

COVID 19: IMPACT ON ACCOUNTING AND AUDITING



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KEY TOPICS IN NEWS



- SEBI gives India Inc more time for Q4 filings – deadline is now 30 June
- Applicability of Companies Auditor’s Report Order (CARO) deferred by a year to FY 2020-2021
- No additional fees shall be charged for late filing during a moratorium period from 01 April to 30 September 2020
- Additional six months given to newly incorporated companies for filing declaration for commencement of business which is presently six months

EMERGING AREAS OF CONCERN



- Health and safety, workforce
- Demand (revenue, contract fulfilment)
- Supply chain (just-in-time inventory model, impairment)
- Legal obligations (Force Majeure, contract terminations)
- Working capital (cash flow management, debt covenant)
- Cyber security (working from home, shut down of security monitoring centres)
- Social responsibility – non financial reporting matters

SEVERELY IMPACTED SECTORS



Airlines

Hospitality

Entertainment

Ports & Airports

Travel and Tourism

Financial Services

Automobiles

Oil & Gas

IND AS OR AS AREAS TO BE CONSIDERED



1. Inventory Measurement
2. Impairment of Non-Financial Assets
3. Provisions, Contingent Liabilities and Contingent Assets
4. Going Concern Assessment
5. Property, Plant and Equipment
6. Presentation of Financial Statements
7. Borrowing Costs
8. Financial Instruments
 - Impairment Losses
 - Fair Value Measurement
 - Hedge Accounting
9. Leases
10. Revenue
11. Income Taxes
12. Consolidated Financial Statements

INVENTORY MEASUREMENT



Ind AS 2, Inventories, and AS 2, Valuation of Inventories

- It might be necessary to write down inventories to net realisable value due to reduced movement in inventory, decline in selling prices, or inventory obsolescence due to lower than expected sales.
- The management may consider written down of inventories to NRV item by item.
- Under Ind AS 2 and AS 2 allocation of fixed production overheads to the costs of conversion is based on the normal production capacity.
- The amount of fixed overhead allocated to each unit of production is not increased as a consequence of low production or idle plant.
- Unallocated overheads are recognised as an expense in the period in which they are incurred.

INVENTORY MEASUREMENT



Ind AS 2, Inventories, and AS 2, Valuation of Inventories

- Unlikely to review normal production capacity for allocating fixed production overheads for the year 2019-2020, because of adverse impact on the utilisation of the production capacity due to the impact of coronavirus
- Entities to assess the significance of any write-downs and need to make disclosure in accordance with Ind AS 2/AS 2 as well as paragraph 98 (a) of Ind AS 1 or paragraph 14(a) of AS 5

IMPAIRMENT OF NON-FINANCIAL ASSETS



Ind AS 36, *Impairment of Assets*, and AS 28, *Impairment of Assets*

- Ind AS 36 and AS 28 require an entity to assess, at the end of each reporting period, whether there is any indication that non-financial assets may be impaired. The impairment test only has to be carried out if there are such indications.
- If any such indication exists, the entity shall estimate the recoverable amount of the asset.
- Due to COVID 19, there might be temporary ceasing of operations or an immediate decline in demand or prices resulting in lowering of revenues and profitability and reduced economic activity.
- Management may consider these factors as indicators requiring impairment testing

IMPAIRMENT OF NON-FINANCIAL ASSETS



Ind AS 36, Impairment of Assets, and AS 28, Impairment of Assets

- For indefinite useful life intangible asset or an intangible asset not yet available for use and goodwill, Ind AS 36 requires an annual impairment testing.
- There could be an indicator that impairment testing of goodwill and indefinite useful life intangible assets are tested as of reporting date even if the entity follows other annual testing cycle as per Ind AS 36.
- An entity needs to estimate the recoverable amount of the asset for impairment testing.
- Where the recoverable amount is estimated based on value in use, the considerations on accounting estimates apply.

IMPAIRMENT OF NON-FINANCIAL ASSETS



Ind AS 36, *Impairment of Assets*, and AS 28, *Impairment of Assets*

Critical Factors to Consider

The management needs to consider whether:

- contraction in economic activity due to COVID 19 is considered to be an impairment indicator at the reporting date for impairment assessment;
- assumptions used for impairment testing and determining recoverable amounts before the outbreak of COVID 19 require any change;
- the assumptions used to determine discount rate to measure the recoverable amount require any adjustments;
- the forecasts or budgets for future cash flows prepared by management to be updated to reflect the impact of COVID 19;
- market assumptions used to determine fair value for recoverable amounts need reconsideration;
- reasonable assumptions are taken in estimating the value-in-use and fair value less costs of disposal and ensuring that the impairment loss is estimated reliably.

IMPAIRMENT OF NON-FINANCIAL ASSETS



Ind AS 36, Impairment of Assets, and AS 28, Impairment of Assets

Goodwill impairment

- Standard requires testing of goodwill for impairment at a level that reflects the way an entity manages its operations and with which the goodwill is naturally associated
- Due to COVID-19, there might be significant changes with an adverse effect in operations of a CGU to which goodwill is allocated and therefore requiring additional focus and attention while testing of impairment of goodwill as at March 31, 2020.
- Considering facts and circumstances, entities to provide detailed disclosures on the assumptions and sensitivities considered for effects of the COVID-19.

PROVISIONS, CONTINGENT LIABILITIES & CONTINGENT ASSETS



Ind AS 37, Provisions, Contingent Liabilities and Contingent Assets

Onerous contracts

- As a result of COVID -19, some contracts may become onerous for reasons such as increase in cost of material/labour, etc.
- Ind AS 37 requires assets dedicated to a contract to be tested for impairment before a liability for an onerous contract is recognised.
- Additionally, there could be losses from imposition of penalty due to delay in supply of goods, which may need to be considered under the guidance of Ind AS 115.
- Management to disclose that it has assessed whether executory contracts are onerous due to the adverse impact of COVID -19.
- If the management is unable to assess whether some of the executory contracts are onerous due to inadequacy of information, the same should be disclosed.

PROVISIONS, CONTINGENT LIABILITIES & CONTINGENT ASSETS



Ind AS 37, Provisions, Contingent Liabilities and Contingent Assets

- Due to COVID-19 there is need of exercising judgement in making provisions for losses and claims
- Ind AS 37 does not permit provisions for future operating costs or future business recovery costs. However, Ind AS 37 requires that an entity should disclose the nature of the obligation and the expected timing of the outflow of economic benefits.

Insurance claims

- Entities may have insurance policies that cover loss of profits due to business disruptions due to events like COVID-19.
- Entities claims on insurance companies can be recognised in accordance with Ind AS 37 only if the recovery is virtually certain

Restructuring costs

- The Standard provides that a provision for restructuring costs is recognised only when the general recognition criteria for provisions are met and there is detailed formal plan for the restructuring with evidence that the entity has started to implement a restructuring plan.

