



Voluntary COVID-19 testing, medical reviews and checks were organized at various locations. As operations were permitted to resume by the various governing authorities, we capped the number of employees working at a particular time at all plants and offices; made arrangements for sanitized transportation to factories and demarcated work and common areas to ensure strict adherence to social distancing. At project sites, processes were put in place to ensure secure and safe lodging facilities for migrant workers.

Employees were provided protective gear like masks, face shields, gloves and sanitizers; mandated to take all safety precautions and maintain absolute transparency in health declarations. All employees were encouraged to download the Aarogya Setu app launched by the Government of India. This is followed until date.

In addition to all this, most employees voluntarily donated one-day's salary to the PM CARES Fund. This donation was matched by the Company, totalling ₹ 1.24 crore, as a mark of solidarity in this time of crisis.

#### **Preserving business continuity**

We maintained business continuity by amplifying customer engagement through technology and leveraging digital solutions for product service and training, and even commissioning of certain projects. We implemented cost control measures to conserve cash and recovered lost production days by strategically planning shifts and rotations to enable maximum capacity utilization of shop floors while

ensuring social distancing, implementing a six-day workweek to compensate for productivity loss; and focusing on collections and liquidity. We were able to preserve cash by proactively identifying and postponing non-essential spends and optimizing external resources and personnel expenses.

All through, our ambition was to prepare for the new norm in the best possible manner and build back better.

#### **Preparing for this new norm**

Backed by our resilience and zest for innovation, we quickly adapted to the new norm. Besides switching to remote factory acceptance tests where possible, we conducted numerous virtual technical webinars, attended by over thousands of participants from utilities, industries, transport and infrastructure segments across countries, and launched our flagship customer event Energy and Digital World. We continued engagement with industry leaders through virtual industry events, and specific one-on-one CEO connects that helped us keep a finger on the pulse across various verticals.

We conducted about 45 workshops for over 600 customers, clocking close to 2,000 man-days of training. Our technology and knowledge institute, PowerTec, alone carried over 30 webinars attended by over 6,000 participants from more than 200 companies across 19 countries and also devoted efforts toward developing future talent for our high-growth segments.