

Organisation

Employees participate in a virtual town hall

02



Business

Numaligarh Refinery awards refinery expansion contract

06



A New World

In the Serengeti plains, the vast 30,000 sq km flatland that covers a large part of Tanzania and some parts of Kenya, the summer is not a period that is generally looked forward to. Hot winds blowing across the plains ensure the water bodies in the plain progressively evaporate, compelling animals to withdraw in order to conserve their energy. The landscape is bleak and harsh.

But the rains that come in November transform the land totally. Within weeks, green vegetation springs up everywhere. Rivulets burst forth, foliage blooms, flora and fauna come to life. It's a **new world** literally, albeit one which the animals recognize and look forward to. Yet for 4 to 5 months, in the unforgiving parched lands, they can only hope that the rain keep its date with their terrain.

In our Covid-19 world, as we battle a rampant virus and a severely-impacted lifestyle, we too seem to have only hope - that a vaccine arrives to arrest the

pandemic and that our own immunity holds up, should we be infected.

Yet living in the Covid world, and adjusting as best as we can under the circumstances, has brought us more or less to the conclusion, that perhaps our world will never be the same again. Mankind will come out of the pandemic, yes; but he will do so scarred, remarkably changed.

And it will be into a **new world** that he will emerge. Across facets of life, he is sure to see changes. Man, being man, will want to continue to get back to the world he knew, trying as it were to reset the clock. But changes in the way we work, do business, interact and integrate, relate and more will change. One is reminded of the saying: The old order changeth, yielding place to a new.

Covid has laid the foundation for a **new world**. It has also changed us in many ways. It has made us cautious. It has handed out unforgettable and painful

lessons. And it has also opened up new vistas in a number of fields, that the more enterprising among us, will keenly explore for the **new world**.

Happily when the **new world** sets in, we will enter it wiser for a number of things - the need for increased hygiene, better infrastructure and amenities, better planned lifestyles, better focused relationships and more.

As the rains come down on the Serengeti, there is an interesting spectacle. The animals, many of them witness to the nature cycle over the years, start to emerge with trepidation. Even as their **new world** invitingly spreads cheer, they can be seen gingerly testing the waters. The summer has scarred them, and they must venture out carefully. To do otherwise, would be to disregard the lessons of the hard times.

In our **new world**, when we are Covid-free, we will have to do so too.

Organisation

MD's Message



Dear Colleagues,

Hope all of you and your families are in good health and keeping well.

We were all expecting the Corona Pandemic situation to improve from June onwards, so as to get back in action and return to our offices for performing our duties.

Unfortunately, this period is being extended day by day, but certainly there is a strong hope that soon this ordeal will be over.

As explained in the Town Hall meeting on 16th June 2020, we had to change our mode of working, and I must say that all of

you have responded very well. Almost 1,350 of you are working from home very effectively.

Our employees are further striving hard to improve the efficiency in spite of difficult situations. This applies also to our employees deputed to various sites and international offices.

We would like to thank you for your patience as well as the support to the organization, during these difficult times.

On the other hand, we continue to serve our customers and stakeholders to the best of our ability. Of course there will be some differences in the levels of our performance, compared to working from office, especially those arising from delays in delivery of engineering milestones, in finalising orders on vendors and contractors, in deliveries of equipment by vendors, and lack of workers at sites etc. This coupled with delays in finalising new orders by our customers, delays in receiving payments etc. is causing financial strain on our organisation. This is in addition to loss of several thousands of man hours during the lockdowns.

We, at the Executive Board level as well as the other members of the Management

Team have been trying our level best to operate the organization with reasonable profits in this difficult situation.

We therefore require all your support in reaching our goals.

We are trying our best to get more orders in the near future and maintain the full workload.

I wish all of you and your families, good health and all the very best during this difficult period.

I hope you like the new issue of **we Up-to-date**, our in-house journal, which has been well prepared and compiled by our Editorial Team, while operating from their residences.

Stay safe.

With best regards,

From and on behalf of the Executive Board of tkIS India

P D Samudra
CEO & Managing Director

Virtual Town Hall

In the first of its kind, our Management held a Town Hall for employees at different work locations. Held on June 16 2020, the town hall brought together our entire work force stationed at offices in Vikhroli and Pune, construction sites across India, overseas locations and those working from home.

Over a thousand employees were updated as to the work situation, the 'multi-track' proposal for Industrial Solutions, latest financial forecasts, project progress, technology development, engineering achievements and sales prospects by our

Executive Board members in the 2 hour-long town hall. The town hall commenced with the Management expressing gratitude to the employees and their families for their cooperation in working under challenging conditions to support the company in the present pandemic situation. The town hall witnessed a good response with employees responding whole-heartedly to the initiatives taken by the Management to support the organisation in the best manner possible, while keeping a close eye on the business situation.

The town hall culminated with a question-answer session with our Management fielding questions sent in online from employees.

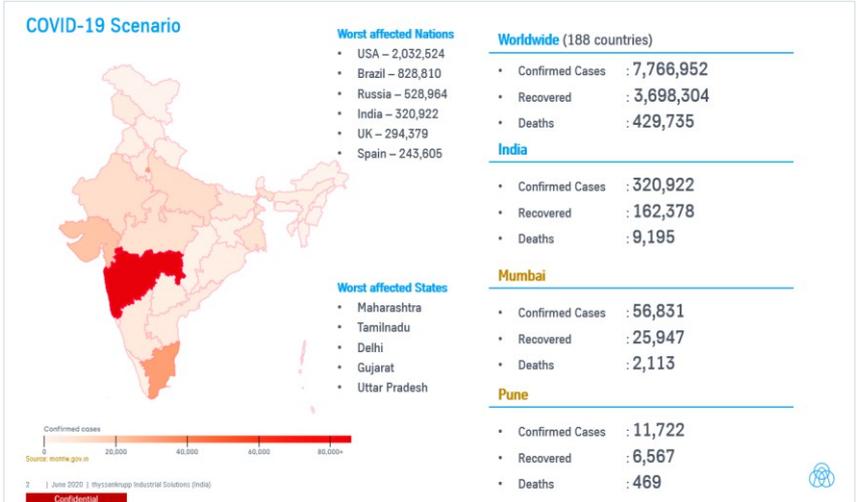
The questions covered a variety of subjects including queries on the positioning of the Industrial Solutions business, the technology initiatives taken up by the company, and the new Work from Home normal.

The organisation of the town hall was done by a team from ITM, HR, BD and MD's office.

Town Hall for employees of thyssenkrupp Industrial Solutions (India) on Tuesday, June 16 2020



Mr PD Samudra, CEO & MD started with a presentation on the pandemic situation, followed by a review of the business situation, before moving on to the developments at Industrial Solutions. He is seen here answering questions posed by employees during the town hall.



Mr NR Chitre, CFO & ED Central Functions gave a deep dive into the financials of the organisation.

Summary – tkIS India

2/2...

- tkIS India adapted to the new situation swiftly and performed number of activities from residences
- tkIS India ensured that Safety precautions have been taken and Laws of Governments are followed strictly
- The estimated financial losses have been mounting during complete Lockdown with partial Working from Home at rather lower efficiency
- tkIS India employees are requested to show solidarity towards the organization in mitigating the losses and ensure the profitability by end of September 2020, for the current Financial Year
- With a proper workload and good project pipeline, tkIS India is very much hopeful for faster recovery and further growth in near future
- Hopefully, the COVID-19 pandemic subsides fast, and normalcy attained in near future

3 | June 2020 | thyssenkrupp Industrial Solutions (India)

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Mr PG Waray, COO & ED Project Execution presented the highlights of our ongoing projects.

Site Work in Progress

Utkal Site - Evaporation unit

Evaporator erections in progress

Farabi Site - Sulphonation

Fired Heater erections (Thomson)

IOCL Bongaigaon

GNAL

BS VI - PARADIP

2 | June 2020 | thyssenkrupp Industrial Solutions (India)

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Town Hall for employees of thyssenkrupp Industrial Solutions (India) on Tuesday, June 16 2020



Dr U Baeumer, CTO made a presentation on the status of the Digital Bidding Centre, Technology Transfer and the proposed Task Force Execution Efficiency concept.

> 40 Key Persons from tk IS India active for Technology Sharing

Reformer	Hydrogen	Vinyls	Nitric Acid / Nitrates	Urea Granulation	Methanol	Coke Oven - Machines	Coke Oven - Batteries	O&U						
S Rawool	A. Gupta	P. Joshi	R. Joshi	R. Saha	A. Ghosh	V. Mahajan	N. Sonawane	A. Gupta	P. Joshi	A. Mhasikar	M. Baig	S. Upadhye	A. Chandra	V. Gupta
M. Saigankar	S. Rao	S. Gomal	K. Kaharsagar	S. Gomal	S. Rao	K. Lakhe	V. Chhapkar	S. Kundu	J. Inani	N. Nene				
C. Devalla	D. N. Sawant	K. Narkhede	N. Gopallwar	D. N. Sawant	D. N. Sawant	V. Thangavel	M. Barve	V. Chhapkar	V. Thangavel					
P. Chitra	M. Saigankar	A. Karmarkar	U Panchal	U Panchal	A. Karmarkar	A. Borkar	D. Sharma	M. Barve	A. Borkar					
G. Khandekar	D. Joglekar	S. Tilak	S. Tilak	G. Khandekar					D. Sharma					

5 | June 2020 | thyssenkrupp Industrial Solutions (India)
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Mr PV Chepe, Chief Engineering Officer & ED - Engineering made a presentation on the status and developments in the Engineering Division.