PROVISIONS, CONTINGENT LIABILITIES & CONTINGENT ASSETS



AS 29, Provisions, Contingent Liabilities and Contingent Assets

- As a result of COVID -19, some contracts may become onerous for reasons such as the imposition of penalty due to delay in supply of goods or increase in cost of material, labour, etc.
- Management should consider whether any of its contracts have become onerous.
- Management should disclose that it has assessed whether executory contracts are onerous due to adverse impact of COVID -19.
- If, the management is unable to assess whether some of the executory contracts have become onerous due to the inadequacy of information, the same should be disclosed.

GOING CONCERN ASSESSMENT



Ind AS 1, Presentation of Financial Statements & Ind AS 10, Events after the Reporting Period

- Management of the entity should assess the impact of COVID-19 and the measures taken on its ability to continue as a going concern.
- The impact of COVID-19 after the reporting date to be considered on Going Concern
- If, management after the reporting date either intends to liquidate or to cease trading, or has no realistic alternative but to do so, the financial statements should not be prepared on going concern basis.
- Necessary disclosures as per Ind AS 1 shall also be made, such as material uncertainties that might cast significant doubt upon an entity's ability to continue as a going concern.

GOING CONCERN ASSESSMENT



AS 1 Disclosure of Accounting Policies & AS 4 Contingencies and Events Occurring After the Balance Sheet Date (revised 2016)

- Management of the entity should assess the impact of COVID-19 and the measures taken on its ability to continue as a going concern.
- The impact of COVID-19 after the balance sheet date to be considered in assessing whether going concern assumption is appropriate or not.
- Events occurring after the balance sheet date may indicate that the enterprise ceases to be a going concern.
- Management to evaluate whether it is proper to use the fundamental accounting assumption of going concern in the preparation of the financial statements.

CONSOLIDATED FINANCIAL STATEMENTS



Ind AS 110, Consolidated Financial Statements

- Ind AS 110 prescribes that the financial statements of parent and subsidiaries used in the preparation of the consolidated financial statements are usually drawn upto the same date.
- In any case, the difference between the reporting dates should not be more than three months.

CONSOLIDATED FINANCIAL STATEMENTS



AS 21, Consolidated Financial Statements (revised 2016)

- AS 21 prescribes that the financial statements of parent and subsidiaries used in preparation of the consolidated financial statements are usually drawn upto the same date.
- In any case, difference between the reporting dates should not be more than six months.

PROPERTY, PLANT & EQUIPMENT



- Ind AS 16 and AS 10 require that useful life and residual value of PPE needs revision on annual basis.
- Due to COVID-19, PPE can remain under-utilised or not utilised for a period of time.
- The Standards require depreciation charge even if the PPE remains idle.
- COVID-19 impact may have affected the expected useful life and residual life of PPE. The management may review the residual value and the useful life of an asset
- If expectations differ from previous estimates, to account for the change(s) as an accounting estimate

PRESENTATION OF FINANCIAL STATEMENTS



Ind AS 1 Presentation of Financial Statements

- i) **Breach of loan covenants (including classification of liabilities into current and non-current)**
- Due to COVID-19 there may be instances of breach of loan covenants which may trigger the liability becoming due for payment and liability becoming current.
 - As per paragraph 74 of Ind AS 1, such a liability shall not be classified as current, if the lender agreed, after the reporting period and before the approval of the financial statements for issue, not to demand payment as a consequence of the breach.

PRESENTATION OF FINANCIAL STATEMENTS



Ind AS 1 Presentation of Financial Statements

ii) Sources of estimation uncertainty under Ind AS 1

- Paragraph 125 of Ind AS 1, *Presentation of Financial Statements*, requires an entity to disclose information about the assumptions it makes about the future, and other major sources of estimation of uncertainty at the end of the reporting period, that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year.
- COVID-19 may have created many uncertainties about the likely future scenarios which may affect the estimations of amounts recognised in the balance sheet
- Entities shall be guided by the prescriptions in paragraphs 125 to 133 of Ind AS 1

PRESENTATION OF FINANCIAL STATEMENTS



Ind AS 1 Presentation of Financial Statements

iii) Comparative information

- Ind AS 1 requires presentation of minimum comparative information
- Framework for the preparation and presentation of financial statements under Ind AS considers comparability as an important qualitative characteristic of financial statements
- Framework requires that users must be able to compare the financial statements of an entity through time in order to identify trends in its financial position and performance and also compare it with financial statements of other entities
- COVID-19 may have affected the financial performance and financial position of entities. Therefore, preparers may consider making adequate disclosures and explanatory notes

BORROWING COSTS



Ind AS 23, Borrowing Costs, and AS 16 Borrowing Costs

- Ind AS 23 and AS 16 require that the capitalisation of interest is suspended when development of an asset is suspended.
- The management may consider this aspect while evaluating the impact of COVID-19.

POST BALANCESHEET EVENTS



Ind AS 10, Events After the Reporting Period, and AS 4, Contingencies and Events Occurring After Balance Sheet Date

- Entities must disclose significant recognition and measurement uncertainties created by the outbreak of the COVID -19 in measuring various assets and liabilities
- Entities to disclose how they have dealt with the impact of COVID -19

FINANCIAL INSTRUMENTS - EXPECTED CREDIT LOSS (ECL)



Ind AS 109, *Financial Instruments*

Financial Instruments - Impairment loss recognition and measurement is based on Expected Credit Loss (ECL) model

- Recognition of 12 months ECL versus Lifetime ECL - based on segregation of credit exposures into 3 buckets:
 - ✓ this segregation of credit exposures into 3 buckets is not required certain financial assets, such as, trade receivables ,where simplified approach is applicable.
- Measurement of ECL - Adverse impact on the business of borrowers or debtors may impact the following credit risk parameters:
 - ✓ Risk of default (probability of default) i.e. the likelihood of default by the borrower may have increased significantly due to reduced economic activity;
 - ✓ Estimated amount of the loss itself in the event of default (loss given default) - value of collaterals and business cash flows may be affected adversely affecting the expected amount of loss;
 - ✓ In this period of substantial business dislocation, borrowers may tend to fully utilise undrawn limits and loan commitments, which in turn would impact another credit risk parameter i.e. exposure at default.

FINANCIAL INSTRUMENTS - EXPECTED CREDIT LOSS (ECL)



Ind AS 109, *Financial Instruments*

Critical Factors to be considered by the preparers

- Measurement of ECL
 - ✓ Entities expected to consider current as well as forecasted macro-economic conditions and more than one scenario.
 - ✓ Entities may need to develop one or more scenarios considering the potential impact of COVID-19.
 - Impact of any Prudential Regulatory actions to sustain the economy such as loan repayment holidays, reduction in interest rates etc., to be considered
 - Appendix A Ind AS 109 - Evidence that a financial asset is credit-impaired includes observable data about various events, for example,
 - ✓ the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider.
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FAIR VALUE MEASUREMENT



Ind AS 113, *Fair Value Measurement*

Critical Factors to be considered by the preparers

- Ind AS 113 - Different ways in which fair value is determined i.e. it can be based on observable market price (quoted price in an active market – Level 1) or application of valuation techniques (Level 2 and Level 3) as of the reporting date.
-
- Following features require adequate management consideration and professional judgment to determine whether the quoted prices are based on transactions in an orderly market:
 - ✓ Significant volatility or indications of the significant decline in market prices of financial instruments like equity, bonds and derivatives.
 - ✓ Significant decrease in volume or level of activity.
-
- Valuation techniques on various assumptions including discount rates, credit-spread/counter-party credit risk etc.
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FAIR VALUE MEASUREMENT



