

CONTRIBUTION TOWARDS EMPLOYEES



OVERVIEW

Edelweiss has experienced and diverse talent across the different entities of the Group. Our procedures ensure the absence of discrimination by providing fair and equal opportunities to all employees and applicants. As part of our continued commitment to equality, diversity, and inclusion we strive to create an environment in which all members of our community should expect to be able to:

- Thrive
- Be respected and valued for their unique perspectives and contributions
- Achieve their fullest potential
- Have a real opportunity to participate in and contribute to activities

Our open-door guidelines ensure an environment of mutual support and honest communication where an employee can freely approach other employees across levels.

INCLUSION AND WORKPLACE DIVERSITY

Employee inclusion and diversity are important elements at the heart of Edelweiss. 23% of our employees are women. **Through our unique inclusion initiative All In., we reinforce tenets that enable employees with different backgrounds, gender, ways of thinking, style of operating to work effectively together and holistically play to their strengths.** A significant component of our value-based culture is commitment to acknowledge and appreciate efforts of employees through extensive recognition programs.

Our Inclusion Brand: All In.

The brand is reflective of how we manifest inclusion through our policies, people practices and cultural norms.

Aligned to our objective to strengthen our employees and leader's commitment towards inclusion, following is encouraged in our ecosystem:

Inclusive workplace: Through our tenets of inclusion, we foster an inclusive workplace where employees have a voice, sense of belonging and uniqueness, feel valued, learn, and develop themselves in a collaborative environment.

Inclusive leadership: Leaders do walk the talk by demonstrating Inclusion in their day-to-day practice. Inclusion is woven into leadership agendas and dialogues by design to reinforce as part of our culture. It further accentuated during the crisis wherein leader connect series, Senior Leader Huddles and regular Townhalls enabled two-way communication at organisation and business levels.

Inclusive policies and working practices: Enabling employees and managers with communication and collaboration tools to engage and interact with team members with broader work from home guidelines. Policies are implemented to foster an environment of fairness, accessibility, and opportunity.



We sustained our efforts to evolve our practices to reinforce inclusion in our remote and hybrid workforce aimed to ensuring that everyone can contribute their best thinking for collective success by

- Creating space for people to share openly how they are feeling and what they need.
- Building a space for diverse perspectives to thrive and encouraging participation.
- Remote team building and networking opportunities.
- Being aware of our conscious and unconscious biases and acceptance of the fact that everyone is unique and must be treated with equal respect.
- Accessible digital platforms for employees to share, contribute, ideate on team projects.

Flexible work environment that caters to the needs of employees fitting to their working patterns

TALENT ACQUISITION

Edelweiss has always been extremely focused on attracting the right talent for the organization, who bring in diverse perspectives and add to our strength. It is a strategic approach with a differentiated model for junior-mid and senior talent. In the new normal, our process of identification, interview and choice also evolved to adapt to remote and hybrid working, while keeping candidate experience and our brand at the core.

Candidate Experience Journey Map:

Our endeavor to create a meaningful, unified, and holistic process of candidate journey is key to each stage of experience even in hybrid/remote environment, which is as follows:

- **Awareness:** Our efforts towards building and maintaining a skill set led pipeline through multiple channels enables our candidates to know about us. This also enables scalable personalization of messaging based on candidate persona and role.
- **Consideration & Interest:** At this stage, we enable candidates to research about us through our website and social channels and anchor their interest in our brand and role. Candidates are encouraged to ask questions about role, culture, brand and what makes us unique.
- **Interview & Selection:** In this stage, candidates are provided with in-depth functional understanding of the role, team, and career development opportunities. **Video interviews are extensively used to achieve this.**

Omnichannel approach to recruiting talent:

We use many channels simultaneously to attract candidates. These include our social sites, employee referrals, talent network and specialized communities. **Crafting specialized messages around the role linked to our value proposition is core to best use of these channels.** Having multiple means to communicate allows us to expand our message and reach to wider talent pool.