Efficiency – Work From Home (WFH)

Challenges faced...

- Internet Bandwidth issues
- Responsibilities at home
- Space constraints
- Missing Guidance from "next door" Seniors in the Departments
- Digital workflows for checking/approval
- 3D software like PDMS, PDS, TEKLA are relatively slow

Good cooperation by employees for WFH

Sincere Thanks to employees and their families for the support

1 | June 2020 | thyssenkrupp Industrial Solutions (India)
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Mr KS Rao, CSO & ED - BD, Sales and Proposals spoke on the Sales prospects for the coming periods.

Key points to note...

- Study CUSTOMER needs, and provide proven solutions
- Enrich the Knowledge Base by Learning, Listening & Leveraging
- Target Growth in EPC, EPCM & PMC as well as Workshare projects
- Essence is to ensure full workload combined with Employees' commitment for Customer satisfaction

Placeholder for sources and footnote: footnotes are numbered (no *)

2 | June 2020 | thyssenkrupp Industrial Solutions (India)
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Town Hall for employees of thyssenkrupp Industrial Solutions (India) on Tuesday, June 16 2020



Mr Nitin Pandit, VP and Head QHSE presented the Safety Moment at the town hall, addressing steps needed to be taken to ensure safety during the pandemic on various fronts.

An infographic with two main sections. The left section, titled 'Ergonomic friendly seating arrangement', shows a silhouette of a person sitting at a desk with a computer monitor. It lists four key points: 'Shoulders relaxed', 'Back support', 'Arm support', and 'Thighs horizontal'. A horizontal distance of '18-24"' is indicated between the person's eyes and the top of the monitor. The right section, titled 'Electrical Safety at home', contains ten numbered tips: 1. Avoid overloading outlets. 2. Unplug appliances when not in use to save energy and minimize the risk of shock and fire. 3. Regularly inspect electrical cords and extension cords for damage. 4. Extension cords should only be used as a temporary fix. 5. Never plug a space heater or fan into an extension cord or power strip. 6. Never run cords under rugs, carpets, chairs, or windows. 7. Plug to safety. Make sure cords do not become tripping hazards. 8. Keep papers and other potential combustibles at least 3 feet away from space heaters and other heat sources. 9. Make sure you use proper wattage for lamps / lighting. 10. Make sure your home has smoke alarms. Test them monthly, change batteries yearly, and replace the unit every 10 years. At the bottom, it says 'Wherever you work, it's always important to be safe.' A 'Confidential' watermark is visible at the bottom left.



Ms Sonal Singh, VP & Head of Group HR & ADM is seen responding to questions from employees during the Q&A Session.

A graphic for a Q&A session. It features a network of blue human icons connected by white lines. The text reads: 'Q&A', 'Your questions are welcome!', and 'Please type in your Questions'.



Mr MV Prakashan, VP ITM replying to questions from employees during the town hall.

A graphic for a Q&A session, identical to the one above, featuring a network of blue human icons and the text: 'Q&A', 'Your questions are welcome!', and 'Please type in your Questions'.

Town Hall for employees of thyssenkrupp Industrial Solutions (India) on Tuesday, June 16 2020



Mr Leroy Santos of Business Development anchored the 2 hour-long virtual town hall.



Business

Its still business, even as the ‘new normal’ of Working from Home sets in...

New Projects

Numaligarh Refineries

Refinery Expansion Project

Numaligarh Refinery Limited (NRL) has awarded us a mega refinery expansion contract for expansion of their refinery in Assam. Under the order, we will provide engineering, procurement and construction management (EPCM) services for various units of the customer’s refinery located in Numaligarh in northeastern India. NRL is expanding its refining capacity from three to nine million metric tons per year. The project is expected to be completed by 2024.

The refinery expansion project is part of the Government of India’s initiative towards “Hydrocarbon Vision 2030” for the northeast region of India. The efforts are aimed at exploiting the region’s hydrocarbon sector to facilitate economic development, enhance the access to clean fuels, increase the availability of petroleum products and create employment opportunities.

Commenting on the project, **Mr PD Samudra, CEO & MD** said “We are delighted to partner with our customer Numaligarh Refinery, as it invests in its future expansion. This is another lighthouse project, which fits in with our aspiration to continue being a leading engineering company in India for the design and construction of petrochemical plants and refineries.”

The scope of supply includes engineering, procurement and construction management services for a new petrochemical fluidised catalytic cracking (PFCC) unit with two million metric tons annual capacity, units for liquefied petroleum gas (LPG) treatment, gasoline desulphurization, MS blocks having naphtha hydrotreating, continuous catalytic reforming and isomerization units.

Industry Speak

ASSP Safety Conference



Mr Indranil Chakraborty, General Manager & Head of OSH read a paper at the 8th American Society for Safety Professionals (ASSP) India Chapter Conference on Achieving Sustainability through Innovation and Digitalisation in HSE, held recently. Chakraborty's paper 'Last Minute Risk Assessment' elaborated the thyssenkrupp approach to this area at our construction sites across the country and abroad.

The virtual professional development conference was addressed by a number of leading safety professionals from a variety

of professional bodies, institutes, corporate houses and consultants. Approximately 200 participants benefited from the papers which covered subjects such as Industry 4.0 and related manufacturing challenges, OSH in organized and informal sectors, Digital platforms for Training and Health initiatives, and case studies of OSH in various segments, including those affected by the Corona pandemic and more.

Customer-centricity Week



Mr Abhijit Mithari, DGM - Procurement & Estimation at PO, made an extremely well-received presentation at L&T Heavy Engineering Division's "Customer Centricity Week" in the last week of May 2020.

Held over MS Teams, the session was attended by more than 200 L&T employees from 3 locations - Mumbai, Vadodara and Hazira - across all levels of workmen and management.

Larsen & Toubro, India's premier engineering and fabrication firm places

high emphasis on quality, and traditionally hosts the 'Customer-centricity' event every year.

Mithari read a paper on 'Customer Speak/Experience', which covered our interactions with the engineering and equipment supply major over the years, our expectations of support at various project stages, and going forward, our wish list from the them, in light of new developments.

Safety

Our Construction Sites continue to perform with the utmost attention to safety

A look at the safety performance for the financial year starting Oct 2019 to June end 2020

• Total safe man hours without LTI from all the sites and office	19.79 mio
• Near-miss Incidents	29
• Safety Observations	22,952
• Lost Time Incident (LTI)	Nil

Safety Records at some of our larger sites

Project	Safe construction man hours milestones reached without LTIs (upto June 2020 end)
• IOCL-INDMAX, Bongaigaon	16 million
• Farabi, Al Jubail Paraffin & Derivatives Complex, Saudi Arabia	8.4 million
• GNAL, Dahej	4 million

25 years of Quality!



In 1994, when as Uhde India Limited, we embarked on a journey to have ourselves certified to the requirements of the ISO 9001:1994 standard with the scope of certification being “General Contracting, Project Management, Design, Engineering, Procurement, Construction and Commissioning of Petrochemical Refineries, Fertilizer, Chemical, Pharmaceutical and Industrial Plants”, we did so with the foresight that certification would provide the industry-standard proof of our engineering practices and capabilities. Certification at that point of time was done by M/s RWTUV, amongst the world’s leaders for certification.

Our certification made us the first subsidiary in the Uhde Group to be certified after our erstwhile parent company Uhde GmbH, which was accredited in 1993.

Since then it has been a long but very interesting journey, with revisions in certification standards from a ‘Procedural Approach in the 1994 standard to a ‘Process Approach’ under the 2000 standard. In 2008 came an intermediate revision, and then with the changing times, came the “Risk-based Approach” of the ISO 9001:2015 standard.

With our stringent approach to Quality and diligent quality practices, we successfully aligned & migrated our robust “UTE-based Quality Management System”, with its core in our “Working Steps”. Incidentally our “Working Steps” is a classic example of a “Process-driven approach”, which we have been implementing since 1993-94, meaning that the Process-based approach of the 2000 edition, was already in place in our organisation, much ahead of its time!

In 2015, tkIS AG decided to be accredited with a Group Certification and since then, our organisation has been part of this group certification, by TUV Nord.

For effective and successful implementation of any Management System, two factors play a vital role - “Management Commitment” and “Involvement / engagement of people”.

The importance our Management attributes towards Quality is aptly demonstrated by our Policy Statement, which clearly expresses Management

commitment not only towards the quality of engineering and implementation, but also towards plant safety, reliability, ecology and customer satisfaction. The Policy goes on to provide a framework for the active engagement of staff in the Quality movement. Our organisation’s Executive Board fully endorses the Quality Policy.

Quality Initiatives are overseen by our **CEO & MD Mr PD Samudra** and led by our Quality Assurance (QA) Department. Initiatives receive the support of the Departmental Quality Assurance Representatives who play a prominent role in ensuring effective implementation of the Quality initiatives in their disciplines with the support of the respective Heads of Function & the QA department.