AS 13 Accounting for Investments

Critical Factors to be considered by the preparers

- Determination of fair value for valuation of investments classified as Current Investments.
-
- Following features require adequate management consideration and professional judgment to determine whether the quoted prices are based on transactions in an orderly market:
 - ✓ Significant volatility or indications of the significant decline in market prices of financial instruments like equity, bonds and derivatives.
 - ✓ Significant decrease in volume or level of activity.
-
- Valuation techniques on various assumptions including discount rates, credit-spread/counter-party credit risk etc.
-

LEASES



Ind AS 116, Leases

- Due to COVID-19, there can be changes in the terms of lease arrangements or lessor may give some concession to the lessee with respect to lease payments, rent free holidays etc.
- Such revised terms or concessions may lead to the application of accounting relating to the modification of leases.
- Variable lease payments may be significantly impacted, especially those linked to revenues from the use of underlying asset.

LEASES



Ind AS 116, Leases

- Discount rate used to determine the present value of new lease liabilities may need to incorporate any risk associated with COVID-19.
- Compensation by the Government to the lessor for providing concession to the lessee, to be considered to determine whether to account for as lease modification as per Ind AS 116 or whether to be accounted as government grants under Ind AS 20.
- Entities will need to determine whether as a result of COVID -19, any lease arrangement has become onerous.

LEASES



AS 19, Leases & AS 29, Provisions, Contingent Liabilities and Contingent Assets

- Any change in the terms of lease arrangements or concession given by lessor to be considered while accounting for leases.
- Discount rate used to determine present value of minimum lease payments of new leases may need to incorporate any risk associated with COVID-19.
- Compensation by the Government to the lessor for providing concession to the lessee, to be accounted for appropriately as per AS 19 and to determine whether any assistance from government are government grants under AS 12.
- Entities will need to determine whether as a result of COVID -19, any lease arrangement has become onerous. The same should be accounted for as per AS 29.

REVENUE



Ind AS 115, Revenue from Contracts with Customers

- Due to COVID-19, there could be likely increase in sales returns, decrease in volume discounts, higher price discounts etc.
- Under Ind AS 115, these factors need to be considered in estimating the amount of revenue to recognised, i.e., measurement of variable consideration.
- Ind AS 115 requires disclosure of information that allows users to understand the nature, amount, timing and uncertainty of cash flows arising from revenue.
- Entities to consider disclosure about the impact of COVID-19 on entities revenue.

REVENUE



AS 9, Revenue Recognition

- Entities may have postponed recognition of revenue due to significant uncertainty of collection in view of the impact of COVID-19.
- AS 9 requires entities to disclose the circumstances in which revenue recognition has been postponed pending the resolution of significant uncertainties.

INCOME TAXES



Ind AS 12, *Income Taxes*

- The COVID-19 could affect future profits and/or may also reduce the amount of deferred tax liabilities and/or create additional deductible temporary differences due to various factors (e.g., asset impairment).
- Entities with deferred tax assets should reassess forecasted profits and the recoverability of deferred tax assets in accordance with Ind AS 12 considering the additional uncertainty arising from the COVID-19 and the steps being taken by the management to control it.
- Management might also consider whether the impact of the COVID-19 affects its plans to distribute profits from subsidiaries and whether it needs to reconsider the recognition of any deferred tax liability in connection with undistributed profits.
- Management should disclose any significant judgements and estimates made in assessing the recoverability of deferred tax assets, in accordance with Ind AS 1.

INCOME TAXES



AS 22, Accounting for Taxes on Income

- COVID-19 could affect future profits and/or may also reduce the amount of deferred tax liabilities and/or create additional timing differences due to various factors.
- Entities with deferred tax assets should reassess forecast profits and the recoverability of deferred tax assets in accordance with AS 22 considering the additional uncertainty arising from the COVID-19 and the steps being taken by the management to control it.

BUSINESS AND OPERATIONAL CONSIDERATIONS IN PREPARATION FOR A REMOTE CLOSE

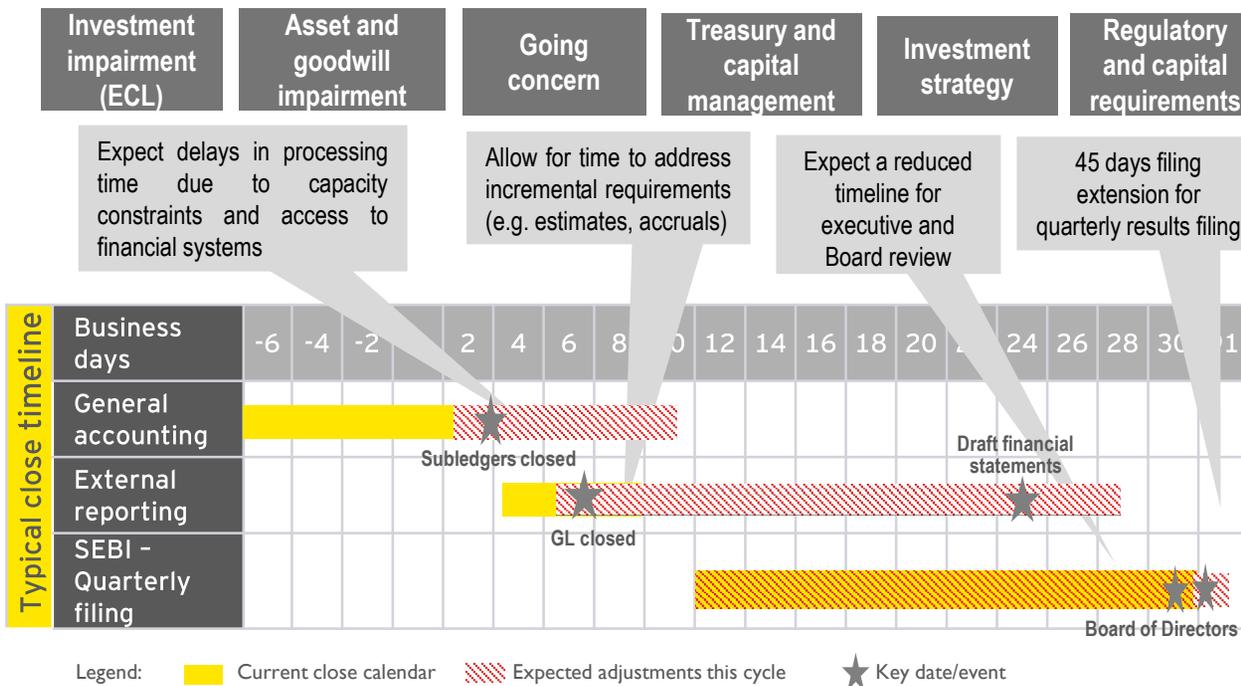


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Current business environment may introduce **significant risk** to period-end close and financial reporting processes