Following key elements are considered in the approach:

- **Segmentation of needs:** This includes prioritizing, skill sets, impact and key success factors, preferred organizations for talent.
- **Building Pipeline:** Social recruiting, personalized emails, email campaigns are some of the methods adopted to build a pipeline which can be mined at time of hiring need.



Recruiting pitch:

Our pitch is a critical step in the candidate engagement process and is also anchored towards key points around our culture & how we have continued to live that out in this new normal. This is conveyed even when hiring is taking place remotely.

- **Putting people safety and well-being first along with balance of business continuity**
- **Leading with confidence and determination along with being empathetic and compassionate**
- **Culture of collaboration, communication, and respect**
- **Key aspects of the role and exposure which leads to meaningful career journeys.**

Equal Opportunity Employer:

- At Edelweiss, we celebrate uniqueness and invite candidates from diverse backgrounds, skills, genders, thought processes and working styles.
- Our hiring process ensures applications are based on fitment/merit to role and no exclusion is exercised basis any kind of differentiation.

Pre-boarding and onboarding:

From pre-boarding to onboarding stage, hiring managers are engaged with the candidate in a programmatic way through video calls and emails. **Inclusion of team members to connect with candidate during this stage is also one of our best practices.** It significantly helps candidates to understand what the working environment in the new normal looks like as they speak through the following:

- Day-in-the-life-of scenarios in new normal
- How we manage across teams
- What tools are available for collaboration and connect
- How we engage and learn as a team

Managers are given added guidelines for effective virtual onboarding of new joiners around.

- Providing helpful list of pre-reads
- Early interaction with essential members of team and stakeholders
- Regular check-ins

ATTRACT SENIOR TALENT TO EDELWEISS:

- *Pipeline and Sourcing:* Exhaustive talent maps with pre-identified industry and organization preference. In-house sourcing enabled by talent maps.
- *Creating awareness and Interest:* Exploratory meetings with senior leaders are arranged to provide insights on our vision, forward looking goals, potential opportunities, platform to network and work with other senior leaders.
- *Structured process:* Interactions during the process is focused on
 - Building senior talent's intrinsic connection to the role and the organization.
 - Being still networked with us irrespective of their recruiting outcome



- **Engagement:** Through the model of I2I – Initiation to Integration model, senior hires are engaged through the pre-boarding, onboarding, and orientation phase. This is focused on pre-set cadence to engage, Day 1 readiness, joining announcement, induction, interaction with key stakeholders over a period 2 to 3 weeks.

CAMPUS RECRUITING AND ENGAGEMENT PROGRAMS:

Our campus programs are our endeavor to strengthen our branding in our desired premier campuses and focused on creating meaningful journeys for Young Talent. Program focus is to *attract & retain the right talent, build a robust talent pool across specific key roles and achieve Edelweiss's campus strategy execution.*

Campus Recruiting: Management Associate Program (M.A.P) and Interns

Final hires are part of the **M.A.P Program** (Management Associate Program) which comprises accelerated Career Progression, Leadership Guidance, Ongoing Learning & Development and Differentiated Rewards Program.

Campuses: The program covers some of the top B-Schools and tech institutes like IIM Ahmedabad, IIM Calcutta, XLRI, IIM Indore, IIM Lucknow, SCMHRD, NITIE, IIM Kozhikode, MDI, FMS, NMIMS and SP Jain (MBA) and IIT Kanpur, BITS Pilani and IIT Kharagpur (Tech).

Campus Engagement:

With the objective of creating meaningful exposure through engagement and learning path, multiple tracks are created which are focused on the following and the same is also achieved in remote hiring set up.

- Knowledge Series by Leadership
- Early Career Program for Interns
- Pre-placement talks by senior leadership.
- Sponsorship of fests as applicable
- Social Media coverage by interns and final hires Knowledge Series by Leadership



M.A.P. Program Features:

- Pre-placement interviews based on role preferences.
- Structured Induction program - Group and Business Induction which focuses on assimilation of our Guiding Principles and various businesses.
- Monthly Leadership Connects
- Special Projects
- Learning & Education Benefits, varies from business to business.