Over the years, these sustained efforts have reflected in the standards we set for our completed plants which are benchmarked for quality and other attributes, and which continue to earn praise from our customers and business associates alike. Besides acknowledgements from customers, this aspect has resulted in our being recognized as a Centre of Engineering Competence for the Chemical and Process Technologies Group of tkIS.

Nitin Pandit
QHSE

Evolutionary Stages in the ISO 9001 Standard & Our Quality Journey

- After its publication in 1987, ISO 9001 has undergone revision / updates approximately every 7 years.
- Both the 1987 & 1994 (we were certified to this standard) versions had a ‘Procedural’ based approach. (Requirements in these versions were more inclined towards the manufacturing industry, i.e. to say the requirements were not easily implementable in industries such as ours).
- **The 2000 Version witnessed a paradigm shift from a ‘Procedural Approach’ to a ‘Process-based Approach’**
- The 2008 Version was a continuation of the 2000 version - with some updates like inclusion of “out-sourced process.”
- **The 2015 Version is again a major conceptual change in this VUCA world, in line with industry need - “Risk-based thinking” in managing business processes** focusing on context of organization, needs & expectations of stakeholders and effect / impact of external & internal factors on the organization.

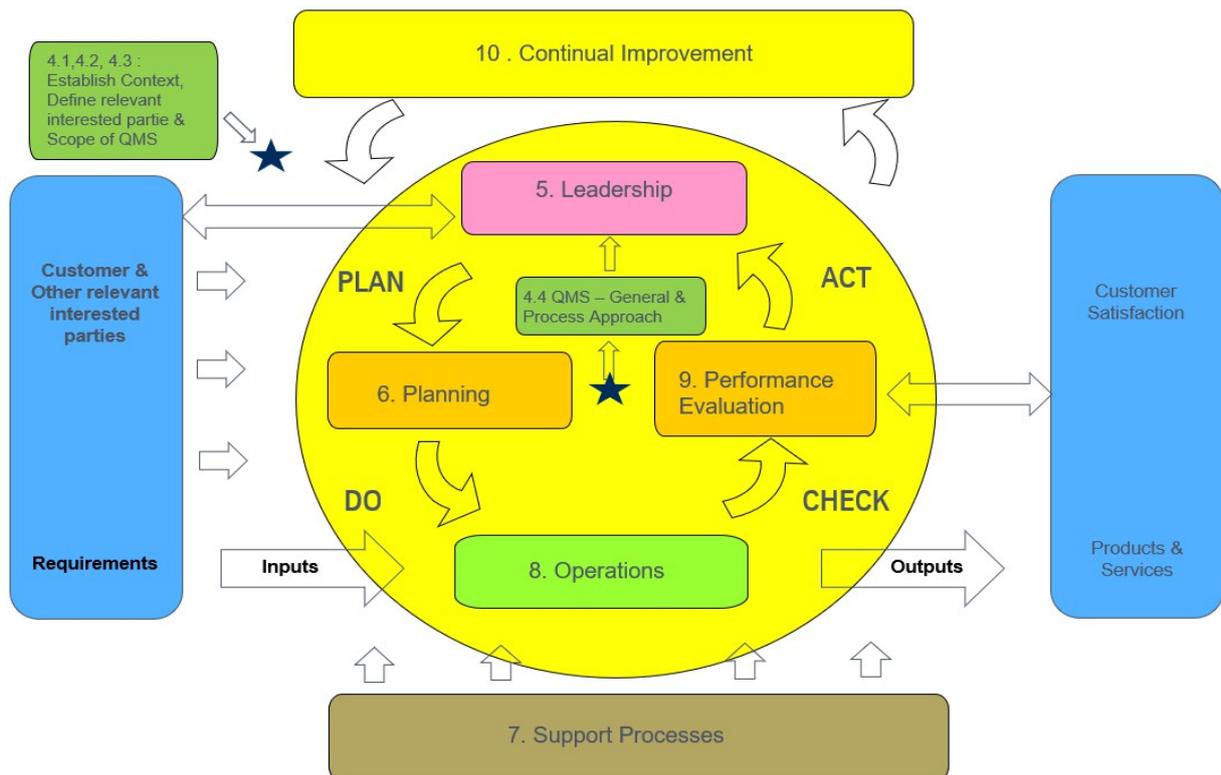
7 QMS Principles

The 7 Quality Management System Principles of the 2015 Standard, which form the core of this Standard, or for that matter, any Business Management System.



Plan Do Check Act (PDCA) Model of QMS processes as per ISO 9001:2015 Standard

The distinctive feature of this model is its universal applicability. We apply this model effectively for our project and departmental processes and at an organisational level.



Digitalisation - The New Normal



Satya Nadella, the India-born CEO at Microsoft, recently mentioned that Microsoft had just witnessed a significant leap in their Digital Transformation journey, resulting in a quantum of almost two year's efforts in the short time frame of two months, since the Covid-19 lockdown. How true this is when viewed from our own perspective.

We at tkIS India are also experiencing the same - "The New Normal". We are getting accustomed to Work From Home (WFH) - a culture that was once considered unimaginable for our type of business. The concept of WFH was deemed acceptable only in IT Services and a few Consulting service circles, a few months ago.

But in the short span of a month, thanks to extensive organizational efforts, ITM succeeded in introducing Digital Workplaces, thereby ensuring productivity gains through the MS Teams platform!

Of course, this is possible mainly for Software and Engineering companies like ours to some extent, but the challenges remain for manufacturing and production facilities, since activities need to be performed at the shop floor and inside the workshop. Such brick and mortar operations will also seek further support of digital automation in future.

In the present scenario, we cannot discount innovations and technologies! We cannot ignore the steady march of Digitalisation. And we must understand the way businesses are going to evolve through Digitalization. Let us have a quick look as to how Digitalization is likely to shape our type of business in future.

There is a pressure for change which is fundamentally categorized into –

- **Evolving client expectations** (e.g. Nowadays clients are asking for digital

solutions as a pre-qualification criterion)

- **Newer technologies and innovations** (e.g. One of our Refinery Clients is implementing Virtual Reality as well as Artificial Intelligence at an ongoing site)
- **Response of competitors to Digitalization** (e.g. One of the competitors is offering LIDAR / Drone inspections as a value-added service; another one is providing new reporting dashboard solutions)
- **Availability of cost effective solutions** in the market (such as multiple start-ups as well as entrepreneurs entering in the market to solve business problems at lower cost and show more flexibility than the established players)

We are living in the Digital era and the days are not too far where we would experience unmanned vehicles, robots, and even driverless cars on roads, delivering goods and providing essentials services to pre-empt pandemic situations like Covid-19. The signs are clear - business models are progressively adopting Digitalization. It is now amongst the foremost strategies in many organisations.

In light of pandemic scenarios involving lockdowns, monitoring plants / construction sites remotely without too much of human interdependency, will pave a new way of transformation. Therefore, the following are a few areas which could see a remarkable momentum in the near future.

- **Building Information Management (BIM) and VR:** We have gradually moved from 2D to 3D Softwares. The next immediate step is to incorporate BIM 4D & 5D where additional dimensions of time (schedule) as well as cost (budget) can be incorporated within 3D models. BIM will progressively evolve as the backbone of a new way of working where monitoring sites are involved.
- **Live monitoring through GPS:** Logistics providers utilizing live tracking of consignments will definitely be preferred over conventional players. The direct interaction with on-board GPS and other IoT-enabled devices will provide better reliability in delivery of consignments.
- **Connected sites:** Construction sites will be supervised remotely through Artificial Intelligence on CCTV feed, and are going

to be monitored distantly to provide instructions for critical activities through drone inspections. There could be multiple such examples which will become increasingly popular.

- **Connected workers:** Wide variety of applications of AI & IoT-enabled sensors are being tested to trace the Health and Safety-related incidents at site.
- **Real-time reporting platform:** Dashboards for facilitating decision-making from Big data analytical solutions.

One thing which is worthwhile noting is that other industries such as Automotive, Aeronautics and Shipyards have successfully undertaken this Digital transformation journey. The applications, however, are still relatively new to our type of business/ industry.

Another value-addition of Digital Transformation, aside from improving execution and operations, is the creation of new opportunities for topline offerings.

Therefore, this new era of the Digital World will become unavoidable and definitely not an option for us. It is here to stay, a compulsion!

Prathamesh Malgundkar
MD Office

Tomorrow's Technology Today



RD Lokhande, our Sr General Manager & Head - Instrumentation & Automation writes about developments in the field of Automation & Artificial Intelligence for Process Plants...

In terms of automation, the process industry is seeing big change with respect to smart sensors, Big Data analysis, advance control, predictive failures and energy optimization. Let us try to look into these developments and how process plants are adapting to these new technologies.

Traditionally, control systems are designed to operate plants within process parameters and within safety limits. These systems are called Distributed Control System(DCS) and Emergency Shutdown System (ESD). These are referred to as Operation Technologies (OT). These are generally connected through cables. Deterministic signal transmission and required scanning time for signal processing are key for these systems.

