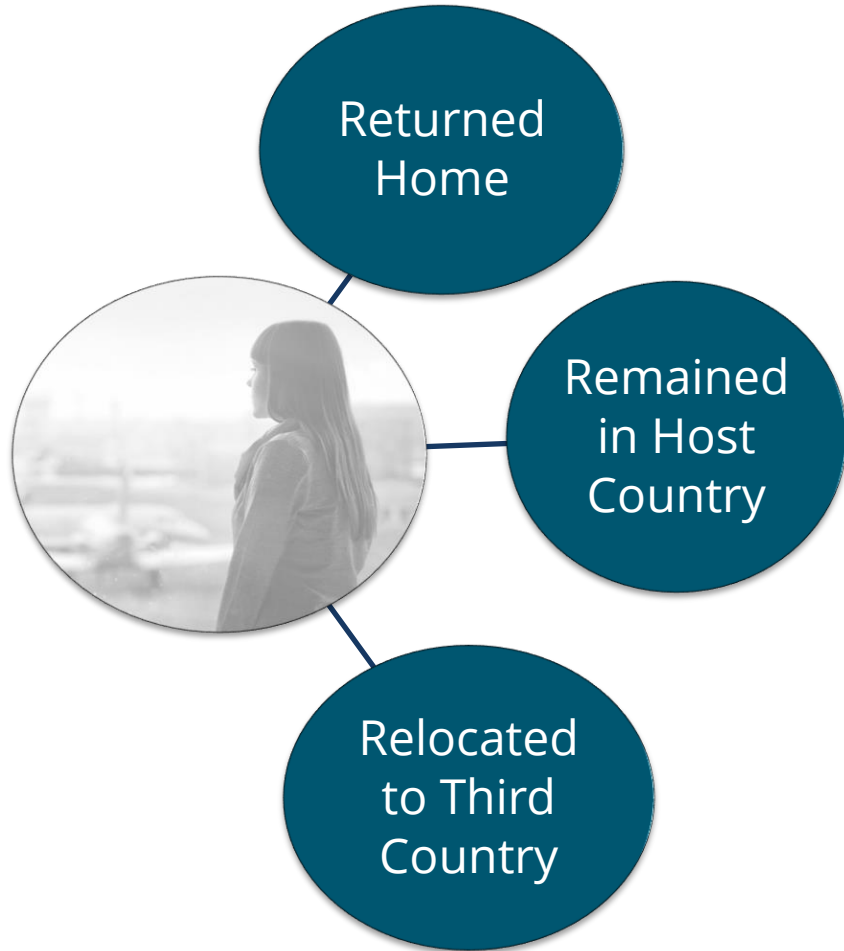
WORLDWIDE ERC®

Which measures are you taking with your current international assignee population?
Choose all that apply.



● Percentage of Responses

www.worldwideerc.org/coronavirus



Are they working?

- Are they essential?
- Are they on proper payroll and do they have valid work permit?
- Can work permit be extended? How will this impact taxes?
- If furloughed, reduced hours or changes in job duties, is visa still valid?

Should they return home?

- Are they safe?
- Are there entry bans or quarantines?
- If they leave, will they be permitted to return with same visa?
- Are there special family circumstances?

United States



Entry Bans from some countries; exceptions for USC, LPR and others

Must fly through select airports

14 day self-quarantine

Only essential travel across US borders with Canada and Mexico

Suspension of in-person interviews and cancellation of appointments worldwide

Suspension of expedited (15 day) processing

Automatic extension of some, but not all, visas and filing deadlines

No “benching” of H-1B workers

Possible penalties for access to public benefits

Limited recognition of foreign-trained health workers

No relief for undocumented workers

Relief Needed by Mobility Community

Financial

- Payroll assistance
- Loans

Regulatory Compliance

- Common-sense flexibility
- Extensions of deadlines
- Open communications

Employee Relocation
Management Market
to Reach \$33.5 Billion
by 2020

PR Newswire Oct 19, 2019



WORLDWIDE ERC®

Mr Mark Buchanan

Partner Asia, Fragomen

Mark is the firm's partner for the Asia region based in Fragomen's Singapore office.

He has practiced for over 20 years with leading local and international law firms providing corporate, employment and immigration law advice and services to local and multinational corporations in the Asia Pacific.