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WORKFORCE DISTRIBUTION

Edelweiss boasts of a diverse workforce of 8,518 employees. ~4% of the workforce is less than 25 years of age, showing inclusion for young professionals and fresh graduates within the company. There is also a fair balance of gender with over 23% of women employees in the company and 21% women contract staff being employed.

WORKFORCE DISTRIBUTION (HEAD COUNT, NEW JOINEES AND EXITS) BY AGE, GENDER AND LEVEL

Head Count distribution as on March 2021										
	Less Than 30 years			Between 30 to 50 years			Greater Than 50 years			
Level	Male	Female	< 30 Yrs	Male	Female	30-50 Yrs	Male	Female	>50 Yrs	Grand Total
Senior	-	-	-	473	62	535	67	11	78	613
Mid	90	35	125	1,892	391	2,283	59	3	62	2,470
Junior	1,013	509	1,522	2,818	904	3,722	141	50	191	5,435
TOTAL	1,103	544	1,647	5,183	1,357	6,540	267	64	331	8,518

New Joiners distribution – FY21										
	Less Than 30 years			Between 30 to 50 years			Greater Than 50 years			
Level	Male	Female	< 30 Yrs	Male	Female	30-50 Yrs	Male	Female	>50 Yrs	Grand Total
Senior	-	-	-	22	1	23	2	-	2	25
Mid	20	6	26	183	37	220	1	-	1	247
Junior	474	241	715	800	201	1,001	9	5	14	1,730
TOTAL	494	247	741	1,005	239	1,244	12	5	17	2,002

Exits distribution – FY21										
	Less Than 30 years			Between 30 to 50 years			Greater Than 50 years			
Level	Male	Female	< 30 Yrs	Male	Female	30-50 Yrs	Male	Female	>50 Yrs	Grand Total
Senior	0	0	0	98	15	113	20	2	22	135
Mid	20	9	29	481	98	579	20	1	21	629
Junior	806	259	1,065	1,937	376	2,313	63	10	73	3,451
TOTAL	826	268	1,094	2,516	489	3,005	103	13	116	4,215

CONTRACT STAFF DETAILS:

Contract Staff – Gender Wise Distribution (March 2021)		
Male %	Female %	Total
79%	21%	2,353

Contract Staff Distribution – By Zone (March 2021)					
North	East	West	South	International	Grand Total
5%	2.6%	86%	6%	0.4%	2,353



PERFORMANCE MANAGEMENT:

At Edelweiss, a robust performance management system enables employees to identify areas of strength as well as improvement and set individual goals for themselves, which are in line the overall business objectives. The following are the key highlights of our performance management system.



Goal Setting:

Employees set the Goals for the financial year. Goals are defined by the reporting authorities in concurrence with the employee’s input on the same. Employees are encouraged to set SMART goals for the year, multiple workshops and sessions are conducted to bring in awareness on the importance of goal setting.

Mid-Year:

Mid-year review plays an important part of the overall PMS process, where managers support the culture of ongoing feedback and recognition.

Appraisal Process:

At Edelweiss, all our employees receive frequent feedback. There is a lot of focus and emphasis on providing frequent feedback. We meticulously drive mid-year and annual appraisal process. In some of the teams for a particular level and above, these conversations also happen in the presence of the function head or business head. **Managers also focus on providing feed forward.**

There are frequent sessions organised to help managers with tools that can help them in sharing effective feedback for their teams.

Manager & Employee Sensitization Workshops:

This was an initiative to equip our managers on how to have conversations with team members effectively. This workshop has covered all the aspects of how a manager should know and understand his team very well, how to share feedback, how to reprimand, how to praise and appreciate.

