

RESPONSE TO COVID -19

SERIES 2
VOLUME 2

RESPONSE OF India Inc.

A STUDY OF 100 CORPORATIONS (AS ON 18 APRIL 2020)

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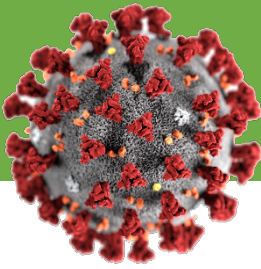
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About the Series:

The School of Public Policy & Governance, TISS Hyderabad, is collaborating and supporting the initiative undertaken by its alumnus to document the response from the Union, State Governments, Reserve Bank of India, Civil Society, and Business Houses/Leaders in times of Covid-19. This report analyses the responses of business corporations towards their employees, corporations, and allied key stakeholders in the aftermath of the COVID-19 shock.

In the second part of the series, an attempt has been made to document all initiatives and announcements made by 100 major Indian firms and philanthropic collaboratives till 18 April 2020. The policy response has been classified under - a) Employee sensitivity measures, b) Community Outreach, c) Business Re-orientation, d) and Financial Support.

Note: As we understand, this documentation is a dynamic exercise and will require constant upgradation. We will attempt to add the new initiatives regularly and disseminate it widely.

Sources: The authors have taken due diligence to ensure the accuracy of the information presented in this document. Any inadvertent omissions/lapses are deeply regretted. Please inform of any such omissions at sppg.secretariat@tiss.edu. Immediate measures will be taken to correct the information.

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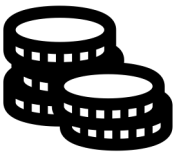
Introduction

The Covid-19 pandemic has seen an outpouring of financial donations from various CSR units, corporate foundations and Public Sector Units within India. Most of the relief donations have been directed towards PM-CARES, State Chief Minister Relief Funds, allied NGOs and corporate foundations carrying out their own relief work or in collaboration with other partners. In [the first part of the series](#), the study tracked 50 Indian firms and philanthropic collaboratives. This was done in terms of the corporations' responses towards their employees, communities, and allied key stakeholders in the aftermath of the COVID-19 shock. It was observed that most of the corporations focused their efforts on two of the four specified domains. Within the chosen domains, the corporations tended to focus largely on implementing employee sensitive policies pertaining to their respective businesses rather than focusing on a long term re-orientation of their businesses in line with the social needs of Covid-19. Additionally, the total monetary amount collected from the 50 firms amounted to approximately INR 4867.01 Crore with approximately 30 percent of the total amount being allocated towards PM-CARES. Moreover, about 11 percent of the total amount was allocated towards upgrading and/or providing health infrastructure and equipment to public health care officials.

The second part of this series captures insights from 100 companies which announced their initiatives till 18th April 2020. The findings generated are solely based on secondary literature (company announcements, newspaper reports, verified Twitter and LinkedIn company statements). On a broad level, comparison between the 50 and 100 firms study show that the trends in the company categorization and domain analysis have remained similar – Change promoters (companies which have focused on two of the four domains) are still the highest with most firms focusing on implementing employee-sensitive policies. However, **there has been a 47 percent rise in total financial donations, in relation to the previous study. Furthermore, there has been a 54.7 percent rise in donations to PM-CARES and a remarkable 200 percent jump in funds allocated for upgrading health infrastructure/providing equipment for health care officials.**

Methodology of the Study

This study has analysed the responses of 100 major Indian firms to COVID-19. These responses have been classified across four domains:

Domains	Components
 Employee Sensitivity	<ul style="list-style-type: none"> ❖ Instituted work from home for workers ❖ Distributed personal protective equipment and allied safety equipment to employees ❖ Continued pay for contractual workers and daily wage labourers employed in their respective firms ❖ Committed to not lay off non-permanent staff during the COVID-19 lockdown ❖ Initiated tertiary employee support programmes such as wellness lessons, online education for employees' children etc.
 Community Outreach	<ul style="list-style-type: none"> ❖ Initiated community outreach and information campaigns about COVID-19 ❖ Commenced financial support for non-employee/allied third-party service providers ❖ Mobilised the support of self-help groups for the manufacturing of personal protective equipment ❖ Provisioned rations/essential commodities of daily use (non-medicine) to community members who are not employees (directly or indirectly) ❖ Provided essential items of medical use to community members who are not employees ❖ Committed personnel to undertake front-line relief efforts/community service related to COVID-19 ❖ Gave access to organisational infrastructure to be used as quarantine/treatment facilities to public health authorities ❖ Supplied cooked meals to community members who are not employees (directly or indirectly)
 Business Re-Orientation	<ul style="list-style-type: none"> ❖ Pledged to re-organise production systems/innovate business processes in line with COVID-19 requirements ❖ Reduced prices of manufactured products/services or enhanced service level agreements to cope up with COVID-19 requirements
 Financial Support	<ul style="list-style-type: none"> ❖ The total financial commitment for COVID-19 ❖ Total donation to PM CARES for COVID-19 ❖ Total contribution to CM Relief funds for COVID-19 ❖ Total funds earmarked for upgrading health infrastructure/providing equipment to health care providers ❖ Employees committing a part of their salary as financial support

Analysing Indian Firms' Responses to the COVID-19 Pandemic

The analysis of the sampled Indian corporation highlights:

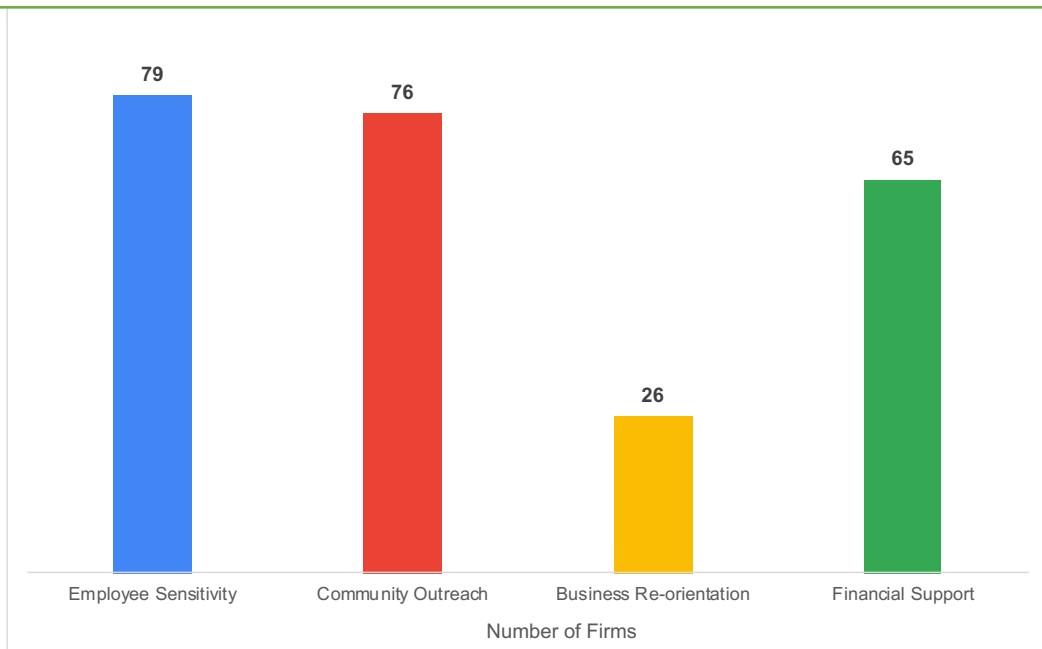
- ❖ 15% of the firms have contributed to all four domains (**Covid-19 Trendsetters**)
- ❖ 29% of the firms have contributed to three of the four domains (**Dynamic Sponsors**)
- ❖ 43% of the firms have contributed to two of the four domains (**Change Promoters**); and,
- ❖ 13% of the firms have contributed to one of the four domains (**Business Supporters**).