Today, Mark practices exclusively in the field of corporate immigration law services for the region, providing comprehensive immigration consultancy services and overall immigration management to local clients.



Edward Hannibal, Partner Global Employer Services, Deloitte

Ed Hannibal is an advisor and leader of mobility and talent transformation projects around the globe, with two decades of experience. Ed consults with clients on international pay practices as well as international HR issues. He led the global mobility compensation business for a large HR consultancy.

Ed has worked with clients in over 13 countries and in many industries including: Automotive, Financial Services, High Tech, Pharma, Consumer Goods, Professional Services, and Engineering and Construction. He has spoken at many industry forums, and is quoted frequently in the media on global human resource issues.

Ed holds a Master of Science in Industrial Relations in Global HR Management; a Bachelor of Economics and the Worldwide ERC® Global Mobility Specialist designation.



Global Mobility Key Priorities through COVID-19 Response

Working with companies across sectors and geographies, we know that COVID-19 will impact businesses and its people indefinitely. During this uncertain time, we understand mobility leaders are being asked not only to react to ever-changing global events but also to plan for the future. So how can you make an impact?

GLOBAL WORKFORCE PLANNING

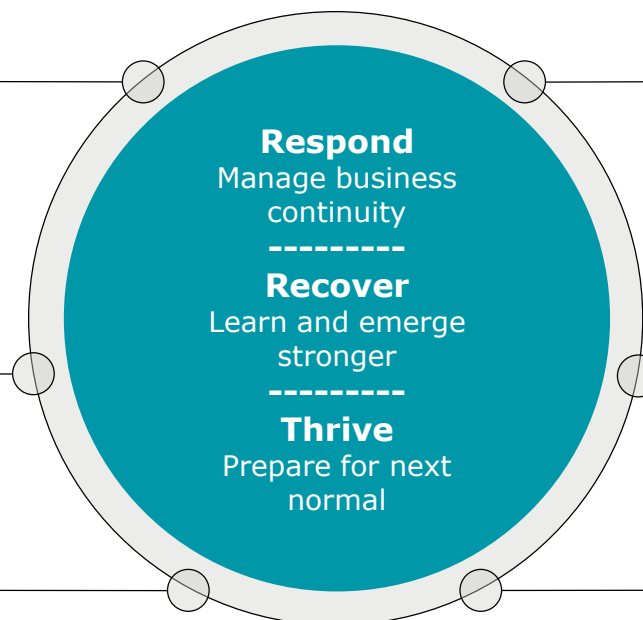
- ✓ How do I manage immigration when borders and consulates are closed?
- ✓ How do I fill global talent roles in the current environment, and still take care of our people?

COST MANAGEMENT ANALYSIS

- ✓ Given economic headwinds, how do I mitigate global talent and program costs?

OPERATIONAL MODEL ADJUSTMENTS

- ✓ What changes should I make to my global mobility programs and administration, given the current environment?



SUPPORT EMPLOYEES

- ✓ What new benefits, support do my employees need because of this unique situation?
- ✓ Where are my people now, what are they doing, and how do we keep them safe, and communicate about resources available?

CONTINUITY PLANNING

- ✓ How do I better prepare my global mobility team for what's to come when things are changing so rapidly?

REGULATORY COMPLIANCE

- ✓ How should we address any remote workers that have inadvertently triggered compliance risks?
- ✓ How will my organization's facts, including necessary headcount actions, be evaluated when looking at various governmental stimulus and support packages?

Mr Harshvendra Soin

Global Chief People Officer and Head Marketing, *Tech Mahindra Ltd*

Harshvendra Soin has been associated with Tech Mahindra since 2012. He brings with him a rich experience of more than 24 years in the industry. Prior to his current role, he was heading the Canada Enterprise Business as Senior Vice President and Country Head at Tech Mahindra (Canada). He was also the Global Leadership Acquisition & Development, and Head - Business HR for APAC & IMEA (Telecom & Enterprise) for Tech Mahindra.