In addition, we have focused on the practice of sensitization workshops for employees. Also, all communication and feedback sessions are feed forward conversations, thus enabling the employees clearly articulate their goals for the subsequent year.



Compensation Philosophy

At Edelweiss, our compensation philosophy focuses on attracting, retaining and motivating the right talent required to achieve business goals and aspirations. We believe in the total rewards strategy for our employees. Total rewards encompass the monetary and non-monetary return provided to the employees. We emphasize pay for performance and transparency and fairness in communication of policies and strategies. Further, we provide health and family oriented benefits to our employees.



Compensation	<ul style="list-style-type: none"> •Fixed pay and variable pay (Cash+Bonus)
Benefits	<ul style="list-style-type: none"> •Protect employees and their families from financial risks •Includes retirement, Life insurance, Medical insurance and Group Personal Accident (GPA) benefits
Performance & Recognition	<ul style="list-style-type: none"> •Structured process to evaluate performance & share feedback for the development •Various programs to recognise employees for their accomplishments and behaviours
Leadership Development	<ul style="list-style-type: none"> •Identifying and developing talent through structured leadership programs
Training & Development	<ul style="list-style-type: none"> •Robust training and development for behavioral and functional aspects



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Component	Purpose
Base Salary	<ul style="list-style-type: none"> • Attract and Retain • Reward for minimum level of expected performance and promotion opportunities
Annual Bonus / Incentive	<ul style="list-style-type: none"> • Reward for achievement of short term objectives mostly focusing on key operational parameters
Long Term Incentive	<ul style="list-style-type: none"> • Reward long term company performance • Aligning employees with share holders • Helps attract and retain key performers, ensuring long term retention • Helps create a sense of ownership • Motivate senior management to develop a long term focus

LEARNING AND DEVELOPMENT:

At Edelweiss, we ensure that our employees always have the relevant skills to carry out their roles effectively. Our training and development initiatives enable our employees to enhance technical and behavioural skills that are required for their professional and personal growth. We conduct an intense training need analysis before we chalk out our training calendar.

Total number of learning hours spent by employees -

- Total no. of learners – 11,551
- Total no. of training hours - 117,840

Total number of learning hours spent by employees via our Learning Management System and other online sources –

Details of total learning hours spent by gender and management level

Overall Trainings		
Level	Count of Learners	2020-21 (Total Hours)
Senior Management	932	3,883
Mid Management	4,027	35,215
Junior Management	6,592	78,742
TOTAL	11,551	117,840



Overall Trainings – By gender		
Level	Count of Learners	2020-21 (Total Hours)
Male	8,791	91,129
Female	2,760	26,711
TOTAL	11,551	117,840

LEADERSHIP DEVELOPMENT

Building and nurturing leaders has been core to the growth of Edelweiss. The focus on building leadership pipeline has enabled us to create leadership capacity to fuel the next wave of growth in our businesses.

The tiered Edelweiss Leadership Program continues to evolve with the changing context. Our entry and mid-level programs leverage digital technologies and digital immersions to provide a comprehensive learning experience. **All businesses have built capacities and taken complete ownership for nurturing high-quality talent for their entry and mid-level leadership pipeline.** The senior leadership platforms anchor and fulfil our need to build a strong thinking body of leaders through the right mix of enabling larger responsibilities, coaching and compelling thought leadership. About 5% of our employees are a part of this pipeline, which runs across levels to align and collaborate to build an agile and ever ready Edelweiss.

Leveraging the Leadership

A key design principle that is embraced in program leadership design is interlinkages between leadership groups at various levels. For senior leaders, it provides them with access to the thoughts and energy of young leaders, as well as forums to hone their areas of expertise. ManCo members & senior leaders actively conduct development sessions and experience-led sessions for mid and junior leaders.

