

EMERGING CHALLENGES EMPLOYEE RELATIONS

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Corporates - Shifting Risk Profile

EARLIER- SIMPLER

Legal Risk

- Around unfair dismissal claims & reinstatement

Regulatory / Compliance Risk

- Localized to the specific jurisdictions

Reputational Risk

- Localized (print media coverage)



NOW- COMPLEX

Reputational Risk

- Broader & more widespread impact (onset of social media)

Legal Risk

- Around unfair dismissal claims / mental harassment and impact with demands for higher financial claims

Financial, Regulatory & Compliance Risk

- Crossing of jurisdictional lines (global presence of companies)
- Fines and penalties

Challenges - External



Geopolitical and ideological views

Expression of personal views
Public expression / posting
Rise in expectation for visible action from Corporates



Evolving Legal Landscape

Progressive & changing laws globally
e.g. Whistleblowing protection laws,
Data privacy, new labor codes in India,
progressive judgments related to sexual
harassment matters etc.



Social Media Influence & Impact

Influencer Culture – Reels Revolution / Blogging
Expressions of frustration over Instagram Twitter (X) / LinkedIn / Facebook
Reactions to Posts or maligning people over online platforms
Messaging senior leaders on their private online profiles
Job Posting and related perceptions



AI generated content

AI assistance in written complaints / responses
AI generated content - evidence manipulation



Conduct Outside the Workplace

Domestic disputes, issues related to personal spaces
Recovery of loans (online loan applications process and associated risks)



Recruiting Related

Impersonating of company recruiters, senior HR leadership

Challenges - Internal



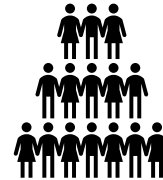
Complexity of cases

Largely driven by more subjective nature of complaints e.g. perception / sentiment based, complaints and counter complaint



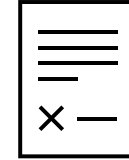
Hybrid and New Ways of Working

Blurring of boundaries, friction on the hybrid and return to office expectations



Work Force Demographic

Multi-generational workforce dynamics
Refusal to acknowledge actions
Manager Effectiveness and Capability



Legal Notice and Claims

Legal notices from active employees
*Increase in unfair dismissal claims / approaching relevant regulatory authorities

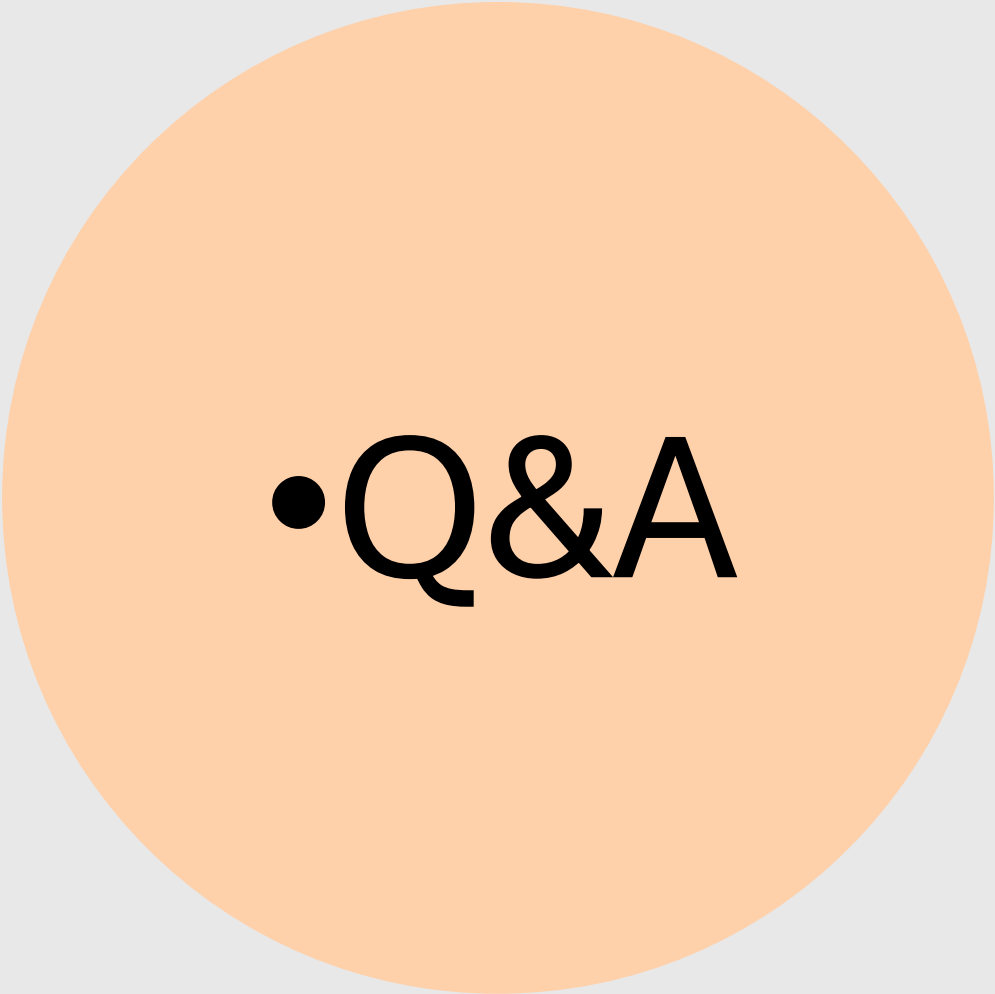


Mental Wellbeing a key focus

Increase in mental wellbeing matters
depression, stress etc.
(not workplace driven)

How do teams respond?

- Looking at issues with strategic intent, foresight and ability to assess risk as the matter evolves – **Evolving response**
- Quick and swift response, especially in matters that have social media – aim is to **de-escalate first**
- Relooking at how we conduct investigations especially around **interviewing and approaches**
- **Reviewing policies** for clarity and **transparency** of information
- Strong **focus on documentation** and **rationale for outcomes/recommendation**
- Issues are no longer about breaches only they are increasingly becoming more around **poor judgement**
- Investing in **skill building** for managers, HR and ER teams
- Create a “**No Surprises**” Culture; encourage **proactive communication on evolving matters**



• Q&A