Prior to joining Tech Mahindra, Harshvendra was the Chief People Officer at Fortis Healthcare Limited, looking after all areas of Human Resources. He has also worked with Aditya Birla Retail Limited as a Chief People Officer. In past, Harshvendra was also the Senior Vice President – People Excellence at Bharti Enterprises, before moving as the Head – HR for Bharti Retail Ltd. He has also worked with the Oberoi Group and Punwire Limited.

He has been a recipient of many prestigious awards including HR Leadership Award – Asia Pacific HRM Congress, Ascent - Most Powerful HR Professionals of India Award – World HRD Congress. Other awards include Talent Magnet Award - Conscious Business Leader Award 2016 by LinkedIn.



CRØNAVIRUS

List of measures adopted @ Tech M

SUMMARY

PEOPLE

- Awareness session on COVID
- Travel Advisory & restrictions on all Travel
- Rapid Action force teams formed at global & regional level
- Quarantine Measures with Paid leaves
- Tech M COVID App (Self assessment & Doctor consultation)
- Preventive measures at Work place – Fumigation, Thermal Screening, Social Distancing
- Continuous connect with employees – Coronicals, Prime Time @9, Wellness over WebEx, YouDOST, TechMighTea
- Each one House one campaign Launched

GOVERNMENT

- E-PASS facility for COVID-19 Curfew for the Delhi Police
- Heightened support by our team in UP100 providing emergency services to UP
- Technology Support to Govt to enhance contact tracing & Monitoring(Kanpur)
- M&M as opened its kitchen at 10 locations across country for feeding the underprivileged and those in need of food


COMMUNITY

- Mahindra Group started working on Ventilator Project.
- Contribution to Food Banks in US
- Voluntary services by associates across the country – grocery/grain distribution / plant watering / community drives / migrant workers feeding etc.
- Donations for provision of food and essentials through NGO's
- Contribution to Mahindra Foundation fund
- Partnership with Emoha – an elder care where we are providing volunteers and call centre support
- PPE kits distribution to needy

CUSTOMERS

- BCP Plans for all customers.
- Desktop migration, Laptop rentals, Broadband allowance to rapidly transition into WFH.
- WFH - 95% for IT, 60% for BPS
- Continuous engagement with Customers (WSJ & Customized connect programs)

ASSOCIATE



Hoping for the best while preparing for the challenges

- Rapid Action Force constituted at Global level to continuously monitor the situation and take decisive actions
- Regional Rapid Action teams are in place across all Locations to monitor the situation on ground
- Emergency Response team (Global Toll Free numbers) has been set up and equipped to handle queries around COVID-19
- Robust cadence - Daily calls with Executive team on Operational readiness. Twice a day review with CPO & COO

We were amongst the first ones in the Industry to act

- All International & Domestic travel put on freeze
- Well defined exception matrix for unavoidable travel
- Detailed daily advisory issued covering Travel restrictions, RED countries, Leveraging technology for meetings, Quarantine protocols etc.
- All travelers are being quarantined for 14 days



CORONA VIRUS

SYMPTOMS



PREVENTION



At Tech Mahindra, we strongly believe in "Wellness before Business", which is why amidst the current Coronavirus outbreak, our focus is on ensuring the well-being of all our employees and partner ecosystem. We have issued a detailed employee advisory and are undertaking various preventive measures, which include restrictions on Domestic & International travel, virtual meetings leveraging technology and a host of other measures. Please check out more details in the Corona awareness newsletter on MyTechM Inc.

AWARENESS

The first step to contain COVID-19

- Awareness sessions on COVID-19 conducted by Doctors across all Tech M locations in India
- Posters & Standees with relevant information on COVID-19 put up across all vantage points in Tech M offices
- Relevant information is being continuously disseminated by multiple stakeholders (CEO, CPO, Business Leaders & HR leads)
- Our Microsite hosted on intranet, is updated every single day to provide the latest updates on Do's & Dont's, RED listed countries etc.