ManCo

This group represents the people holding the senior-most leadership positions at Edelweiss, heading both corporate functions and various businesses of the Group. While their daily role involves managing their respective functions and businesses, they are also involved in decisions to drive the overall strategy of the Edelweiss Group. There is a calendared schedule for ManCo connects, that provide platforms for these stewards of Edelweiss to engage in strategic discussions. Platforms like ‘Through my Lens’ are forums where ManCo leaders speak their minds on topics of their choosing. Individual development at the ManCo level is bespoke and tailor-made according to each leaders’ needs.

Senior Leadership

Along with the ManCo, a cohort of senior leaders at Edelweiss is primarily responsible for providing strategic direction to the various businesses. These leaders are ambassadors of the Edelweiss culture and ethos, entrusted with grooming the next tier of leaders and ensuring cross LOB/SBU collaboration and functioning. Approximately 50% of the leaders have tenures greater than 5 years within Edelweiss, providing the platform with a good mix of outside-in view and Edelweiss historical perspective.



Mid-Level Leadership

Each of the businesses at Edelweiss have their own cohorts of leaders that act as the ambassadors for the given businesses. The key focus of the mid-level leadership programs is to build business- specific functional and managerial capabilities amongst the chosen cohorts.

EDUCATIONAL ASSISTANCE TO EMPLOYEES

The Educational Assistance Policy is to facilitate educational progress of wards of employees by way of providing financial assistance.

Nearly 48 employees out of the eligible population have availed this benefit and support worth INR 20 lakhs has been extended as a part of this benefit.

EMPLOYEE HEALTH & SAFETY

Edelweiss’s biggest strength has always been its people and their well-being and safety is core to our culture of employee care. With onset of remote and hybrid working, we strengthened our resolve that in mind, body, and soul, we will continue to stay #FitWithEdelweiss.

MEDICLAIM (SELF & FAMILY)

Edelweiss is committed to protect and cover all its employees with health insurance; the policy also covers the immediate family members such as parents/parent in laws, spouse and children. Following table depicts the count of employees who availed benefit for self and their family members in FY21

% of employees who claimed Medclaim benefit in FY21	
Details	As a % of total employees
Overall	20.4%
Dependents	11.1%

The following initiatives are enabled digitally for employee care to enable coping with anxiety, stress and strain- physically, mentally, and emotionally while managing disruptions of their routine due to being socially distanced from their colleagues, families, and friends.

- COVID-19 Coverage in Corporate Health Insurance Policy for employees and their dependent family members
- Doctor Helpline Service – An exclusive dedicated helpline service that connects employee with a qualified doctor providing WHO/GOI verified information.
- Counselling Services for employee and their family members. It is a non-judgemental, confidential platform for employees to reach out to expert counsellors for free online consultation on variety of well-being and health topics. ~600+ employees have availed the services.
- Making wellness accessible on fingertips through Round Glass Reach App – our digital well-being platform engaging employees through:
 - Webinar series by nutritionist and health coaches
 - Parenting webinars
 - Multiple fitness routines/ challenges



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- Reading materials on variety of well-being topics
- Habit forming nudges
- ~2000+ employees have been engaged on our digital wellness platform
- Employees inspiring each other by sharing their fitness stories on our social platforms

COVID-19 and the lockdown that followed were truly unprecedented events. The lockdown caused us to adapt to the new normal, be it professionally or personally. During our transition to working from home, we conducted frequent pulse checks with employees to address any key pain points during the transition. Regular connects with senior leaders were also held to discuss the future direction of the organization with respect to the pandemic. This instilled a further sense of belonging in the employees. Moreover, sessions regarding mental wellbeing and anxiety management were conducted by senior leaders.

FIRE & SAFETY

In line with our focus towards employee safety, Edelweiss is committed to inspect and train all employees to ensure 100% safety in all our office premises. Internal Teams conducts site inspection in regular intervals.

DRUG FREE WORKPLACE

Edelweiss is committed to create & provide a safe working environment for all its employees. As a part of this commitment, Edelweiss recognizes the need to enhance wellness and reduce risks to all its employees concerning drugs & other illegal substances.