Inter and Intra-domain Analysis of Sampled Indian Corporations

The domain analysis of sampled Indian corporations indicates the following trends:

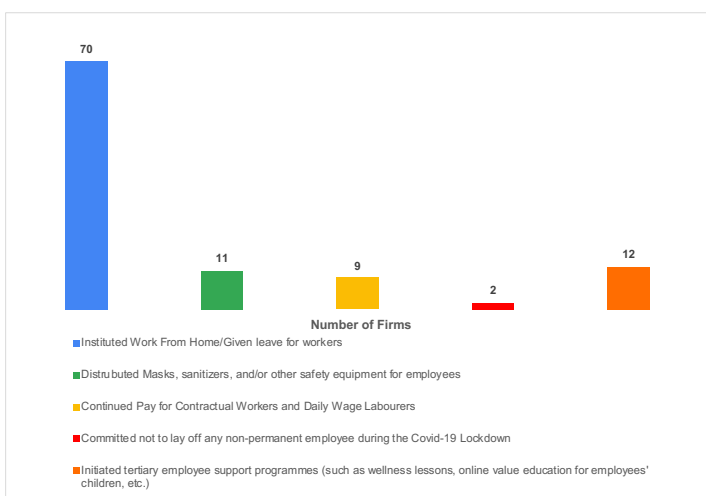
- ❖ 79 firms have focused on implementing employee sensitive policies pertaining to their respective businesses.
- ❖ 76 firms have carried out community outreach measures.
- ❖ 65 firms who have provided financial support for non-employees.
- ❖ 26 firms are re-inventing their business processes in line with the social needs of COVID-19.

Trends in Domain Analysis of Sampled Corporations



The **Employee Sensitivity** component-level analysis highlights that most firms are focusing only on instituting work from home or giving leave to their workers (70 firms), in accordance with the government regulations. Although nine firms are continuing pay for their daily wage labourers/contractual employees, only two firms (Vedanta and Grofers) have committed not to fire their non-permanent staff. This highlights the increased vulnerability of informal workers and contractual employees during this shock.

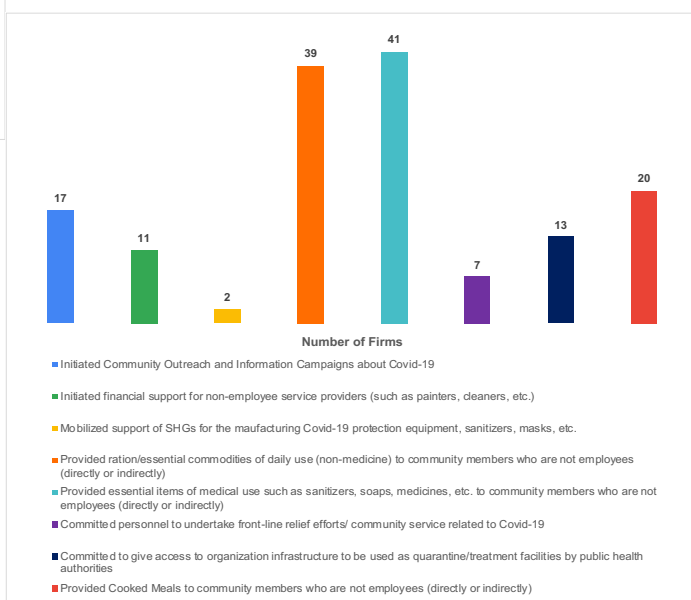
The component-level analysis of the **Community Outreach domain** highlights that most firms (41 firms) have spent on providing essential medicines such as sanitisers, soaps etc. and essential grocery products (39 firms) to community members who are not direct employees. However, only 2 companies have focused primarily on using SHGs for manufacturing the required masks and 7 firms have committed personnel to undertake front-line activities related to COVID-19. Moreover, the focus on providing financial support to non-employee service providers or third-party agencies (such as painters, cleaners, etc.) is also low across the selected firms (only 11 firms).