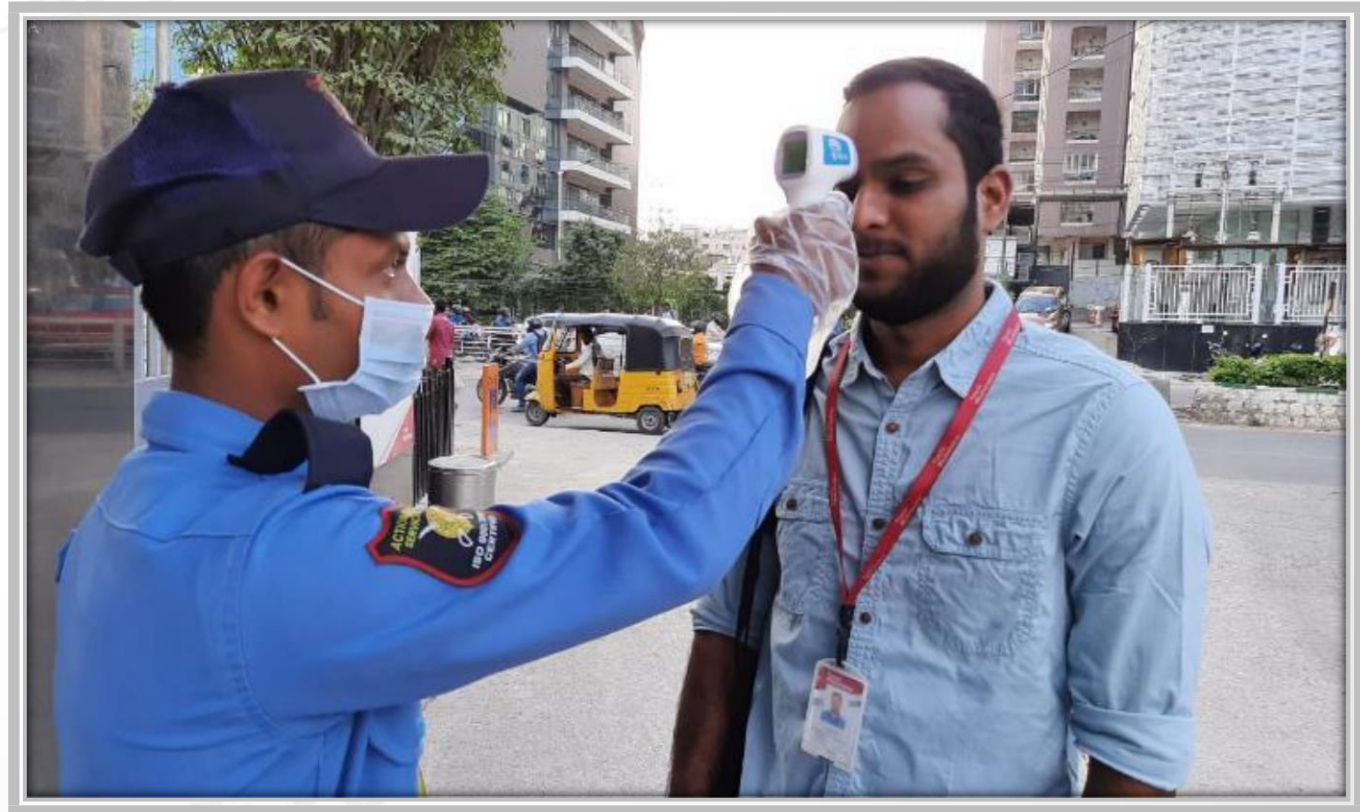
We scaled up fast to adopt Social distancing norms

- Internal events with large gatherings banned
- NO External visitors being allowed in Tech M offices
- We are encouraging all stakeholders (Internal & External) to leverage technology to conduct meetings
- We have closed down common areas like Gym's and Recreation rooms
- All our Cafeteria's are being operated with maximum 50% utilization...with cordoning off of some areas & revamped seating



Between Wellness & Business... we prioritized Wellness

- Associate safety and wellness is paramount...therefore we have enabled work from home with required Client & Security clearances
- All restrictions around work from home have been relaxed till further notice
- We plan to gradually increase the number of Associates' working from home over the next few days
- We have guidelines to protect Associate leaves (if required due to Quarantine or on being infected by COVID-19)



Being Socially Connected...while maintaining Social distancing

- Each One House One campaign launched
- Enables Tech M Associates to open their homes to another Tech M Associate in need of a safe accommodation



In line with Social distancing norms with hosting restricted to the same society / vicinity..