The purpose of this policy is to set forth the guidelines to ensure a drug free & safe working environment at Edelweiss.

EMPLOYEE WELFARE INITIATIVES

At Edelweiss, we foster a supportive working environment that enables employees to achieve the desired work-life balance. This is done through following employee friendly policies:

Flexi Working Hours

- Guidelines to provide opportunity to employees of a flexible working-hours arrangement
- Enables the objective of creating better work life balance to employees
- Provides benefit to the organization with improved engaged workforce

Paternity Policy

All male employees are eligible to take Paternity Leave to cherish their special moments. About 1.3% of our employees have availed parental leaves in the previous financial year.

- Leaves are available for a maximum of 10 working days



- Leaves can be availed for continuous 10 days period or in parts
- Leave should be availed within 90 days from childbirth

Sabbatical Leave

To provide opportunity to employees to avail an extended period of leave without payment to be able to pursue any educational growth or attending to personal situation or reasons of health, parenthood, family, assisted pregnancy.

Bereavement Leave

All employees are entitled to bereavement leave. This leave can be taken when there is a bereavement in the family or household of the employee arising out of Demise or Contracting or developing a life-threatening illness or injury. About 5.2% of the employees availed this opportunity in this year.

Open Door Policy

Edelweiss is committed to promoting an environment of openness and mutual support for its employees; we stand true to this commitment with our Open-Door guidelines.

An Open-Door culture is one of mutual trust and honest communication where an employee can freely approach other employees across levels with the expectation of being heard and his/her inputs being considered.



Work from Home

To provide work from home assistance to employees per defined eligibility criteria and the conditions required to be fulfilled to be effectively work from home.

However, with the lockdown, we successfully transitioned to working from home for a majority of our employees (relaxations as per the Government mandate), providing all employees the necessary support needed for the transition. Regular connects with employees were conducted to understand and resolve grievances with the process, if any.

AWARDS AND RECOGNITION

Long Service Awards

- It is a special celebration for employees who have completed 10/15/20 Years at Edelweiss Group to acknowledge and appreciate their contribution to the Organization. They walk away with a feeling that they belong to the Edelweiss family irrespective of their office locations, work profiles, business entities etc.
- 135 employees were felicitated in the calendar year 2021. However, due to the lockdown, the felicitation ceremony was conducted online. During this, the felicitated employees also shared their journeys and their experiences as part of the organization.

EDELWEISS'S RESPONSE TO COVID -19

The lockdown was the first of its kind we have ever witnessed. While Edelweiss was proactive in handling the situation and transitioning to working from home this year, the majority of our focus was to ensure that transition smoothly. We prioritized employee safety and wellbeing while at the same time ensured that business continued to operate at the same levels of efficiency as earlier.

Our Preparation

A Central Task Force was set and in conjunction with business teams, all businesses' BCP (Business Continuity Plan) were evaluated, and associated risk assessments were completed.

- 1. Even before the announcement of Lockdown 1.0, more than 80% of Edelweiss's employees had started working from remote location/WFH.**
2. Response preparedness
 - a. Clarity for decision making & reporting created through scenario-led Decision-Making Protocols.
 - i. Covered: Office premises, travel, visitors, external meetings & events, health status reporting & quarantine guidelines
 - b. Social distancing mandated in all common areas.
 - c. Activated 'Incident Room' (Edelweiss emergency response hub) to answer employee queries and track travel history.
 - d. Revised Medical insurance coverage against COVID-19 for employees and their dependent family members.
3. A strong communication strategy



Focus Areas during the transition:

A three-tier people strategy has been crafted after a detailed deliberation and introspection of external and internal factors. As an organization, the primary pillars of our people strategy are –

- Employee safety and well-being
- Communication
- Productivity

Employee safety and well-being

One of our guiding principle is – ‘We will take care of our people’ and in unprecedented times like these, the primary element of our people strategy is Employee’s safety and well-being.