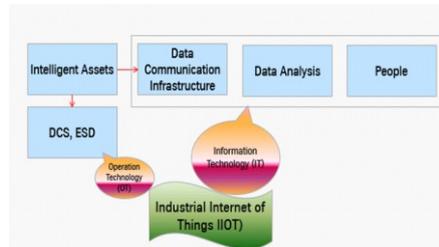
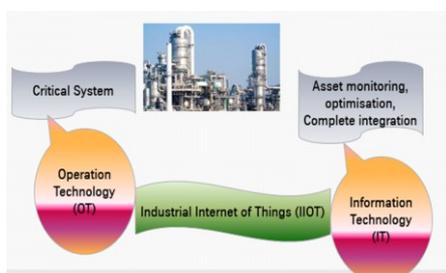
Today digital communication is being used in many industries, and the benefits thereof are realized by all of us. They include remote connectivity, seamless online operations like banking operations, online ticket booking and many more.

These applications generally use wireless connectivity. Wireless technologies being used for most of the applications has resulted in a new workflow for all of us. These are called the **Internet of things (IoT)**.

Hence most process plant automation suppliers and users also started exploring use of wireless technologies. These are referred as **Industrial Internet of Things (IIoT)**.

In process plant automation, sensors are an important element for measurement of process parameters. Most manufacturers are launching wireless sensors. Wireless sensors have flexibility of installation since there is no cabling involved from sensor to control room. These measurements are being used for analysis, trouble-shooting and predicting failures of a equipment. These additional measurements are also being used for analysis for energy optimization.

The attached graphic gives a pictorial view of these technologies with reference to process plants.



The following are some of the key applications where IIoT is used in process plants.

- Steam trap monitoring using wireless acoustic sensors resulting in energy saving.
- Heat exchanger monitoring in existing plants by using wireless temperature & flow sensors resulting in energy saving and also prediction of failure.
- Wireless gas leak detectors to avoid further unwanted incidents. Wireless technology gives flexibility to locate or change the locations even in running plants.

Development in this field is taking place in leaps and bounds, and the sky is the limit for predicting the future and the progress of Automation and Artificial Intelligence in future process plants.

Rajanish D. Lokhande
IC

The New Face of Procurement



Covid-19 has ensured the birth of a brave new 'digital' world in many areas, and perhaps none more so than the world of Procurement, right from registration of a Vendor to deliveries at site and payments for services and supplies effected.

As part of the Vendor registration procedure, Procurement initiates and organises technical presentations by

Vendors to our teams. In the Covid world, "Webinars" and "Virtual Meetings" have replaced face-to-face meetings. This not only saves time, but also encourages participation from a large number of participants, without any restriction as to the space/number. I foresee this will continue going forward, but as with all internet-based activity, Procurement teams will have to take special care to assess Vendor credibility in the future, asking if necessary, for guided online tours of facilities that will no longer be accessible, as they were in pre-Covid periods.

With the advent of MS Teams/e-Mails/e-Communications, documentation at Procurement Departments is likely to go increasingly digital. Perhaps the day of the paperless office will soon become a reality, too.

The new world of Procurement will continue to witness digital Notes for Approval / LOA and Purchase Orders, and inter/intra department communication. Today Department meetings, Quality Audits, Farewells etc are all conducted virtually, and as we have seen at an organisational level recently, mass town hall meetings with interactive chat sessions and questions, can also be effectively conducted. I see this continuing, especially if there are costs involved as in the case of travel or face-to-face meetings.

From an industrial perspective, the current situation is likely to accelerate digital transformation initiatives for businesses across the globe.

One of the most important learnings of the Covid crisis has come from the challenges of the manufacturing and logistics industries.

Manufacturing today is a complex process, with a single final product required to be assembled from sub-components sourced from several places across the globe. The raw materials required to manufacture these subcomponents come from different countries and continents, and the finished/semi-finished goods are then required to be transported all over the world. This massive dependency upon logistics make import, manufacturing and export a difficult proposition in case of disruption to the supply chains. At the other side of the coin lies the procurement challenge for sourcing.

Factories that can modularize production and shift/adapt lines due to demand

changes, will be the norm of the future. They would be backed by supply networks capable of communicating intelligently with one another, compounding their effectiveness and agility.

Today, there is an urgent need to reduce dependency on physical labour for transportation, logistics and warehousing. This can be enabled through core digital technologies like Internet, Artificial Intelligence, etc.

Businesses are going to pay a lot of attention to making critical systems available on the cloud so that they can be remotely accessed by employees as they work from home. Safety will also be a key factor and supplier risk management will be at the core of all planning initiatives.

One of the few positives of the COVID-19 scenario has been exposing us to the possibilities of remote working across industries, domains and businesses, and if sustained in the post-COVID world, this trend will lead to a renewed focus on environment-friendly operating principles.

Procurement and Logistics teams are tasked with using the learnings from the current crisis to bounce back stronger, and more resilient and capable of handling disruptions than ever.

Shubhangi Ghatnekar

PROC

Financial Re-engineering



In an otherwise materialistic world, Covid-19 has made human beings realise why food, clothing and shelter are called the basic necessities of life. As the virus continues to spread around the world, with no sector being spared, Finance and Money, the fuel for any business, are no

different. With oil prices going south and markets crashing, what we hold on to, is hope. Life cannot stop, and we need to do what Darwin said "Adapt to survive".

Amongst the initial steps taken by each country were announcements enforcing nationwide lockdowns to contain the spread of the virus. However, it resulted in disruption of consumption and investment patterns, i.e. the demand-supply circle, thus bringing economies almost to a standstill. Exports in India plunged by a record 60% in April 2020 and imports by an almost equivalent percentage. In order as to infuse relief, the Govt. of India announced the 'Atma Nirbhar Bharat Abhiyan' a special economic package of 20 lakh crore rupees, amounting to almost 10% of India's GDP. Also, in order to provide more funds at the disposal of the taxpayers, the rate of TDS for certain non-salary payments are reduced by 25% of existing rates. The due dates for filing Income tax returns for FY 2019-2020 have been extended. The income tax department has also agreed to issue all pending income tax refunds up to Rs. 5 lakhs which will provide cash in hand to 14 lakh taxpayers. In order to save tax further, employees are entitled to claim deduction under section 80G for donations to PM CARES FUND.

Looking ahead, to the period when things stabilise, perhaps what businesses and organisations can do is develop a strong local network. Easy availability of material and labour, while being cost effective, would prove a boon and strongly make the case for localisation.

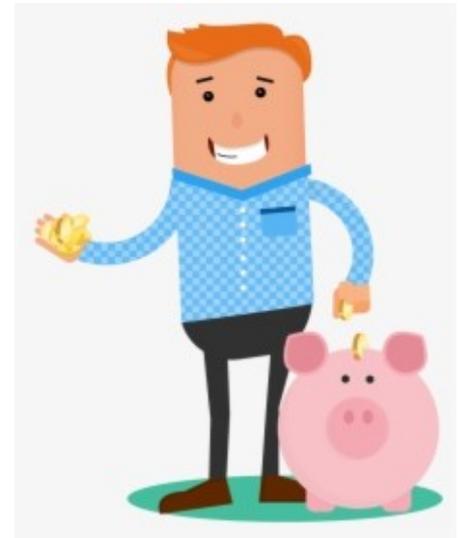
The Covid world has proven yet again that "Cash is King" for businesses.

The pandemic is an uninvited guest, who will stay for long, and also consume resources. Companies should be financially prudent; those living on the edge, are exposed to vulnerability.

Another big learning for businesses is that they need to embrace new-age digital technologies. Working from home may be the new normal, and an organisation has to ensure enough investment in technology in areas like IT hardware availability, digitalisation, documentation management and tax compliances.

Covid has also proven that digital payments, once a convenience, have now become a necessity. While some sectors like hospitality, tourism, hotel, entertainment have seen a major decline

in the volume of payments, sectors like FMCG, telecom, insurance, healthcare, pharma, have seen a hike like never before.



At a personal level, a key concern for many of us is how to manage our finances. Some of the simple steps we can take are to build an emergency fund and ensure minimalized spending. We can pool our cash resources to cover our living expenses say for the next six months, till the current crisis situation passes. Another way to protect oneself from financial emergency is to have an adequate health and life insurance cover in place to protect one's family and yourself. Also, a monthly systematic investment plan can build one's long term savings.

The current crisis is a story with loose ends. The focus will be first on securing the health of the people, then the health of the economy. However, crafting the best possible responses to cope with the situation, securing jobs, re-building the economy will require agility and resilience. What comes out of this all is a lesson, a sustainable living, a better environment and hopefully a better human being.

Mayura Prabhudesai
FIN

Facilities Management, Corporate Real Estate & Hospitality Industry in the New World



The outbreak of the Corona virus worldwide has fundamentally shaken the business landscape and changed the way we work. While we were already preparing for the digital future of work driven by mobile connectivity, cognitive tools and cloud, Covid-19 has accelerated the transformation - pushing enterprises to enable remote working for a majority of their workforce. Commuting to office and interacting face-to-face with our co-workers may never be the same again. Undergoing transformation would be the 3 Ws - Work, Workforce and Workplace.

Work

Work will most likely be as it is right now with the 'future' already seemingly making its way to the 'present'. As we adapt to work from home, our reliance on email, chats and videoconferencing is increasing.

We are now accustomed to interacting with our colleagues & clients virtually over extended periods of time. We now use e-learning platforms, as the days of traditional classroom trainings seem to be a thing of the past.

This is leading to not only limited physical contact in response to the Covid-19 pandemic, but also shaping the way as to how we work.