KEEPING THE ENGAGEMENT LEVELS HIGH DURING LOCKDOWN

PRIME TIME @ 9PM

PRIME TIME BULLETINS

Daily Squashing of Rumours

KNOW RIGHT FROM WRONG

PUNE: WHAT HAPPENED?



THE MYTH

Many of you are aware of a video that went viral on social media, about an unauthorized person entering a TechM office in Pune.

A lady cop barged into Tech Mahindra office at Giga Space in Pune, and accused us of flouting the government rules around the outbreak of Coronavirus in India.

Some sources also said she was a social worker.

THE FACT

She was not a cop, but an external party worker and she trespassed and threatened our staff.

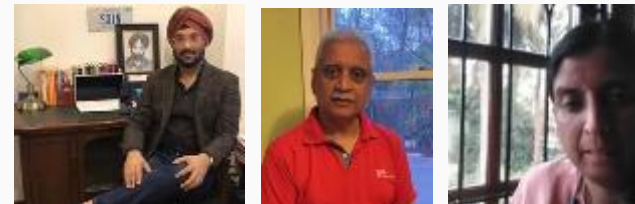
As IT companies delivering to essential services we were exempt from the shutdown declared and office was functional with minimum staff, maximum safety measures and with due permissions.

We have not violated any laws.

Live Microsite



Daily Leader videos



Daily Customer Kudos



- Regular Leadership Connect Programs with every geography
- Daily Leadership calls with HR, location council & Business
- Leveraging the time for Leadership Development of Top 300 leaders through a Virtual Development Program called Chrysalis

TECHM CORONICALS

This too shall pass!



- TECHM CORONOCALS – a daily newsletter launched post the lockdown with an objective to keep all TechMighties Connected, Engaged & Focused
- The newsletter is multidimensional with the following broad sections:

STAY ASSURED

Messages from key leaders

KNOW RIGHT FROM WROG

Quashing rumours & stating facts

UPGRADE YOURSELF

Curated Courses on picking up new skills

UPDATE YOURSELF

Latest updates with Tech M's readiness plan & links to authenticated sites

MEDIA COVERAGE

Comprehensive digest on Tech M media coverage

SOCIAL MEDIA UPDATES

Real stories of how TechMighties are fighting COVID-19

MAINTAIN FOCUS

Best practices on WFH & a platform to share personal experience

STAY TUNED IN

All key policies & Contact details for Emergency Response Team

Tech M COVID-19 App

TECH4GOOD

Virus 0: 1 app



- Information on COVID-19
- Self-Assessment (symptom driven checklist and other social factors)
- Video consultation facility with a Doctor in case of suspected symptoms
 - 2 dedicated doctors are assigned in 2 shifts between 9 AM – 8:30 PM(IST).
 - Associates need to express interest on the app for consultation...and they will be assigned a queue no & Consultations to happen on a First in First out basis
- Tie ups with few hospitals to provide COVID-19 healthcare

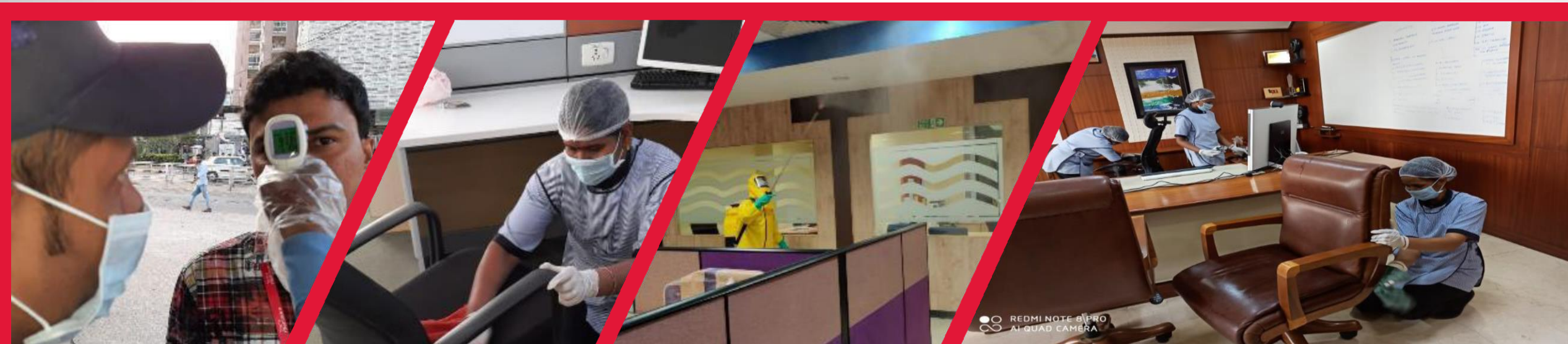
Our Support staff has been adequately equipped as we prepare to fight this out..