- 90% of our employees have been operating from home or other remote locations.
- We have taken all the required measures for our office premises in order to make it safer for our critical resources who are required to come to work.
- **Covid-19 Helpline:** An exclusive helpline was set up to connect employees with a qualified doctor who will give WHO/GOI verified information, quell myths and address queries about Covid-19.
- **Covid-19 Counselling helpline services:** Another exclusive helpline was set up for employees where they can reach out to trained counsellors for any support that they may need through this sensitive phase in case they experience fatigue, stress and anxiety.
- Our **Group Medical insurance policy** covers employees and their insured family members for hospitalisation for quarantine and treatment.
- **Incident Room:** 24x7 Covid helpline with on-ground response team, tie-ups for tests, plasma, oxygen, hospital admissions
- **Onsite- Vaccination Drives and reimbursements** for all employees and their families
- **Special leaves** (up to 14 days) if an employee or a family member tests positive
- **Support to family of departed employees:**
 - Life insurance payments up to 3x of CTC and ex-gratia
 - Medical insurance, education assistance and offer of employment extended to bereaved family members on a case-to-case basis
- **Employee Development:**
 - Focus on online learning content that is relevant to an individual.
 - Reimbursing courses from online learning sites – Coursera, Udemy, LinkedIn Learning
- **Employee Wellness Sessions**
 - Webinars for managing stress, managing anxiety, meditation, yoga, Creating A Collaborative and Positive Co-Parenting Plan, Stocking Your Food the Smart Way, Foods to boost your immunity and so on
 - Virtual Events – Talent Shows, Jamming Session, Fitness Challenges, MasterChef - An inhouse Cooking Competition, Virtual Gaming Session and celebrations



Communication:

We have engaged with our employees via 4-pronged communication strategy to ensure –

- Right sources of information are communicated to beat the rumour mills on health and business.
- ‘We’re in this Together’ and together, we will emerge out of this stronger

Our 4 channels of communication are:

1. **Leader Connect:** Our Chairman & CEO has connected with all the critical functions individually to provide assurance, appreciation, and guidance as well as address their concerns.
2. **Townhall:** Across the organization, we have held multiple townhalls to ensure a proper communication channel between business leaders and employees to percolate organization level updates, address the concerns and listen to the feedback from employees.
3. **Employee Connect:**
 - i. Detailed regular communication from CHRO giving update and clear direction on road ahead.
 - ii. Engagement activities and informal connects were conducted periodically. These included book reviews, movie/series reviews as well sharing of experiences and best practices during the lockdown.

Productivity:

1. **Technology Support:** Enhanced support for digital connectivity and focus on productivity while working remotely, along with a host of cybersecurity initiatives have been implemented to ensure uninterrupted operations during Covid lockdown.
2. **Guidelines and Sessions on** - How to manage team, Work from Home – Best Tips, How to be productive during Lockdown and How to collaborate in virtual world.

Leadership Development:

During the pandemic, all of our learning activities were successfully transitioned to a digital format. All our learning sessions, discussion forums and activities were conducted online. The sessions were on relevant topics including critical thinking, openness to change, etc. Further, we had sessions by external speakers on topics such as the macroeconomic perspectives on COVID -19, creative leadership, etc.

There were also frequent online connects with senior leaders as they shared their perspectives and experiences, both at a personal and professional level, during the pandemic. Key business insights were also discussed.