Workforce - Facilities Management (FM)

The early response of FM professionals to the virus had a clear focus: to keep buildings open, maintained and safe to enable productive work. Offices may be empty, but they must still be kept secure and compliant. Maintenance issues need fixing as challenges can easily arise from neglect or stretched staffing operations. In this context, FM professionals and their skills are challenged. However, one thing is



Future of office space seating after Covid-19 lockdown

clear: FM professionals are critically valuable to delivering an immediate response & laying the foundations for a resilient long-term recovery.

Impacting almost every industry sector, **Covid-19 has made us transition to a world of automation - and brought a radical change in the way we work by eliminating to a large extent, manual administrative tasks that are now performed through technology and automation. This would certainly not mean 'job reduction' but 'job augmentation' wherein the tasks performed by humans are most likely to shift to non-routine, more complex and innovative.**

In such an environment, humans and machines will be enabled to do what they do best, independently as well as with each other. Fundamentals like social distancing, body temperature checking by non-contact thermal scanners, good cleaning procedures, sanitization of workplace & air filtration, tie up with Ambulance service agencies and Pathology Labs / Hospitals will of course remain important - FM professionals can help build user assurance of hygiene by speeding the uptake of Building Management in these areas. Covid-19 has already shown how integral FM professionals are to core requirements like high-level of hygiene & cleanliness, risk management, business continuity and employee well-being. By adopting the methods above, **FM professionals can step forward to take an even greater role in determining the future of design, layout**

and usage of the work space. By moving higher up the value chain, FM professionals will place themselves at the heart of business decisions, where they can use their expertise to help deliver confidence, well-being and good experiences for all stakeholders.

Workplace

As our work gets supported by an ecosystem of virtual resources, we are certainly going to leapfrog into a new mode of work that will be defined by the things we do, not the place we go.

Technology is also going to play a pivotal role in transforming our workplaces - which will be a blend of the physical and virtual experiences to deliver a consistent employer identity to stakeholders, employees as well as clients.

As enterprises consider to significantly reduce the number of employees working from office, they will not only save cost on real estate, but also will have to transform work floors in a way that social distancing can be maintained. This could not only mean decluttering the office space, but also arguably doing away with the collaboration workspace for employees. The cramped cubicles would make way for spaced out workspaces.

Co-working spaces, which work on the concept of shared desks, would lead to more segregated and private places. For instance, a meeting room that would normally fit eight individuals might now only hold seats for four.

Hospitality Industry



For the sector to bounce back once operations resume, the industry has to come up with new policies and concepts and reboot its services, giving priority to health and hygiene. Most travellers will be interested in experienced hosts who can guarantee the safety and have stringent health checks. Technology-adept places with medical facilities nearby will be a must. Security and screening will become the norm with wellness at the core of all functions. A doctor on call will be as

important as offering wellness programs, yoga, spa etc. Health and hygiene will be a major fact with guests taking extra precautions in making sure that their rooms and all common areas are not just cleaned, but also regularly sanitized. What we need to understand is that the old world order no longer exists and mindful, conscious living with an affordable cost that is curated and tailor-made is the new norm. Social media will become the new go-to tour agent, and people more than ever will be drawn in by authentic storytelling and experiences.

Conclusion

While it is still unclear when this pandemic will get over, what is certain is that our work life will never be the same again. **Enterprises will become more resilient because the fully distributed nature of the**

model is inherently less risky and well suited for business continuity and agility. Employees will have more flexibility over their schedules as they work remotely. For efficient communication and collaboration, investment will shift from real estate to newer technologies that make remote working more functional and productive. The focus on data security would also increase, making it essential for enterprises to invest in technologies and ensure data and information is not compromised. Facilities Management will be more technology-driven and automated by the day.

So, let us gear up for the change brought in by virtual work capabilities.

Suman Banerjee
ADM

The Speed Of Change



For sometime now, we have been hearing the prediction that the world is going to change beyond imagination in the next five years. Things as they exist today may cease to exist then. The world will be a different place. All that counts today will not count in the future and more importantly, what cannot be even counted today will count then. Generally, we tend to ignore such statements as there is a lot of subjectivity associated with this.

Somehow, the present lockdown situation has shown us a glimpse of the changes to come and has given us the vaccine of mentally preparing ourselves to face the unknown new world. Taking our own example. I am sure everyone in our industry dismissed Work from Home (WFH) as being unsuitable for our kind of industry. The biggest learning here is that once we are forced into a situation, we

adapt to it in a short time. With our process-oriented approach, we have started achieving higher efficiency while working from home. Yet one feeling remains. Had organisations been prepared for WFH in the pre-lockdown period, they would have dealt with it in a much better way. Next time we are in such a situation, imagine the speed at which we shall adapt.

So now, how can one be ready to face this **new world** in-the-making? However, before that, the question is whether we are aware of what is going to come our way. Things are so dynamic in this VUCA world that the only answer to this question even by experts is - We don't know! This is the reality and we should accept it. Once we accept it, doors for innumerable possibilities on the way we can work will open.

How do we deal with this unknown? Some management theories advocate unlearning many things of the past and relearning them in the new context. Others advocate staying focused on the procedures and strengthening them rather than focusing on a goal which may not be relevant by then. Yet, none of them guides us to deal with the problem even before we face it. Here, I can think of one example to get some insight into what is expected in such a scenario. Before one is struck with some kind of disease or illness, our body always gives sufficient signals that something is wrong and needs attention. Some act on it

immediately and are saved from the impending danger, while others repent, ignoring the signals as they are struck by the ailment. The only difference is about their approach and seriousness to deal with the unknown and take timely action.

The learning here is that, rather than repenting after getting struck, acting fast on the various possibilities proves to be a sensible action. If it works, we are saved and if not, at least we don't feel guilty for not even trying despite having sufficient hints and signs.



In our context, what is needed is that we run faster than the speed of this impending change. This will ensure that we are there, ready to embrace the change, rather than getting baffled by it.

We need to work on the various possibilities we think could emerge. We can surely implement those in the current work situations, rise further on the learning curve and be ready for the future. Innovation and critical thinking are the newest tools which deal with this. For sure, we all collectively have sufficient hints as to what may come and it's in our hands to act on those and be ready to take the **new world** in our stride, come what may.

Ashutosh Joshi
CI - PO

A Digital Handshake



In March 2020, when the Covid-19 pandemic hit the world, life suddenly changed. With lockdown imposed, businesses stalled, employees started working from home and mobility was restricted. The otherwise busy streets congested with people and vehicles, started bearing a deserted look. People were now confined to their homes. Lives were lost by the hour. On the work and business fronts came joblessness, falling investment rates, increasing crimes rates and many more uncertainties.

Soon every individual started undergoing a transformational journey from the known to the unknown. Stepping out of their comfort zone into something uncertain and largely uncomfortable.

Change in environment

The need for social distancing made us all rely on the available technological means to interact with our work colleagues and connect with our loved ones. Video calls became frequent amongst friends, relatives, and long-lost batch mates. Work meetings were now happening via various video conferencing mediums, not only with office colleagues but also with Clients, Vendors and other project partners. The erstwhile, rarely used camera, now transported each participant into homes with their family around, their children playing or showing up in the video calls. Unimaginable in former times, but no less professional considering the work ethic was maintained.

It's here to stay

Covid has ensured our world has changed. And its been technology and information technology that has been at the forefront. Though studies are yet to appear fully, I believe that internet usage in households has risen dramatically, more than compensating for the drop in usage in the

now-closed offices and factories.

Let's take a look at a few spheres.

Our **new world** may not witness a change in business models but they will certainly change the way they are handled, with the advent of the virtual meeting and social media platforms. Visibility of organisations who have used digital platforms has increased, and in turn Customer reach has also surged.



The new world will witness an upsurge in sales of digital products, as people set about equipping themselves with new gadgets to help them connect. Organisations, learning from the lockdown, will plan shift working and staggered hours, and higher-end information systems. And construction sites and all other industries like hospitality, security etc, will equip themselves with new 'safe-living, hygienic' technologies. And to circumvent the migrant population or at least mitigate it, digital learning initiatives for the uninitiated, may be stepped up.

On the home front, not just adults but students and children as young as nursery kids will continue the online learning of the covid world. The student world may evolve into a combination on online learning and physical classes, with greater emphasis on the former.

I see that the online global courses and webinars conducted from anywhere in the world continuing and bringing to users the comfort of attending from their own homes. I foresee considerable savings in time and efforts towards travel and relocation.

Online ordering of food and groceries which was limited to a section or category of people will be a regular affair. E-commerce will experience a new lease of

life, with every commodity available online and then delivered to our doorsteps with 'no-touch' delivery. Money transactions too will be preferred digitally to facilitate contactless handling as far as possible, and everybody will start using digital wallets. Technology will provide solutions for home cleaning as well with robots and kitchen aids becoming the order of the day, preferred to maids.

I foresee a shift change in entertainment, with cinema theatres perhaps being closed altogether, as people switch to home digital medium for entertainment. Home videos and courtyard movies will be the new normal. Already interesting apps are making it possible to weave together individual artists video clips to form a continuous thread.

Conclusion

Technology definitely played an important role in connecting people all around the world together, during these low times. Had it not been for social media platforms, we would have missed the many different challenges that went viral across the globe: Dalgona coffee, lockdown cooking, online games, artists performing from their homes, photo challenges etc. These definitely brought in some lighter moments amidst the pandemic.