- Special training sessions have been conducted for Support staff
- They have been equipped with Face Masks, Gloves & Sanitizers as they go about their duty in keeping our workplace secure



Measures to keep our offices safe & secure

- 75+ CONTROL POINTS with Thermal scanning operationalized at entry and exit points across Tech M offices (India)...35,000+ Associates being scanned daily
- Hand sanitizers have been kept at all Floors & Common areas
- All Offices & Guest houses stocked with adequate supplies of medicines, food rations, sanitizers, disinfectants etc.
- All our offices are regularly being sanitized and disinfected
- All Buses ferrying Tech M associates are being sanitized daily



CUSTOMER

We remain committed to safeguard the interests of our Customers'



- BCP activity for all Accounts has been taken up on war footing
- Standard collateral on Tech M's response to COVID-19 has been shared with all SBU Heads to ensure consistent and proactive messaging to our Customers

Here is a sneak peak into our BCP Actions..

1 Global Business Continuity Governance

- **Organization Overlay Contagious Illness Strategy** for all business units
- **Lighthouse** - Enabling project managers transition to responsive plans
- **Drills** - Schedules, Monitoring, Support for project managers
- **Resource Impact Analysis** to capture mass absenteeism mitigation
- **Account Level Plan Templates**

2 Event Management

- **Continuous Engagement** with business units and crisis management teams
- **24/7 COVID-19 Employee Help Desk** & ongoing governance
- **Regular notifications** across the COVID-19 event
- **Activation of BCP levels & Work from Home** model



Enabling Associates' to Work from home...without disruption

1 Laptops – To Rent

Allows Associates' to rent laptops to Tech M while getting an attractive monthly allowance

Enables Tech M to overcome the laptop shortage in the market

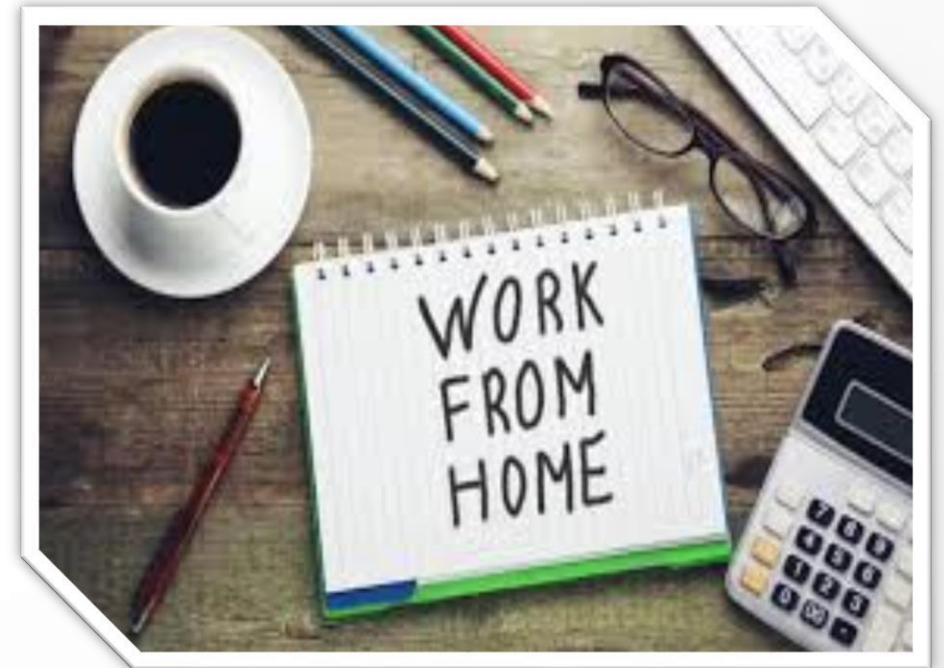
2 Desktops – To take home

Tech M Desktops are being moved to Associate homes

Cost of Desktop movement reimbursable to Associates'