- 1 Close may **take longer** with a remote workforce
- 2 Abrupt changes to the macroeconomic environment will create **incremental requirements**
- 3 The SEBI and other regulators have and may further **revise regulatory guidelines and deadlines**

Business disruption will drive complexity in technical accounting, regulatory reporting and other operational considerations



Finance leaders should answer these questions to assess their situation holistically

- How will your **business forecast change** for the remainder of the fiscal year?
- Should you reformulate the **business model**, analyze **liquidity** or review your **capital allocation** strategy?
- How will you address incremental **SEBI reporting** needs, changes to regulatory requirements, revisions to earnings guidance and impacts on disclosures?
- Do you have people/process **redundancy** in Finance around the world to compensate for illness/absence (and avoid single-point process failure)?
- How will you make judgmental **estimates** with reasonable accuracy in the current environment? Who is going to **make the decision** and how is it **communicated**?
- Where do you rely on **manual controls** and which are at increased risk in a remote workforce environment?
- Where are your **manual processes**? How critical are they?
- What systems are not available via **remote access** or have highly limited access controls?
- What **collaboration tools** are available and do your people know how to use them?
- What **systems support** resources will be available during the Close process?
- How will **review and audit committee** meetings work in this environment?

LEADING PRACTICES IN COMPLETING A REMOTE CLOSE



Potential period-end close modifications

- ▶ Set up a **virtual command center** to manage communications between relevant stakeholders, including a **dedicated or semi-dedicated systems support resource** to enable rapid response to connectivity issues.
- ▶ **Ensure VPN capacity, system access** and align with InfoSec to enable remote access.
- ▶ **Re-sequence your close calendar** to take into account likely delays in normal close activities. Some activities include closing accounts prior to period-end, performing workday assessments to identify potential bottlenecks, implementing a plan for **mock close** cycle to test remote readiness, and anticipating review logistics and data requirements.
- ▶ Consider opportunities to **shorten close activities**. Some examples include shifting non-key accounts into non-quarter end months, using estimates for accruals, simplifying allocation methodology and approach, implementing new materiality thresholds for non-key account reconciliations, increasing approval limits for close adjustments.
- ▶ **Risk rank accounts** likely to require additional analysis given the current economic environment and resource appropriately.
- ▶ **Continued ability of remote centers to support the close** through backup and sustainability planning for offshore support centers.
- ▶ Standardize templates and enforce procedures to ensure consistency and **streamline review cycles**
- ▶ Re-think ways of working to be **remote-friendly** (collaboration tools, set hours, check-in expectations, etc.)
- ▶ Pursue additional **automation opportunities**. Some examples include automating interfaces, allocations, implementing workflow tools (e.g. BlackLine).

Prepare for your first remote close by implementing a rigorous governance and tracking process



Prepare to manage the close



Consider your meeting cadence



Rigorously execute



Set guidelines for working remotely

Leverage leading practices for virtual ways of working to drive efficiency in period-end close process

 Team interaction	 Meetings/working sessions / workshops	 E-mail	 Video conferencing	 MS Teams, Sharepoint, Slack, Google, etc.
<ul style="list-style-type: none"> ▶ Teams are made of people – spend more time on personal connections than normal ▶ Maintain daily contact, matching office hours and standing meetings as if onsite ▶ Hold 1-1 touchpoints with key business partners (start with daily) ▶ Align on cadence (roles and responsibilities) ▶ Let others know you have seen a request and will address 	<ul style="list-style-type: none"> ▶ Teams are made of people – spend more time on personal connections than normal ▶ Maintain daily contact ▶ Match office hours/standing meetings as if onsite ▶ Hold 1-1 touchpoints with key business partners ▶ Align on cadence ▶ Let others know you have seen a request and will address ▶ Build flexibility into required meetings 	<ul style="list-style-type: none"> ▶ Verify full contact information in signature, including cell phone ▶ Intentional Subjects: e.g., Request: Send me xyz... ▶ Structured, short notes with short paragraphs and bullets ▶ Be purposeful in who is included in 'to' and who is a 'cc' for awareness only 	<ul style="list-style-type: none"> ▶ Sign on with full name, group, and role ▶ Video - Use video chat (dress as you would at office) ▶ Sound - Make sure your mic is functioning at appropriate sound level, stay on mute when not speaking, and minimize background noise ▶ Share – Content, notes / actions, whiteboard ▶ Leverage more for 1-1 discussions 	<ul style="list-style-type: none"> ▶ Formulate a flexibility schedule and close expectations to accommodate unavoidable personal circumstances (e.g., employees working while taking care of dependents) ▶ Dive into collaboration features that lend to virtualization ▶ Take advantage of landing pages, topic threads

IMPACT ON INTERNAL CONTROLS FRAMEWORK



- Entities may need to implement new internal controls or modify existing ones
- Entities will need to consider operating effectiveness of controls
- Entities should assess any breakdown in review-type controls or the inability of individuals to perform control duties because of absences
- Entities should also consider how a lack of information may affect management's ability to effectively operate controls
- Entities will need to ensure that they have properly designed and implemented controls related to the selection and application of GAAP for the accounting and disclosure issues arising from COVID-19
- If an existing control cannot be performed, management may need to identify alternative appropriately designed controls to compensate for the lack of information.

AREAS WHICH REQUIRE SPECIAL ATTENTION OF AUDITOR AND ADDITIONAL FACTORS TO BE CONSIDERED BY AUDITOR



1. SA 315- Identifying and Assessing the Risks of Material Misstatement Through Understanding the Entity and its Environment & SA 320- Materiality in Planning and Performing an Audit).
2. Assessing Financial Impact and their Reasonable Estimation (SA 540, Auditing Accounting Estimates, Including Fair Value Accounting Estimates, and Related Disclosures)
3. Valuation of Inventory on a date other than date of financial statements i.e. 31st March 2020 (SA 501, Audit Evidence - Specific Considerations for Selected Items)
4. Audit of Consolidated Financial Statements where Components/component auditors are located in severely affected places (SA 600, Using the Work of Another Auditor)
5. Subsequent Events or Events after Reporting date (SA 560, Subsequent Events)
6. Going Concern [SA 570(Revised), Going Concern]
7. Evaluation of Work of Management's Expert (SA 500, Audit Evidence)

AREAS WHICH REQUIRE SPECIAL ATTENTION OF AUDITOR AND ADDITIONAL FACTORS TO BE CONSIDERED BY AUDITOR



8. Initial planning
9. Internal Control Considerations
10. External Confirmations (SA 505, External Confirmations)
11. Risk of Fraud (SA 240, The Auditor's Responsibilities Relating to Fraud in An Audit of Financial Statements)
12. Written Representations (SA 580, Written Representations)
13. Auditor's Opinion [SA 700(Revised)], Forming an Opinion and Reporting on Financial Statements, SA 705(Revised), Modifications to the Opinion in the Independent Auditor's Report, SA 706(Revised), Emphasis of Matter Paragraphs and Other Matter Paragraphs in the Independent Auditor's Report
14. Reporting on Key Audit Matters (SA 701, Communicating Key Audit Matters in the Independent Auditor's Report)
15. The Auditor's Responsibilities Relating to Other Information [SA 720(Revised)]

INITIAL PLANNING - SOME KEY QUESTIONS /INQUIRES AUDITOR SHOULD CONSIDER:



- Are there any changes in reporting requirements of the entity due to events incidental to the Coronavirus outbreak (including the filing of the annual report and any other filings of financial or non-financial information)?
- Are there changes in reporting deadlines, including quarterly reporting, due to events incidental to the Coronavirus outbreak?
- Are there any other changes or limitations in audit scope (e.g., inability to attend inventory counts) due to events incidental to the Coronavirus outbreak particularly due to difficulties in accessing entity facilities, documentation and/or personnel in affected areas?
- Are there changes in management and/or entity governance bodies due to events incidental to the Coronavirus outbreak? If so, should our determination of those charge with governance be revised?