We humans are not only resilient, but also able to quickly adapt ourselves to the changing times. We have been evolving since we existed, and this too is an evolution phase. An evolution of our behaviour, mannerisms, thoughts and approach. This too shall pass and we soon shall be meeting and greeting each other in person, attending gatherings and family functions. While we refrain from shaking hands with each other for the moment, let's just instead shake hands with technology and express ourselves through this medium to the extent possible. We could call it a 'digital handshake.'

Sayali Pradhan
ITM

People Matter



As footballers in the English Premier League, tees emblazoned with the words 'Black Lives Matter', went down on one knee on resumption of the English Premier League, the shocking brutality of the treatment meted out to a hapless George Floyd, pinned to the ground by a police officer, resonated and came sharply into focus. At a time when the very city where this cruel act of police barbarity was being perpetrated - and indeed the whole world - was being devastated with lives lost to the Corona virus, here was a stark reminder that perhaps mankind may not have learnt its lesson of valuing human life, after all.

As the lockdowns in various countries and cities were enforced, citizens began to experience first hand the pain and hardship that the virus was bringing. Families could no longer meet under one roof, stranded or stationed in various parts of the country or world they were in. Neighbours could no longer greet each other as the 'closed door' became the rule. Children, the life of any household, were now neither being seen nor heard - their once buoyant and animated chatter at playtime, seemingly silenced. Elders, once the bedrock of families, and often the go-to persons in households, had to be shielded for fear of the infection. Families, relatives and friends could no longer visit each other. Happy occasions, traditionally celebrated with gaiety, were now limited to a few participants. No longer could people assemble.

The authorities were doing their bit from the start, with advisories on how the cities and townships were to be run, how citizens were expected to live, and what special measures were needed to be taken to ensure safe living for all age groups. The message was simple. Lives matter. Lives had to be saved.

The reflective amongst us started looking

at relationships. In homes, cloistered together, families began to know each other better. Suddenly elders were being remembered more. Parents were giving that 'quality time' they always promised their children. Siblings were co-existing minus the friction that used to arise from shared space. Elsewhere social media provided the platform to meet. Eager to connect, citizens used online tools to connect. A new world had set in.

A world where life is held dear, people are respected, parental relationships count, elders matter, children are protected and disputes and disagreements set aside. A world where the next person matters. Yet a world which has come at the cost of some very painful lessons.

And so, we go into our new world, hoping that each one of us has taken the lessons handed out. The lessons of heeding the value of life, relationships, unity, togetherness, co-existence, fraternity and harmonious living.

If not, then we have lost the plot altogether, and learned nothing from the debacle we've been witnessing.

Leroy Santos
Business Development

A New Social Order?



Human beings are adaptive in nature and learn from their experiences. Every human being has developed in a manner that helps cope with challenges coming his or her way, until handling these challenges literally becomes a way of life. The fear of the pandemic was palpable when the virus reached India, resulting in lockdowns, and a new way of living for the individual. The home became the new office and office-going employees were tasked with

managing office as well as household chores that were needed to be done without domestic help.

Initially the 'new normal' seemed difficult to achieve, but as with all other things, this soon became a habit and until finally it came to be, and came to be accepted as a part of life. The demands of office and home needed to be met simultaneously from the 'home office'. But as one started evaluating and differentiating between these demands, giving enough space to both, and setting priorities for each task, life became easy. What seemed a challenge initially, could now, with proper planning, be turned into a healthy balance between home and office.

Social Change Imminent

Our new world has already started to shape itself with people adapting to living with the threat of the corona virus, and taking all necessary precautions to keep it at bay.

Offices and work places have already adopted high-maintenance sanitisation measures, which are sure to continue. Industries in hygiene and medical fields will boom, and 'digital wallets' will become a must-have.

With a phased unlocking, and office goes slowly returning to their offices, time that was saved on travel during the lockdown, may be a thing of the past. Soon we may be adjusting to less time available to be devoted to home. This, the fact that we may still be averse to letting in maids who might be carriers of the virus, and a desire not to get caught out with a repeat of such a situation, may see us investing in modern technology that world has been witnessing by way of electronic gadgets that will help ease our household work. The elite groups may opt for robots to help.

At a time when a few sections of people stand economically set back due to loss of jobs and their source of income, this move, namely that of doing away with household workers, will seriously impact the lower income strata of society. The interdependency which was prevailing before the Corona Virus will cease, and domestic help may be confined to occasional large-scale cleaning activities that even then may be sub-contracted to a facilities management company. While the affluent shift to an innovative world, these people, who are dependent on us for their living, may get dragged further into poverty.

India, which lacks a minimum wage system, could ostensibly fall prey to a situation that further enlarges the gap between the rich people and the lower middle class and poor people.

Unless jobs are restored, and restored soon, our new world may witness a positive and bright side for one group of people, while it drags the other group of 'lesser mortals' into the depths of darkness.

In the **new world**, our Government of India, having already released welfare packages, may also need to make concrete plans for reformation of the downtrodden as well as lower middle class sections of our society, so that every individual has an equal opportunity to make a living. Government should also support the small scale entrepreneurs, who take risk to establish themselves in the market and have faced huge losses due to the pandemic.

Sneha Dhanavde
Business Development

Lessons for the learning



Idowu Koyenikan, author of the book 'Wealth for All' once said "There are certain life lessons that you can only learn in the struggle". The entire world right now is facing such a struggle - the Corona Virus pandemic. Some countries have been successful in coming out of it, while some are still struggling. What is common everywhere, apart from the Corona Virus, is the tussle to deal with it, and the realization of importance of health in the world.

From employees at MNCs to those having small businesses like street side shops, everyone is slowly adapting to a new way

of living. While sanitization and hygiene care were optional earlier, they have come to become the new normal. Social distancing has become mandatory. We might still eye every person around us with suspicion, but it will be for the safety of self, of others, and most importantly of the family we return to everyday. After all, prevention is better than cure.

A big challenge for employers and a big change for the employees, has been the Work from Home concept. A few decades earlier, the transition from handwritten documents, calculations, and drawings to the digital format would not have been easy, especially for those who were well-settled in the earlier ways. However, it eventually proved beneficial and efficient. Likewise today, the employer and the employee might face difficulties to work from home, but it is already proving itself as the need of the hour.

Another important part of living is one's social life which has been abruptly put on hold since the Corona Virus. Weddings which would host at least 1,000 people in a country like India have reduced to a mere 50. This number will be the new normal for some time at least. Instead of family outings, dining with friends, weekend parties, people might have to become accustomed to celebrating their events remotely!

Not all have been put off by the enforced separation. Migrant workers who could make it home, and those who work overseas or in other parts, could return to their homes for an early and extended reunion. For them, the lockdown period became quite a blessing.

But there are people who were, and are still, not able to travel back home, be it a celebrity or a migrant worker. There is no comparison of these two classes as the former can still live comfortably wherever they are stranded, but the latter cannot. The underprivileged have suffered and, unfortunately, continue to suffer even now. It will be a **new world** for them as well, maybe not as bright as it is for privileged people like us. But yes, lessons have been learnt, for sure. What we can do is help, contribute, hope and pray for them to adapt to this **new world**.

Inarguably, the current pandemic shall be a landmark event for the 21st century, and as we enter the post-COVID times, we all can hope the world would be more aware of the fragility of prevailing systems.

I hope for a world open to change, more adaptable to change. I hope for a better, a new world.

Ankita Deshmukh
Process

Exhibitions in the New World



An exhibition is a curated space where the tangible and the intangible ideally blend into a cohesive whole; ideas and thoughts are layered out, often with collections as the prime focus. This could be in the context of a Museum, Art Gallery, a Library or even an Organization.

In the context of time and space, they could be temporary or permanent in nature or even new found, as Exhibitions go past the existing geographical and institutional boundaries of its host, such as a Museum, and reach out to a wider, newer audience. Irrespective of the host, there is in most instances, a conscious attempt on the part of the creators of these exhibitions to establish a connect with its audiences, and provide an experience so enriching for them, as to have the audiences stay on, and return.



In Museums, the primary objective is to transport the audience to an era or time gone by, as vividly as possible. The task of

creating the exhibition space is achieved by the curatorial team; together, with ideas and inputs from architects, designers, conservators, lighting experts, etc. From content, design and layout, choice of colour and lighting to publicity, publications and outreach, in the form of activities, trails, workshops, walkthroughs, etc., there is definitely so much more to exhibitions than what meets the eye!

Over the last few months, this niche area, transcending the physical space, has witnessed exhibitions making themselves available / accessible to a much larger audience, from the comfort of their home. The concept of an Online Exhibition is not a new one, but in the present scenario of Covid, it has necessitated museums to increasingly put themselves out into the virtual realm and connect with their audiences. This has also provided an opportunity for museums to earn revenue, and sustain themselves; the crisis having tremendously affected the Art and Museum World, with these cultural, otherwise 'public' spaces being closed for its visitors.