3 Bandwidth – Freed up

Associates opting for WFH entitled to a Monthly allowance for High speed Broadband connection



TECH M New LOGO – Distant But Connected



To show the external world how we adjusted to the crisis, we decided to give our logo a slight twist for a brief period of time. From today, our logo will feature the following changes:

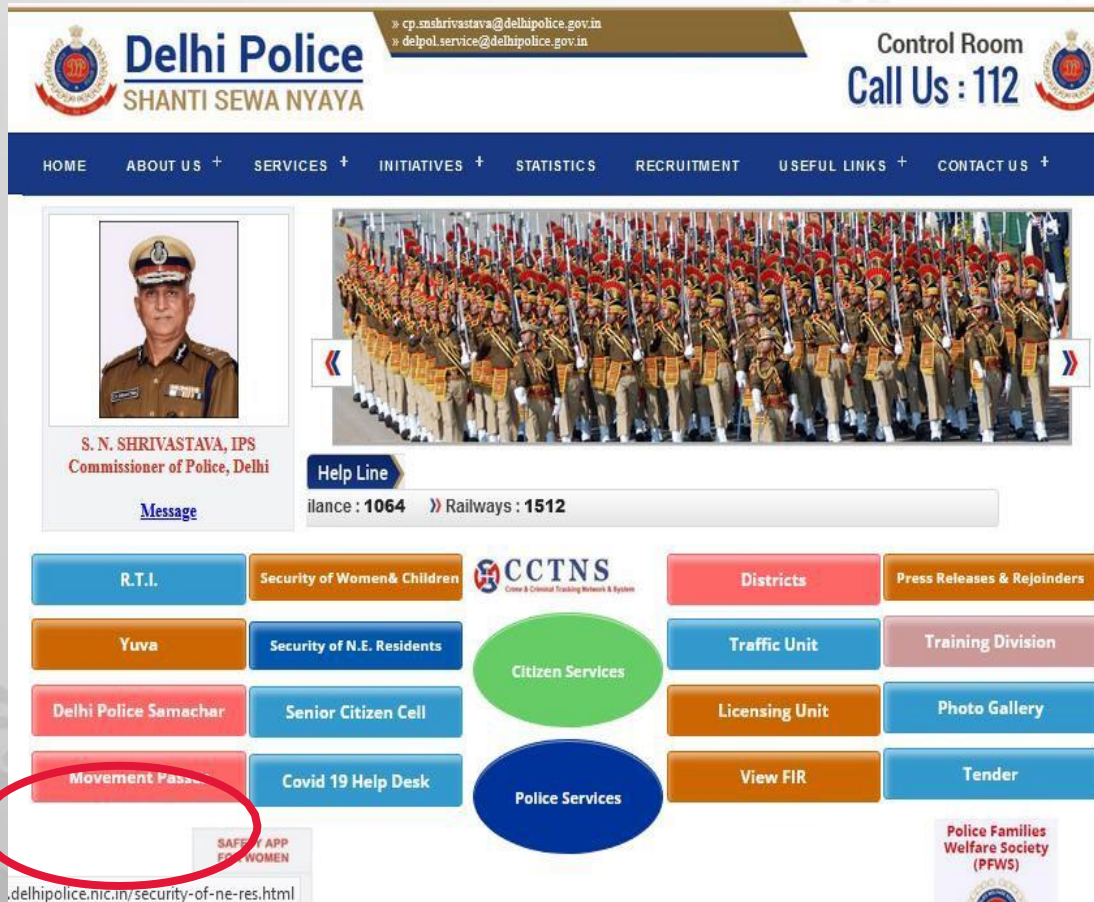
- The letters in **TECH** are spaced out to show that we are following **social distancing**.
- The “E” in **TECH** is enclosed within a **home** to show that we are working from home to deliver on our commitments.

GOVERNMENT

E-PASS facility for COVID-19 Curfew has been launched

Initiatives to help Govt. of India during unprecedented threat of COVID-19 in India

DELIVERED
IN 48Hrs.