INITIAL PLANNING - SOME KEY QUESTIONS /INQUIRES AUDITOR SHOULD CONSIDER:



- Are there expected changes in IT systems due to changes in the entity's processes related to the impact of the Coronavirus outbreak? If yes, does the audit team have team members with the appropriate knowledge of the entities IT systems relevant to the audit?
- Are there any actual or potential issues regarding availability of audit team members to meet the agreed timetable with the entity? Teams should develop an action plan to prepare for potential disruptions caused by the Coronavirus outbreak and prepare a response in case a confirmed case of Coronavirus is diagnosed amongst the team

SA 315 : IDENTIFYING AND ASSESSING THE RISKS OF MATERIAL MISSTATEMENT THROUGH UNDERSTANDING THE ENTITY AND ITS ENVIRONMENT & SA 320 MATERIALITY IN PLANNING AND PERFORMING AN AUDIT



- Operational disruption resulting in any changes to the business model arising from significant drop in demand, reduced customer base, disruption in supply chain, employee's absence or work from home, geographical implications of group operations, public lock down etc.
- Contractual non-compliance resulting in contractual breaches, additional security requirements or stressed asset valuations.
- Liquidity and working capital issues given the reduced/ impaired ability to service debt or replenish working capital requirements due to possible lower cash flows.
- Asset valuations – downward asset valuations may trigger legal and compliance issues or lead to liquidity challenge.

SOME OTHER KEY QUESTIONS /INQUIRES AUDITOR SHOULD CONSIDER:



- Is the measurement basis used to determine planning materiality still appropriate given changes in operating results as a result of the Coronavirus outbreak?
- Is the amount of our planning materiality and tolerable error still appropriate given the changes in operations as a result of the Coronavirus outbreak? Is it appropriate to adjust PM and TE downward and consider additional accounts to be identified as significant accounts, as well as the effect on testing scopes, timing of procedures, thresholds and extent of testing?
- If planning materiality is determined based on operating results, has the audit team considered whether the entity's current year charges related to the Coronavirus can be considered a nonrecurring item

ASSESSING FINANCIAL IMPACT AND THEIR REASONABLE ESTIMATION (SA 540, AUDITING ACCOUNTING ESTIMATES, INCLUDING FAIR VALUE ACCOUNTING ESTIMATES, AND RELATED DISCLOSURES)



- The below items are likely to have significant accounting estimates to be made by the management. Significant assumptions including projected cash flows, used in these accounting estimates may be affected by the impact of COVID19.
 - Impairment of Goodwill, Property Plant and Equipment, Intangible Assets and Valuation & impairment of receivables, loans and advances.
 - Insurance recoveries related to business interruptions.
 - Stock compensation performance conditions and obligations.
 - Allowance for expected credit losses.
 - Valuation of defined benefit plans and obligations – due to significant changes in employee strength or de-valuation of underlying plan assets.
 - Contractual penalties
 - Employment termination benefits.
 - Onerous contract provisions.

ASSESSING FINANCIAL IMPACT AND THEIR REASONABLE ESTIMATION (SA 540, AUDITING ACCOUNTING ESTIMATES, INCLUDING FAIR VALUE ACCOUNTING ESTIMATES, AND RELATED DISCLOSURES)



- The auditor should use procedures as prescribed by SA 540, to check whether
 - the accounting estimates, including fair value accounting estimates, in the financial statements, whether recognised or disclosed, are reasonable; and
 - related disclosures in the financial statements are adequate.

SOME OTHER KEY QUESTIONS /INQUIRES AUDITOR SHOULD CONSIDER:



- Did we obtain an understanding of internal controls over management's processes for accounting estimates related to or impacted by the Coronavirus outbreak and evaluate the effectiveness of these controls? Has management identified the need for, and obtained, specialized skills or knowledge related to accounting estimates impacted by the Coronavirus outbreak?
- Did management involve specialist in new estimates related to the Coronavirus outbreak or when estimates became more complex than in prior periods as a result of the Coronavirus outbreak? If management did not involve specialist, do we need to increase the nature and extent of our procedures on these analyses to address the greater likelihood of risks of material misstatement, including, potentially, engaging an internal specialist to assist in the performance of the procedures?
- Did we identify additional significant accounts and disclosures involving accounting estimates due to the Coronavirus outbreak?

VALUATION OF INVENTORY ON A DATE OTHER THAN DATE OF FINANCIAL STATEMENTS I.E. 31ST MARCH 2020 (SA 501, AUDIT EVIDENCE - SPECIFIC CONSIDERATIONS FOR SELECTED ITEMS)



- the auditor should perform below audit procedures to obtain audit evidence about whether changes in inventory between the count date and the date of the financial statements are properly recorded
 - Whether the perpetual inventory records are properly adjusted.
 - Reliability of the entity's perpetual inventory records.
 - Reasons for significant differences between the information obtained during the physical count and the perpetual inventory records.
- If attendance at physical inventory counting is impracticable, the auditor shall perform alternative audit procedures, for example inspection of documentation of the subsequent sale of specific inventory items acquired or purchased prior to the physical inventory counting, to obtain sufficient appropriate audit evidence regarding the existence and condition of inventory. If it is not possible to do so, the auditor shall modify the opinion in the auditor's report in accordance with SA 705(Revised).

AUDIT OF CONSOLIDATED FINANCIAL STATEMENTS WHERE COMPONENTS/COMPONENT AUDITORS ARE LOCATED IN SEVERELY AFFECTED PLACES (SA 600, USING THE WORK OF ANOTHER AUDITOR)



- As per SA 600, the principal auditor should perform procedures to obtain sufficient appropriate audit evidence also should consider the significant findings of the other auditor.
- the principal auditor should consider how the impact of COVID-19 including travel bans, temporary suspension of business operations, government mandated leaves, etc., may affect risk assessments, materiality and the ability to obtain sufficient appropriate audit evidence in respect of components.
- If principal auditor is unable to obtain adequate information or reporting from the component auditors, the principal auditor should express a qualified opinion or disclaimer of opinion because there is a limitation on the scope of audit.