The virtual world enables newer ideas of curation to be explored; it is indeed interesting to look at how differently one can navigate through a virtual exhibition space as compared to a physical one, with perhaps half the amount of energy expended! Today technology makes it possible for works of art to be viewed up close, enabling a greater appreciation of the detailing, 3-dimensional views, cross-artefact viewing and info nuggets that pop up with the rollover of the mouse, adjustments to the eye-comfort level of the viewer, and staggered to take in his or her schedule, are some of the benefits that technology proffer. We are definitely very much in the future, and these experiences offer an almost surreal experience. Many questions could arise in relation to new preferences and demands of the increasingly tech-savvy visitors-cum-consumers; would creative digital work, for example, be a replacement for guided walkthroughs, with 'assistants of choice' like Siri, speaking multiple languages. Or would not visitors prefer the 'human touch' and expression of the local guide?

Online exhibitions are now challenging the physical / conventional spaces of pre-Covid times, and persons serving traditional roles within.

While the trend of Online Exhibitions has started to pick up, over the course of the

lockdown, it is to be seen what will become of it, in the long run. Many museums that were hitherto not so active on the digital platforms, have upped their game, yet they all live with the fact that visitors will eventually want to come back to these spaces and engage with the collections and the museum in itself, perhaps with new expectations.

I however foresee that what has gained momentum as a trend, could well fizzle out, given that man will seek to break the shackles of home living, tiring eventually of armchair viewing, and strike out. Therefore, it is the responsibility of Museums, while in this current stage of evolution, to carefully curate their digital spaces, ensuring the right amount of content is layered out to its viewers, and keep evolving.

It will be interesting to see how visitors at exhibitions, in a new post-Covid world, interact with the heritage spaces and the exhibits in themselves, considering the rules of social distancing that will be continued. But till then, go digital!

Chelsea Santos is the daughter of Leroy Santos of BD. A Masters in Ancient Indian Culture from St Xavier College, Mumbai, she works as Assistant Curator at The City Palace Museum, Udaipur

The New Fitness Equation



At a time when we are homebound, and restricted to our homes for extended periods, Madan Singh of ADM gives us a few tips to show it takes next to nothing to maintain a healthy lifestyle...

In the current scenario for all those who are working from home or are self-isolating, it is important to maintain one's fitness and be physically active.

Sitting has been identified as the new smoking, and can negatively impact your health by causing back pain, weight gain, and much more. You may not be able to go to the gym, but it's okay to do a few exercises at home which can keep one's body physically active.

We should at least set aside 45 minutes to an hour in a day for these home-bound exercises, which will also work as stressbusters. Because of the next to nil physical activity, calories from food consumed accumulate, build up and there is faster weight gain.

So including a few exercises in the existing routine will help us to maintain our fitness level.

Fitness tips to follow when working from home.



Exercises

There are a few no-equipment-required easy exercises can be done at home with moderate intensity, thereby eliminating the chance of injury. Do remember of course, in the event of a medical problem, exercises are to be done in consultation with your doctor or physiotherapist.

- Squats: starting with 15 x 3 (reps).
- Squats and jumps: starting with 5 - 10 x 3 reps
- Planks: starting with holding them for 15-20 seconds x 3 reps
- Yoga: starting with pranayama for 10 minutes
- Pilates: 10 -15 minutes
- Knee-bend push-ups: starting with 10 x 3 reps
- Lunges: starting with 10 x 3 reps
- Step-ups: starting with 15 x 3 reps with the help of any stool with a minimum of 1 foot height
- Any form of dance of your liking

In the event that you leave home, a brisk walk of 20-25 minutes can also be taken up.

Nutrition

In the current scenario, the availability of all kind of fruits and vegetables may prove a problem. So one has to compensate the nutritional requirement of our body from easily-available food like pulses (lentils & beans) & rice and dairy products. Eating habits and lifestyle modification may threaten our health. Maintaining a correct nutritional balance is crucial, especially in a period when the immune system might need to fight back. The key is also to eat unprocessed foods every day to get the vitamins, minerals, dietary fibre, protein and antioxidants the body needs. Drink enough water. Eat fruits, vegetables, legumes nuts and whole grains (e.g. unprocessed maize, millet (Bajra), oats, wheat, brown rice or starchy tubers or roots such as potato, suran and arbi. For non-vegetarians - eat foods from animal sources (e.g. meats, fish, eggs

and milk). For snacks, choose raw vegetables and fresh fruit rather than snacks that are high in sugar, fat or salt.

Avoid outside food and eat at home to reduce your rate of contact with other people and lower your chance of being exposed to the Covid Virus.

Some points to bear in mind

- When cooking and preparing food, limit the amount of salt, or additives with a high-sodium content. Limit your daily salt intake to less than 5 gms and use iodized salt.
- Limit your intake of soft drinks or sodas and other drinks that are high in sugar (e.g. fruit juices, fruit juice concentrates and syrups, flavoured milks and yogurt drinks).
- Choose fresh fruits or seasonal fruit instead of sweet snacks such as cookies, cakes and chocolate.
- Reduce usage of cooking oils and avoid deep fried food

- Avoid red meat if possible and select white meat or fish, if available. Red meat is very high in fat. Avoid all kinds of processed meat, as there is limited nutritional value and they have chemical additives
- Drink 12-15 cups of warm water every day as this keeps us hydrated all the time.

Follow this lifestyle for a month or two and you are sure to keep good health or experience little to no deterioration of existing medical conditions. As readers will see, no special infrastructure is needed and all the above can be done with the available resources and environment within our homes.

Madan Singh
ADM

Our Colleagues

Welcome Aboard!

A warm welcome to our new colleagues who entered our folds recently. We wish you the very best for your careers with our organization!

HR Lisa Adel Ferrao	Info Tech Dulari V Pawar	PLG Santosh M Koppad	PI Dinanath N Chaudhari Tushar M Patil Vipul R Vichare	PI-PO Balaso Desai
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Retirements

We bid goodbye to a few of our long-serving employees who retired recently. we Up-to-date wishes them the very best for their retirement years



Stay Inspired



“What is the difference between an obstacle and an opportunity? Our attitude towards it! Every opportunity has a difficulty, and every difficulty has an opportunity. - J. Sidlow Baxter

The other day, I heard someone discussing in a very frustrated tone: What has 2020 offered us? A pandemic, a deadly Corona Virus, quarantine, untimely deaths, curfew, a series of lockdowns, financial shocks in business, pay cuts at the job, suicides due to mental stress, a destructive cyclone, unrest on the borders of our country, recession, apathy...

I could not help thinking, almost instantly - and so much negativity! Indeed, is that all that 2020 has offered us? Or, on the contrary, has it not taught us the importance of cleanliness, caring, helping each other, nature care, reduced pollution, value of food, compassion, empathy, time to learn many new things, catch up on useful reading, low cost marriages, funerals in small numbers, faces sans make-up and makeovers, the patience to stay at home, invaluable opportunity to interact with family members, mental readiness to face any major crisis and last not the least a minimalistic approach towards life.

I am observing how before, during and after the lockdown, we are changing. Before the lockdown, lack of time was often cited as the reason for not pursuing hobbies and interests. The first wave of the lockdown witnessed a kind of release, as we revelled in the new timetable. Soon however, we were complaining about the boredom and the limitations of a curtailed lifestyle. And now, some of us, set in the routine of working from home, are wishing the Work from Home scenario continues! What a thing to think, I say!

Relating & relationships have been tested to

the core. People who were too independent are realizing life is a team game - one simply cannot exist independently for long in a home. For others, being homebound with families has been overwhelming, as they are losing their personal space, their ‘me’ time and their privacy.

Some families are working towards building a healthy environment, which is helping everyone at home to feel valued and loved. Working together, sharing responsibilities and communicating are helping them overcome the stress. It has made them focus on the positive qualities of each other and appreciate each other.

I would like to share some interesting incidents that I witnessed during this pandemic.



- A week into the lockdown, when the supply of vegetables at home were over, the Wife started to fret as to what to make for lunch. The Mother-in-law suggested: ‘Let’s try a curry of the sun-dried stuff which we prepared last summer. My son will love it!’ At the mention of her husband, the Wife immediately agreed. Dried relish curry it would be! The Mother-in-law reflected: ‘A year ago when I proposed this, I was advised to refrain from such messy and time-consuming activity, as there was no dearth of fresh ingredients in the market. How times change!’

- The Son didn’t know how to pay the salary of his cash-strapped driver. He didn’t want to risk going to an ATM. Dad stepped up. ‘Take this! I withdrew some part of my pension, before the lockdown. It will help, surely.’ The Son was exhilarated. Then a thought came to him: ‘Shame on me for admonishing Dad as to why he had to go to the bank, when everything possible was available online!’

- Grandmother was exasperated. ‘My



meds are exhausted. The shops are closed! How will I get through?’ The next afternoon, a rare doorbell ring announced a courier boy with all the medicines. ‘I ordered them online for you,’ said the Granddaughter at her enquiring gaze. Grandmother stopped in her tracks, reflecting : ‘Gosh, what came into me to scold her for being on the mobile the whole day?’



- ‘I’ll never get to meet my senior citizen friends,’ Grandfather complained. ‘This lockdown has ruined everything!’ In the evening, just before retiring for the night, Grandson called him over. ‘Look what we’ve got for you!’ Grandfather looked at the computer screen that was proffered. It was a Zoom call, and ... and his ‘temple friends’ were all there chatting! ‘I am lovin’ it! Grandfather exclaimed. Then a thought: ‘Why ever did I complain that computers were doing nothing but distancing relationships!’