Employee Sensitivity

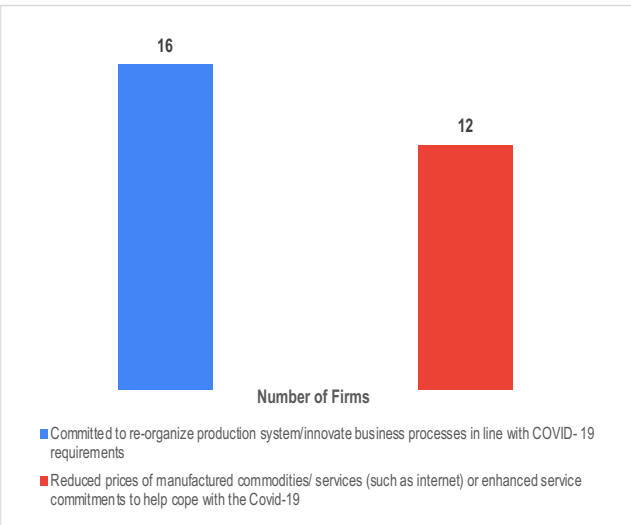


Community Outreach

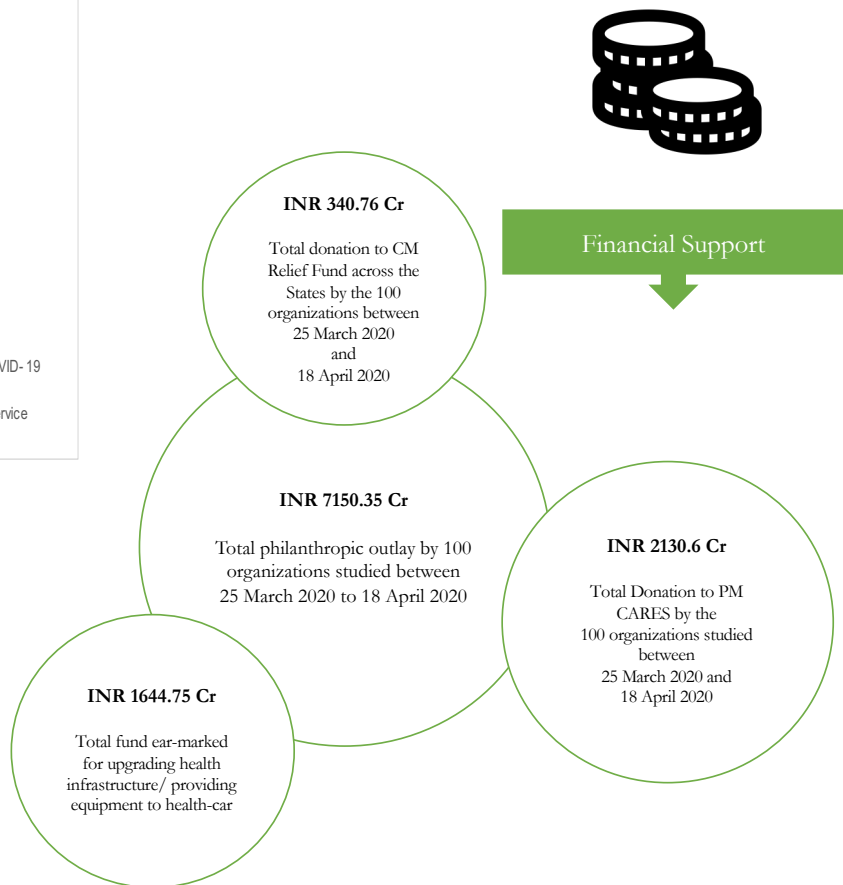


The **Business Re-orientation domain** component level analysis shows that most of the firms (16 firms) are re-organising their production systems and/or bringing in innovative practices to bridge the unmet demand. This highlights that firms are looking at a mid-term to long-term changes within their business structure. (refer Page 7). 12 firms are also looking at cost-competitive measures by reducing the prices of their manufactured commodities and/or enhancing their service commitments to not only aid the general public but also attract higher demand.