AUDIT OF CONSOLIDATED FINANCIAL STATEMENTS WHERE COMPONENTS/COMPONENT AUDITORS ARE LOCATED IN SEVERELY AFFECTED PLACES (SA 600, USING THE WORK OF ANOTHER AUDITOR)



- the alternative means or methods to obtain sufficient appropriate audit evidence are as follows:
 - Can data be shared cross-border, to allow for principal auditor for review? Could files be loaded into a cloud-based portal and a login provided to the principal auditor? Local laws may restrict cross-border data sharing. If in doubt, advice should be sought on any local legal restrictions
 - Can video calls and/or screen sharing software be used to discuss the work with the component auditor?
 - Can the component auditor be asked to complete a detailed questionnaire or clearance on the work they have performed?
 - Consider the outcome of any prior visits, including visits during planning or at an interim stage
 - What work of component auditor was previously reviewed?
 - Consider the past work of the component auditor – have there been significant errors or issues, or has work been performed to a high standard?

AUDIT OF CONSOLIDATED FINANCIAL STATEMENTS WHERE COMPONENTS/COMPONENT AUDITORS ARE LOCATED IN SEVERELY AFFECTED PLACES (SA 600, USING THE WORK OF ANOTHER AUDITOR)



- Can a more detailed memorandum be provided to the component auditor on what work should be done for purpose of group reporting?
- What work can be done centrally by the Principal auditor's team?
- If finance systems are integrated, data may be accessible for review by Principal Auditor. Management may be able to provide information directly to the Principal auditor to allow for testing.
- Each individual engagement will need to be assessed on a case by case basis to determine what may be appropriate.

SUBSEQUENT EVENTS OR EVENTS AFTER REPORTING DATE (SA 560, SUBSEQUENT EVENTS)



- The auditor shall perform audit procedures to obtain sufficient appropriate audit evidence that all events occurring between the date of the financial statements and the date of the auditor's report that require adjustment of, or disclosure in, the financial statements have been identified.
- The auditor shall consider:
 - Obtaining an understanding of any procedures management has established to ensure that subsequent events are identified.
 - Inquiring of management and, where appropriate, those charged with governance as to whether any subsequent events have occurred which might affect the financial statements
 - Reading minutes, if any, of the meetings, of the entity's owners, management and those charged with governance, that have been held after the date of the financial statements and inquiring about matters discussed at any such meetings for which minutes are not yet available.
 - Reading the entity's latest subsequent interim financial statements, if any

GOING CONCERN [SA 570 (REVISED), GOING CONCERN]



- There could be several situations arising from the ongoing COVID-19 outbreak that could have an impact on the assumption relating to going concern.
- Auditors should consider whether the threat to liquidity as a result of supply/demand disruption presents a material uncertainty to the going concern status for the 12 months look forward period.
- Management while making assessment should capture potential scenarios and management's plans. Management should consider the impact of COVID-19 on customers, suppliers and employees. For example, could the entity continue to operate if employees are not able to physically present, and how reduced cash flows impact its working capital requirements. Management should also consider whether the insurance policies taken by the entity cover the losses arising from the COVID -19.

GOING CONCERN [SA 570 (REVISED), GOING CONCERN]



- The auditor should include evaluating whether there is adequate support for the assumptions underlying management's assessment and the consistency of these assumptions across the entity's business activities.
- The auditor should inquire of management and TCWG as to what information is available about the future, and determine whether this has been appropriately considered as part of management's assessment. The auditor should apply similar consideration in assessing the appropriateness of the going concern assumption. This should, for example, include a detailed and robust review of up to date forecasts, cash flows, sensitivity analyses and reviews of COVID-19 contingency plans and impact assessments conducted by the management.

GOING CONCERN [SA 570 (REVISED), GOING CONCERN]



- Audit teams need to critically consider the current position at the point of sign off as part of the subsequent events review right up to the point of signing the auditor's report, and may need further evidence and information by management, including updating financial models.
- If the entity is disclosing in their subsequent events disclosures that an estimate of impact cannot be made due to the evolving situation, this may result in a material uncertainty on going concern within the audit report.

EVALUATION OF WORK OF MANAGEMENT'S EXPERT (SA 500, AUDIT EVIDENCE)



- In the current circumstances management may take the assistance of a management's expert to make estimates or assessments regarding the impact on the financial statements and assessment of going concern
- The auditor should Evaluate the competence, capabilities and objectivity of that expert; Obtain an understanding of the work of that expert; Evaluate the appropriateness of that expert's work as audit evidence for the relevant assertion

WRITTEN REPRESENTATIONS (SA 580, WRITTEN REPRESENTATIONS)



- Auditors need to assess whether any specific representations may be required to be obtained from the Management in relation to Managements' assessment of impact from the ongoing outbreak of COVID-19 on the financial statements for the year ending March 31, 2020 as well as for the reasonable foreseeable future.

AUDITOR'S OPINION



- In the current scenario there are high probabilities of going concern being affected,
- Existence of material uncertainties relating to going concern, SA 570(Revised) need to be considered particularly manner of reporting in different situation,
- Some illustrative Situations where the Auditor may need to express a modified opinion due to COVID-19 are given below
 - The auditor is unable to obtain sufficient appropriate audit evidence relating to material component audited by the other auditor as per SA 600 due to COVID-19 pandemic
 - The financial impact arising out of the COVID-19 outbreak are not accounted or reported or disclosed as per the prescribed Accounting Standards, in the financial statements.
 - If the auditor is unable to obtain sufficient appropriate audit evidence relating to the impact of COVID-19 in the financial statements and is of opinion that there are misstatements that are material to the financial statements.

AUDITOR'S OPINION



- The auditor has communicated misstatements to the management and those charged with governance relating to COVID-19 as per SA 450, Evaluation of Misstatements Identified during the Audit and the management or TCWG refuses to correct such misstatements, that are individually or in aggregate, material to the financial statements.

OTHER ADDITIONAL CONSIDERATION:



- An EOM paragraph cannot be used as a substitute for reporting the matter as a KAM-
 - We do not include an EoM paragraph about the COVID-19 pandemic in the auditor's report when management's disclosures about the pandemic are addressed and referred to in the KAM section of our auditor's report, unless local policies or guidance require highlighting management's disclosures about COVID-19 in the form of an EoM paragraph even when a KAM has been identified
 - When management's disclosures about the impact of COVID-19 are not highlighted in the KAM section of our report (i.e., we did not determine the effect of COVID-19 to be a KAM, which may be the case when matters related to COVID-19 were determined to be non-adjusting subsequent events), we refer to local policies and guidance regarding reporting COVID-19 matters as an EoM.
 - Where there is substantive COVID-19 related disclosure in the financial statements and we are satisfied that the disclosure is sufficient and appropriate, then an Emphasis of Matter (EoM) paragraph may be included after the basis of opinion paragraph

REPORTING ON KEY AUDIT MATTER (SA 701, COMMUNICATING KEY AUDIT MATTERS IN THE INDEPENDENT AUDITOR'S REPORT)



- The auditor should evaluate whether the impact of the disruption caused because of COVID-19 to the operations of the entity, consequential impact on the financial statements would be a key audit matter and if determined so, the auditor would need to report the same along with how the matter was addressed in the audit.