- It had been a tiring day, with the home work and insistent children and grandparents and errands and more. As she laid her head on the pillow, Husband noticed the fatigue in her face. A sickening blow to the stomach followed as he remembered sarcastically asking her as to what she would do the entire day at home!

- 21 day lockdown from tomorrow? Wife was suddenly anxious. It would mean fun for everyone, but more work for her. WFH

would prove to be What For Hell? When the day came, she was surprised to see Husband at his computer, working beyond the stipulated work time, without a break. Three consecutive cups of tea she had given him, remain untouched. VCs, Teams Meetings and more. A pang: 'Why did I have to taunt him that while he enjoyed at the office, I slogged at home!



- The Maid finished her work. A horrible scene flashed before her eyes. From tomorrow there would be no work, and no salary, and hence her family would starve! How would she feed her children? And then, there was the Lady of the house

telling her, not to worry about the work, rest for a few days, spend time with her children. And here was an advance on her salary ahead of the due date to take care of her expenses. Yes, she should not hesitate to call if she needed anything. And yes, her job was assured, whenever she returned. The Maid felt ashamed: 'Why did I ever think these well-to-do people never think about us poor?'



- She was a Teacher. Schools had declared holiday due to the lockdown. Exams were also cancelled. She thought that she could use the time on hand to chat up her Doctor friend. The Doctor's

child being unwell, she would be at home surely and available to chat. She was surprised her Doctor friend was on 24 hour Covid duty, and the Doctor's mother was caring for her sick daughter. 'Duty is first,' said the Doctor. A memory flashed before Teacher's eyes. Her friend had graduated from Medical College, and there was Teacher, instead of congratulating her, lamenting that the Doctor's father being affluent, he could afford to send her for study in medicines, whereas she had no choice but to become a teacher!

Although our lives are filled with unexpected challenges, and some of us will have a more difficult time than others, positivity will help us get through anything. Let's remember the saying of Alphonse Karr : We can complain that rose bushes have thorns, or we can rejoice that thorns have roses!

There is always a better way of looking at things. Stay inspired!

Smita Gambhir
CPM - PO

CARE....

For Health, Safety & Environment
.....towards HSE Excellence!

Editorial

Dear Colleagues,

Over the past three months, there has been a change in almost every aspect of our life - from work to family life, from travel to business. Social distancing, sanitising, washing hands and protective face gear have become our biggest and only weapons against the deadly Covid-19 Virus. We have been witness to the changes in offices and sites. Employees will need to adapt to this shift in order to ensure safety.

As the world and our country are slowly re-opening their economies, organizations such as the Ministry of Home Affairs (MHA), various local authorities and the World Health Organization (WHO), are publishing recommendations for how to conduct business operations safely at the workplace. These include having

employees communicate electronically wherever possible, meet virtually, stagger shifts to reduce the number of persons, increase the physical space between employees while working, and even allow employees to work from home.

The challenges posed by the virus continue to proliferate. As citizens remain homebound and futures become increasingly insecure, 'Mental Health' of people is now a cause of concern, and needs to be addressed. Asymptomatic cases are also on the increase and in such cases, when the infection manifests itself, tracking contacts will be a key way to identify those who might have been exposed to the virus.

Our organisation, following the mandates of the authorities, has already put in place advisories that need to be continually followed to ensure that we navigate life carefully to keep the infection of the virus at bay. We have also re-started our offices* slowly since 9th June'20 after complying with the various safety measures like:

- ERP (Emergency Response Teams) teams in place in event of emergency. Doctor available on call.
- Setting up Isolation Rooms in offices to deal with any suspected cases
- Arranging ambulance service using a qualified agency
- Modified leave rules to account for quarantine, work from home etc.
- Developing SOP for safe re-start of offices
- Sanitising and fumigating offices & staff buses
- Modifying air-conditioning systems to align with ISHRAE's (Indian Society of Heating, Refrigeration and Air-conditioning Engineers) Covid-19 recommendations
- Controlling business travel, and visitors without prior Management approval
- Arranging for thermal scanning of employees for temperature on arrival at offices, and PPE for thermal scanning team and security

- Ensuring Work from Home for those employees with co-morbidities, those having chronic diseases, pregnant employees and those over 65
- And last but not the least, orienting employees with regard to safety prior to joining office

All our Construction Sites have resumed operations by ensuring the following:

- SOP developed for safe restart of Construction Sites and Risk Management of Covid-19
- Regular monitoring and compliance of Safety norms and performance

The thyssenKrupp Group traditionally celebrates Global Safety Day on the 28th of April every year, across its offices and

construction sites in the world.

We at tkIS India remember the fulfilling celebrations we had in earlier years on this day with safety demonstrations, competitions and presentations, with enthusiastic participation from you and your families. This year however, due to the present pandemic, we were unable to assemble in our places of work to do likewise. This year, our **CEO & MD Mr PD Samudra** addressed employees during the Global Safety Day, underscoring that employees stringently need to follow the safety mandates and advisories of the authorities. At our construction sites, special events were conducted to celebrate "World Environment Day" on 5th June 2020. Safety awareness sessions,

competitions and mock drills were effectively conducted at construction sites to promote the Safety culture. Our heartiest congratulations to all our construction sites for their ongoing efforts at safety and for clocking a safety record of 19 plus million safe man hours without LTI, under challenging circumstances.

Our lives and surroundings continue to be challenging due to the ongoing pandemic. We hope you and your families will soon get habituated with the 'new normal' and continue complying with all the safety protocols to be safe and in good health.

Sincerely

CARE Editorial Team
Parth Gokhale, Madan Singh,
Nitin Pandit, Indranil Chakraborty

* Following GOI and state mandates on the pandemic, our offices were closed subsequently.

Global Warming - A big peril



Global warming is the biggest environmental challenge faced by the world due to the increasing temperatures and changing climate patterns.

According to researchers and geologists, heating impact, caused by excessive emission of Green House Gases (GHG - like Carbon Dioxide, Methane, Nitrous Oxide, Chlorofluoro Carbon etc.) in the atmosphere, is the main cause for Global Warming.

This Green House Effect (GHE) is destroying the Ozone layer (Ozonosphere) of the atmosphere, thereby increasing the intensity of heat and radiation from the sun to the earth surface. So our universe is getting warmer by the day, something that will prove harmful to the existence of life in this universe in the coming decades.

The impact of Global Warming has a long-lasting effect on the environment, eco system and of course on human life. Directly or indirectly it will cause damage

to our earth. The long term effect includes melting of iceberg & glaciers, increase in temperature of waterbodies, rising sea levels etc. Sea levels are increasing on a regular basis, endangering coastal habitats, and causing hardships to man living and relying on such areas for his livelihood and existence.

The melting of ice of around 38,000 sq. km. in the North pole in the last 30 years has caused the sea level to rise by 3.1 mm. As the ice melts, it increases the sea level, which can affect and perhaps destroy ecosystems on coastlines.

Rising temperatures are also adversely impact the biodiversity. Diminishing ice packs reduce the habitats of polar bears, penguins, and other Arctic creatures. Change in temperatures will also cause shifts in mating cycles, especially for migratory animals that rely on changing seasons to indicate their migration and reproductive timing.

Deforestation and over-exploitation of resources like wood, petroleum products etc. are increasing the level of CO₂ in the atmosphere. Discharge and emission from industries, transport, AC & refrigeration increase levels of Carbon Monoxide and Nitrous Oxide in the atmosphere. All these adversely impact the Ozone layer causing the increase in temperature.

Global Warming is impacting the weather patterns around the world too. The main impact of Global Warming on the weather

is an increase in extreme weather events such as heat waves, droughts, cyclones, blizzards and rainstorms. These affect agriculture, irrigation, harvesting and cause famine. USA is experiencing an increasing number of tornadoes and storms, as are other countries in the world.

In the recent past, forest fires in the Amazon, the world's largest tropical rainforest famed for its biodiversity, vastly affected the green zone causing a spike in temperature and increased water vapour and carbon levels in the atmosphere.

But we cannot blame any single entity for Global Warming and everyone must shoulder the responsibility.

Mankind must behave responsibly to control the increasing threat of Global Warming. To arrest it we need to control the use of natural resources and reduce the emission of GHG. Socio-economic development needs to be done in a planned manner so that deforestation is be reduced. Plantation is to be done to make up for such deforestation.

And all of us need to look at our carbon footprint. Needless destruction of forest and greenery should be stopped by enforcing laws and regulations. People need to be more proactive and ensure that we pass on a healthy world to our next generation.

Santanu Acharya
CONS - GNAL Site

World Environment Day

GNAL Site, Dahej



Our GNAL Site at Dahej celebrated World Environment Day on June 5 2020 with a tree & sapling plantation drive in an around the site premises.

IOCL Naphtha Cracker Project, Panipat



World Environment Day celebration at the IOCL Panipat site

A New World



Our Editorial Team wishes to extend a big thank you to all our contributors to this issue. There have been exceptional contribution from our colleagues, by way of thought-provoking articles on the theme.

While acknowledging the contributions, the Editorial Board wishes to clarify that the views expressed by our colleagues are entirely their own, and not that of our organisation.

Have a good read!

Your we Up-to-date Edit. Board

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