What's New - Online downloadable version of Movement Pass for the citizens of Delhi NCR.

Old Process to issue Curfew/Movement Pass – It was only a paper based curfew pass for which people need to stand in long queue and wait for 4-5 days min.

How Movement Pass/eCurfew pass developed by Tech Mahindra will help Citizens - Delhi/ NCR Citizens can log on to Delhi Police website <https://www.delhipolice.nic.in/> and download the pass within 30 min. subject to the approval from the respective district DCP. (This step is taking longer time- sometime 24 hour.)

Next Phase - Gurgaon, Ghaziabad, Noida, Faridabad etc locations shall be covered

Lending a helping hand to Government to combat COVID

- M&M prepares ventilator prototype in 48 hours
- Heightened support by our team in UP100 providing emergency services to UP
- Technology Support to Govt to enhance contact tracing & Monitoring(Kanpur)
- Mahindra Holiday resorts getting converted into quarantine beds
- M&M as opened its kitchen at 10 locations across country for feeding the underprivileged and those in need of food



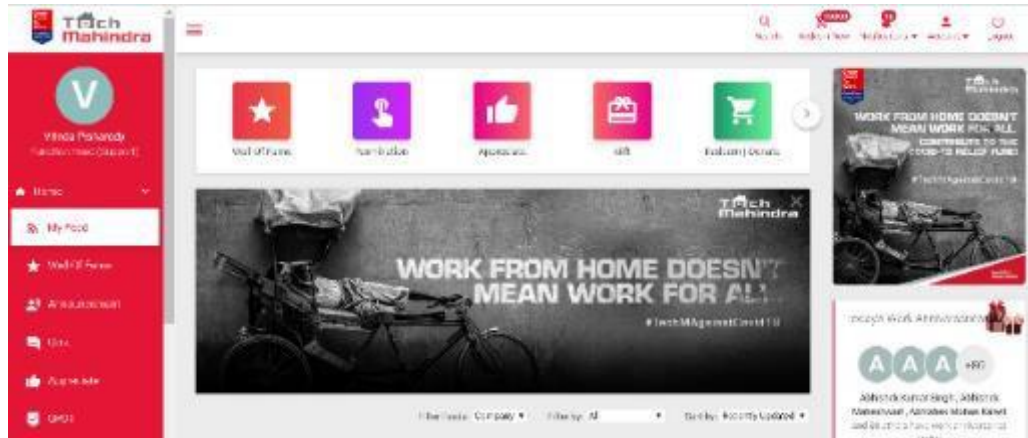
SOCIETY

And Maintaining Contribution towards the Society

Donate your awards

Donate your Leaves

Donate your Salary



Thank you for visiting this page!

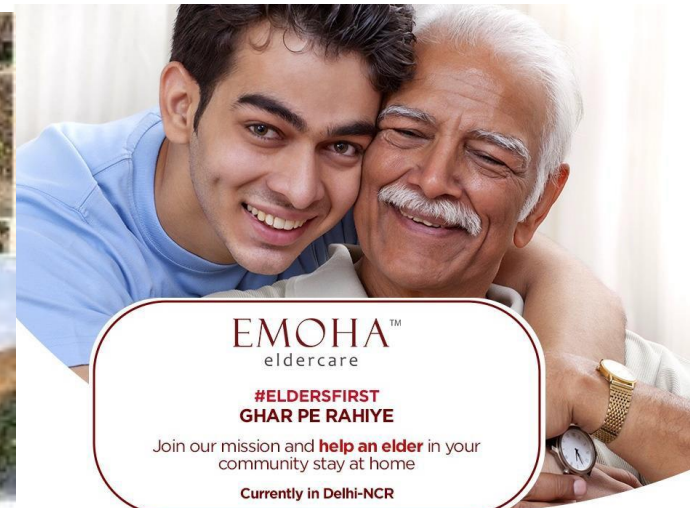
You can make your contribution by selecting either of the below mentioned options

- Monetary Donation
- Leave Donation
- Monetary & Leave Donation

Fund Collection

Associate contribution through cash, leaves or reward points to Mahindra Fund

Voluntary Drives by Associates



Volunteering

Providing Care for Elderly stuck at home

Caring for Trees

Food Drive

Thank You!

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