THE AUDITOR'S RESPONSIBILITIES RELATING TO OTHER INFORMATION [SA 720 (REVISED)]



- Entities would need to provide additional disclosure as part of the financial statements/ annual report w.r.t. the following areas:
 - Risk assessment – Entities may elaborate on existing reported risks w.r.t. calamities or add new ones relating to COVID-19.
 - Management discussion and analysis – Entities may include management’s discussion and analysis of any material current and potential future impact on their operations, financial condition and liquidity arising out of the entity’s exposure to COVID-19 risks.
 - Notes to the financial statements – Specific disclosures under the subsequent events accounting standards and any other specific account specific disclosures
- The auditor is required to read any other information disclosed in the annual report and consider whether the same is consistent with the financial statements and the auditor's knowledge obtained in the audit.

EXTERNAL CONFIRMATIONS 9SA 505, EXTERNAL CONFIRMATIONS)



- Due to the impact of COVID-19 it is more likely that key audit procedure which provides significant independent audit evidence may be ineffective due to the inadequate responses or non-responses to the confirmation request sent out.
- In case of Non response – for each non response the auditor shall perform alternative audit procedures, examples of alternative audit procedures the auditor may perform include:
 - For accounts receivable balances – examining specific subsequent cash receipts, shipping documentation, and sales near the period-end.
 - For accounts payable balances – examining subsequent cash disbursements or correspondence from third parties, and other records, such as goods received notes.

EXTERNAL CONFIRMATIONS (SA 505, EXTERNAL CONFIRMATIONS)



- If response to a confirmation request is not reliable- the auditor shall evaluate the implications on the assessment of the relevant risks of material misstatement, including the risk of fraud, and on the related nature, timing and extent of other audit procedures.

OTHER ADDITIONAL CONSIDERATION – ALTERNATIVE AUDIT PROCEDURE:



- The authenticity of audit evidence obtained from management while practicing social distancing-
 - If we receive audit evidence from management in an untraditional format or by a different means than usual because of social distancing We remain alert for the following risks:
 - The individual who signed a document may not be the individual whose name appears on the document
 - The individual who signed the document may not be authorized by the entity to approve or otherwise commit the entity to the terms of the document
 - The document (e.g., an agreement, a contract) may have been altered and its integrity may be compromised

OTHER ADDITIONAL CONSIDERATION – ALTERNATIVE AUDIT PROCEDURE:



- The Procedures we can perform to validate the authenticity of audit evidence include:
 - Discussing specific elements of the evidence with the individual responsible for performing the control/preparing the document in a manner that is different from the way it was delivered (e.g., discussing by phone or virtual meeting if it was emailed)
 - Making corroborating inquiries of others involved in the process
 - Agreeing information to source documentation we have obtained as part of other procedures, when possible
 - Confirming the authenticity of the document directly with any third party

EXTERNAL CONFIRMATIONS (SA 505, EXTERNAL CONFIRMATIONS)



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SUPERVISION & REVIEW OF TEAM MEMBERS



- **Staff supervision-** A best practice for maintaining communication is to schedule regular (even daily depending on the complexity of the engagement and the proximity to the report date) check-in meetings with team members to allow them to ask questions directly to executives and other team members and provide status updates on the progress of the engagement. Making use of video conferencing, especially screen sharing functionality, in meetings will help make these check-in meetings more effective and efficient. The use of Microsoft Teams (Teams) can help facilitate these team meetings
- **Reviewing Workpapers-** It is critical for workpaper reviewers to perform quality control procedures to ensure that professional and regulatory standards are met. Best practice for remotely reviewing workpapers is to schedule a call with the preparer so that you can ask questions while reviewing to minimize review notes. Screen sharing functionality can be used during this review to make the review more effective. Additionally, scheduling a call will also allow the opportunity for the reviewer to discuss review notes with the preparer on a timely basis.

SUPERVISION & REVIEW OF TEAM MEMBERS



- Additional risk to be considered while reviewing workpapers-Recognizing the remote nature of our current working environment, team members may naturally be less likely to raise challenges, difficulties and questions they encounter in the execution of their audit procedures.. Therefore, those responsible for executing the detail and general review should have a discussion with the workpaper preparer about:
 - Were there changes in the client's processes?
 - Were there any challenges in executing the audit procedures?
 - Can you explain the purpose of the audit procedure and workpaper?
 - Do you have any concerns with audit procedures performed (did we miss something?) or results obtained?
 - Who from the client did the preparer interact with?
 - Were there changes in client personnel from those that we previously interacted with in prior periods?

MINUTES



- If management will not provide us copies of board meeting minutes and we are not able to review them in person because of social distancing, we coordinate with management to use a virtual meeting environment. Further, Given the client will not provide us with a copy of the minutes, we are not permitted to take screenshots of the board meeting materials they share with us in the virtual meeting environment.
- If management will not or is unable to share minutes using screen sharing, we obtain representations of what transpired at the meetings from those who attended on matters of major importance and the actions taken with respect to the matters. These representations need to be in writing.

RISK OF FRAUD (SA 240, THE AUDITOR'S RESPONSIBILITIES RELATING TO FRAUD IN AN AUDIT OF FINANCIAL STATEMENTS)



- The impact of COVID-19 on businesses could be very significant and could put pressures on management to meet performance targets or market expectations which raises the risk of the likelihood of fraud in the financial statements to a higher level
- the auditor should exercise much higher degree of skepticism and carry out extended audit procedures to eliminate the possibility of fraud or material error in the financial statements.
- auditors must be particularly mindful of the heightened risk of fraud and comply with the guidance provided by SA 240



NFRA 2 – ANNUAL RETURN FOR AUDITORS

- NFRA rules amended - Every auditor to file annual return with NFRA **on or before 30th November** every year in Form NFRA-2; **last date for submission of NFRA 2 extended (within 150 days from notification of e-form) i.e. May 7, 2020**
- **e-Form for NFRA 2 notified**
- Form NFRA-2, which needs to be submitted by the Firm, **requires various details** including below:
 - Name, contact details of the auditor, reporting period, other general information
 - Details of Audit clients and audit reports of the auditor (including modifications in the audit report)
 - Audit-related memberships, affiliations, or similar arrangements of the auditor
 - Partners and employees of the auditor
 - Details of Disciplinary Or Other Proceedings Initiated Against The Auditor in the past 5 years
 - Special circumstances (Resignations – for past 3 years, withdrawal of an audit report)
 - Quality control policies of the auditor