Resumption:

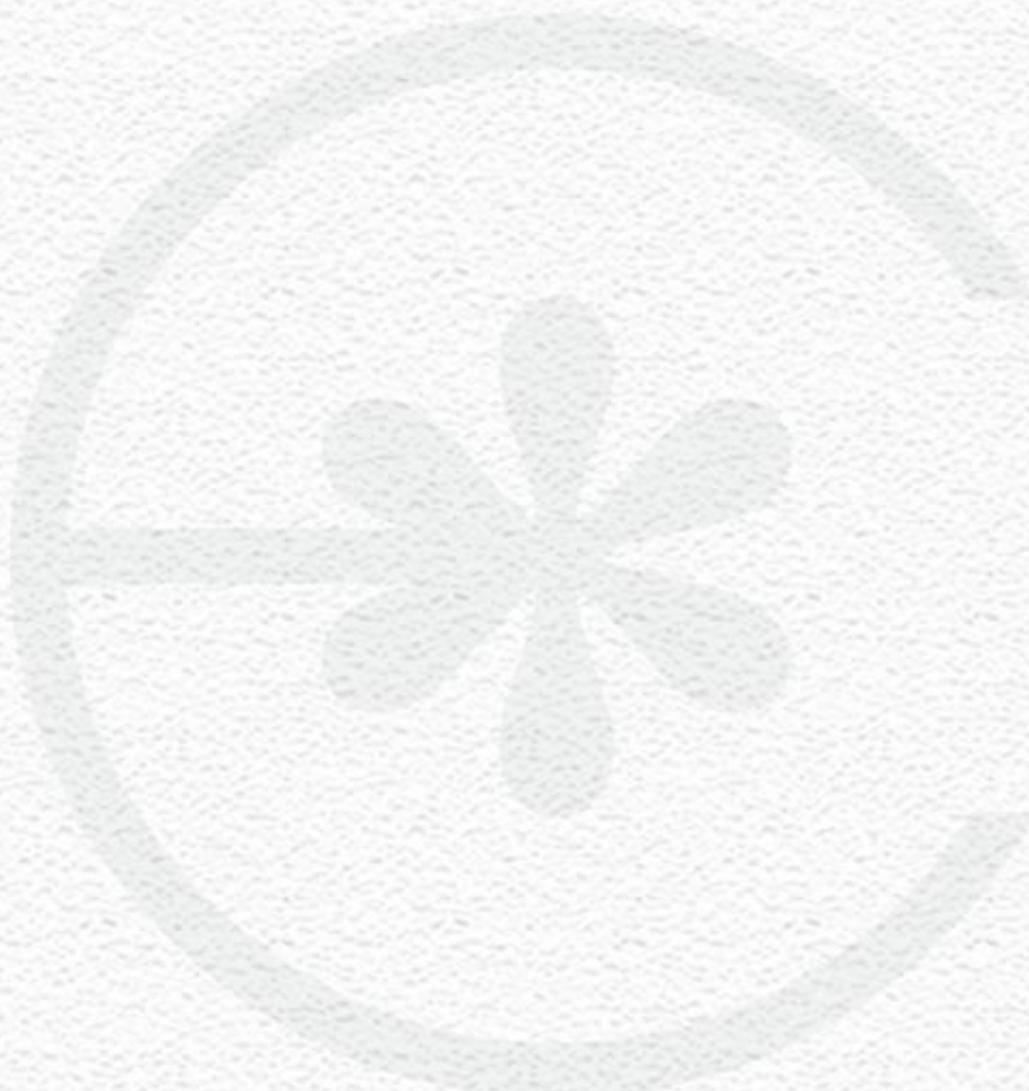
COVID-19 has been a great eye opener and has brought to forth our vulnerabilities as a society. It has redefined the way we lead our lives, the way we work and indeed the way we connect. In such changing times, with the increase in infectious & lifestyle diseases, it is even more important that we create a safe environment and lifestyle for us and our communities.

The magnitude of the crisis has been big and there is no laid-out strategy to follow in these difficult times. We have adhered to the issued guidelines by the Central and State Governments. In addition, our resumption strategy includes –



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- Re-evaluation and identification of critical resources and a detailed risk assessment for each employee
- Phase wise resumption plan for each business and corporate functions
- SOPs and guidelines for –
 - Ensuring business continuity
 - Ensuring health and safety of all employees and customers
 - Facilitating a uniform set of standards amongst all Edelweiss offices on safety and operating procedures





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