Across the 100 selected firms, approximately INR 7150.35 Crore has been provided as **financial support**, with most of the donations going towards PM CARES (approx. 2130.6 INR CR). With donations being counted as CSR, there has also been a significant amount of ear-marked expenditure (INR 1644.75 Cr) towards upgrading and/or providing health infrastructure and equipment to public health care officials.



Business Re-Orientation




Innovation in the times of COVID-19: Global Best Practices





Within the surveyed Indian firms, only few firms have shown inclinations towards re-orienting their businesses on a long-term basis or bringing in innovative practices within their CSR approach. Among the firms surveyed platform economy players such as Swiggy and Zomato have transformed their business processes by introducing no-contact delivery, grocery and meat delivery along with food, and maintaining a quality check on their restaurant and delivery partners. Moreover, Swiggy has also started Swiggy Daily (providing cheaper, healthy food options as an alternative to tiffin services) and Swiggy Genie (delivery of essential and non-essential goods). Certain firms like Omidyar Network and Marico have also come forward to support innovation and entrepreneurship initiatives. Several firms have also encouraged employees to give monetary contributions by matching the donated amount. Nonetheless, there remains a huge scope for further innovation within Covid-19 specific CSR initiatives.

Along with monetary donations and providing free medical gear, firms in U.S.A are **providing support services such as waived late fees, moratoriums on evictions and suspended service shut-offs**. For instance, many energy and utility companies such as California Water Service, American Electric Power and Duke Energy are suspending service disconnections for unpaid bills. Furthermore, **to ease the burden on the elderly population in times of 'panic buying', supermarkets such as Walmart, Whole Foods Market and Target are setting time aside specifically so that the more vulnerable customers can shop safely**. There has also been a concerted **effort by larger businesses and technology giants in USA to support small businesses, especially within the communities in which they operate**. Amazon, Microsoft, Google and Facebook have donated large amounts to small businesses in need so that they can sustain their operational and fixed costs during this time period. American corporations have also rightly identified the issues being caused by the 'digital divide' in these times of work-from-home. For this reason, **several companies such as Charter Communications, Comcast and T-Mobile have provided free Wi-Fi hotspots, free broadband for a specified duration and/or increasing the data allowance for households with students, schools and the general public**. Several educational organisations are also supporting teachers and families to navigate online learning resources. Interestingly, in response to the impending lockdown, certain companies like U-Haul, and rental car service, Enterprise are making it easier for students to vacate their dormitories and return home by providing free self-storage space and reducing the minimum age for renting cars respectively (Peters, 2020).

Indian firms can also seek to implement similar procedures, especially with regard to smoother out and in-transport of migrants after the end of the lockdown, providing accommodation for the homeless and migrants as well as assisting teachers and students to navigate this new digital age.

How Has India Inc. Responded?

Companies have been categorised according to their contribution across the four domains listed in the previous page. Each domain is given equal weightage, and one domain equals to one 

Domains Contributed	Category	Corporations/ Related Organizations																																												
	<p>Covid-19 Trendsetters</p>	<table border="0"> <tr> <td>Tata Sons</td> <td>TVS Company Larsen and</td> <td>Omdiyar Network</td> </tr> <tr> <td>Reliance Industries</td> <td>Toubro</td> <td>Paytm</td> </tr> <tr> <td>Hindustan Unilever</td> <td>Bharti Enterprises</td> <td>HDFC Foundation</td> </tr> <tr> <td>Godrej</td> <td>Swiggy</td> <td>DCM Shriram</td> </tr> <tr> <td>Sun Pharmaceutical</td> <td>Zomato</td> <td>Samsung India</td> </tr> </table>	Tata Sons	TVS Company Larsen and	Omdiyar Network	Reliance Industries	Toubro	Paytm	Hindustan Unilever	Bharti Enterprises	HDFC Foundation	Godrej	Swiggy	DCM Shriram	Sun Pharmaceutical	Zomato	Samsung India																													
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