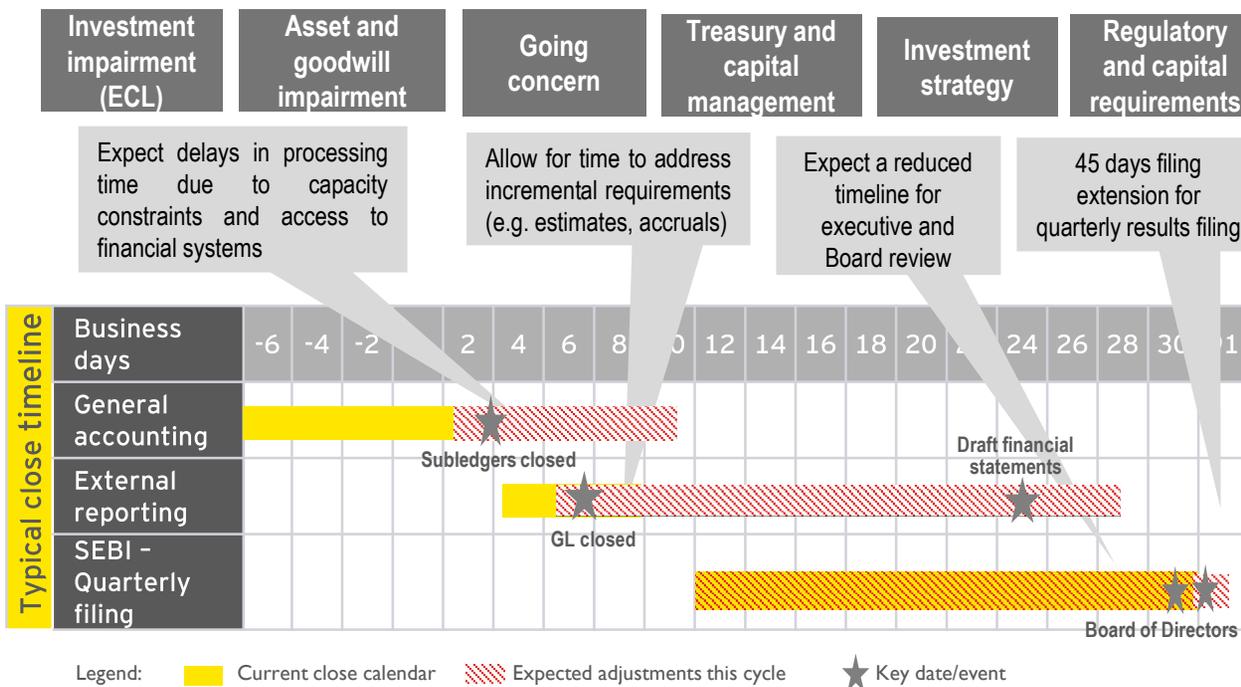
BUSINESS AND OPERATIONAL CONSIDERATIONS IN PREPARATION FOR A REMOTE CLOSE



Current business environment may introduce **significant risk** to period-end close and financial reporting processes

- 1 Close may **take longer** with a remote workforce
- 2 Abrupt changes to the macroeconomic environment will create **incremental requirements**
- 3 The SEBI and other regulators have and may further **revise regulatory guidelines and deadlines**

Business disruption will drive complexity in technical accounting, regulatory reporting and other operational considerations



Finance leaders should answer these questions to assess their situation holistically

- How will your **business forecast change** for the remainder of the fiscal year?
- Should you reformulate the **business model**, analyze **liquidity** or review your **capital allocation** strategy?
- How will you address incremental **SEBI reporting** needs, changes to regulatory requirements, revisions to earnings guidance and impacts on disclosures?
- Do you have people/process **redundancy** in Finance around the world to compensate for illness/absence (and avoid single-point process failure)?
- How will you make judgmental **estimates** with reasonable accuracy in the current environment? Who is going to **make the decision** and how is it **communicated**?
- Where do you rely on **manual controls** and which are at increased risk in a remote workforce environment?
- Where are your **manual processes**? How critical are they?
- What systems are not available via **remote access** or have highly limited access controls?
- What **collaboration tools** are available and do your people know how to use them?
- What **systems support** resources will be available during the Close process?
- How will **review and audit committee** meetings work in this environment?

LEADING PRACTICES IN COMPLETING A REMOTE CLOSE



Potential period-end close modifications

- ▶ Set up a **virtual command center** to manage communications between relevant stakeholders, including a **dedicated or semi-dedicated systems support resource** to enable rapid response to connectivity issues.
- ▶ **Ensure VPN capacity, system access** and align with InfoSec to enable remote access.
- ▶ **Re-sequence your close calendar** to take into account likely delays in normal close activities. Some activities include closing accounts prior to period-end, performing workday assessments to identify potential bottlenecks, implementing a plan for **mock close** cycle to test remote readiness, and anticipating review logistics and data requirements.
- ▶ Consider opportunities to **shorten close activities**. Some examples include shifting non-key accounts into non-quarter end months, using estimates for accruals, simplifying allocation methodology and approach, implementing new materiality thresholds for non-key account reconciliations, increasing approval limits for close adjustments.
- ▶ **Risk rank accounts** likely to require additional analysis given the current economic environment and resource appropriately.
- ▶ **Continued ability of remote centers to support the close** through backup and sustainability planning for offshore support centers.
- ▶ Standardize templates and enforce procedures to ensure consistency and **streamline review cycles**
- ▶ Re-think ways of working to be **remote-friendly** (collaboration tools, set hours, check-in expectations, etc.)
- ▶ Pursue additional **automation opportunities**. Some examples include automating interfaces, allocations, implementing workflow tools (e.g. BlackLine).

Prepare for your first remote close by implementing a rigorous governance and tracking process



Prepare to manage the close



Consider your meeting cadence



Rigorously execute



Set guidelines for working remotely

Leverage leading practices for virtual ways of working to drive efficiency in period-end close process

 Team interaction	 Meetings/working sessions / workshops	 E-mail	 Video conferencing	 MS Teams, Sharepoint, Slack, Google, etc.
<ul style="list-style-type: none"> ▶ Teams are made of people – spend more time on personal connections than normal ▶ Maintain daily contact, matching office hours and standing meetings as if onsite ▶ Hold 1-1 touchpoints with key business partners (start with daily) ▶ Align on cadence (roles and responsibilities) ▶ Let others know you have seen a request and will address 	<ul style="list-style-type: none"> ▶ Teams are made of people – spend more time on personal connections than normal ▶ Maintain daily contact ▶ Match office hours/standing meetings as if onsite ▶ Hold 1-1 touchpoints with key business partners ▶ Align on cadence ▶ Let others know you have seen a request and will address ▶ Build flexibility into required meetings 	<ul style="list-style-type: none"> ▶ Verify full contact information in signature, including cell phone ▶ Intentional Subjects: e.g., Request: Send me xyz... ▶ Structured, short notes with short paragraphs and bullets ▶ Be purposeful in who is included in 'to' and who is a 'cc' for awareness only 	<ul style="list-style-type: none"> ▶ Sign on with full name, group, and role ▶ Video - Use video chat (dress as you would at office) ▶ Sound - Make sure your mic is functioning at appropriate sound level, stay on mute when not speaking, and minimize background noise ▶ Share – Content, notes / actions, whiteboard ▶ Leverage more for 1-1 discussions 	<ul style="list-style-type: none"> ▶ Formulate a flexibility schedule and close expectations to accommodate unavoidable personal circumstances (e.g., employees working while taking care of dependents) ▶ Dive into collaboration features that lend to virtualization ▶ Take advantage of landing pages, topic threads



THANK YOU

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