

INSIGHT

AFCONS

VOLUME 11 | ISSUE 1 | JANUARY 2021


Shapoorji Pallonji

Resilience

Humanity

Stay at home

Resolve

Corona
Warrior

Covid-19

Awareness

Pandemic

Empathy

FOCUS

COURAGE

COLLABORATE

ADAPT

NEW NORMAL

SOCIAL
DISTANCING

Vaccine

EMERGE

FAITH

Patience

Work
FROM
Home

LOCKDOWN

Kindness

Zooming

sanitiser

FORGIVE

Motivation

GRATITUDE

COMMUNICATION

Shots

Friends Essential

Personal
Hygiene

Family

Meditation

Psychological Safety

LEARNING

COMPASSION

OF

Even as hope for vaccine rises, people find healing touch in inner traits during the pandemic

Hope

from EVC'S desk

Our learnings have been massive

Dear Afconians,

Wish you a Very Happy New Year.

It is that time of the year when we pause to reflect and hope to bring positive changes that not only bring improvements inside us but also to people around us.

Undoubtedly, the pandemic has been the worst period of our lifetime. But I am happy how the entire Afcons family has faced this colossal health crisis. Because of your resilience and hard work, we could survive and move on. Despite the struggles, we went on to win new projects, complete complex engineering projects, and extended our helping hand to societies affected by the pandemic. It fills my heart with pride and happiness for the compassion you have shown and the excellence you have generated.

Moving on we must prepare ourselves to continue to deliver excellence and make it a habit within the organisation. Since we are not completely out of the pandemic yet, we must cut down on frills and distractions and get down to do what we do best - extreme engineering.

We should leverage on our technical knowledge and commitment to deliver value in whatever we do. The infrastructure industry is difficult and unforgiving, and its problems are complex and challenging. In an industry where the requirements are so diverse and huge, we can thrive only by virtue of our technical and engineering mastery. Let's quickly imbibe the philosophy of deep work and pursue our work with a single-minded focus.

Organisations that come out of a crisis are those that move quickly to communicate with its employees and stakeholders. Our teams at head office and at sites acted early, effectively, and regularly to educate, support, and guide the workforce. Our Covid-19 crisis communication has immensely helped in this cause.



K SUBRAMANIAN

Our learnings have been massive. And I am sure the pandemic and the times ahead will accelerate those trends. So, let's continue to nurture hope, display optimism, show compassion, learn, adapt, communicate, focus on care and wellbeing, and march on with project delivery.

I wish you all the best, and hope 2021 brings peace and happiness.

making HEADLINES

Afcons moves up in ENR rankings - 7th in Marine globally

Afcons has steadily risen in Engineering News-Record (ENR) Global Rankings. In 2020, the company has risen to 7th place in Marine and Port facilities from 9th in the past year and has retained the 13th position in Bridges sector. In both these sectors no other Indian company is within the Top 20. Afcons has also improved its ranking in the Transportation sector moving to 39th spot from 49th in 2019.

Afcons wins MIKE Award 2020

Afcons has been awarded the prestigious Global MIKE Award 2020 (Most Innovative Knowledge Enterprise). The MIKE Award is the pinnacle acknowledgement that an organisation is successfully leveraging its Intellectual Capital to generate value. It is awarded by the Global MIKE Study Group - consisting of a panel of International Experts drawn from Academia and Corporate. This is for the fifth consecutive year that Afcons has achieved the apex recognition (MIKE builds on the erstwhile MAKE awards - Most Admired Knowledge Enterprise).

One mn Safe Man Hours for Dubai bridge project



The Entrances to the Jewel of the Creek Development project, in Dubai, has achieved one million Safe Man Hours without Lost Time Injury from Parsons Consultant. The certificate was received by Project Manager Mr Ayman Al Azzeh and Safety Manager Mr Man Singh. The certificate was awarded for MCC Bridge Widening Works segment of the project.

OFFICE ADDRESS

Afcons House, 16, Shah Industrial Estate, Veera Desai Road, Azadnagar, Andheri (W), Mumbai - 400 053, Maharashtra, India.

Tel No: +91-22-67191000 | **Fax:** +91-22-2673 0047/ 2673 0026

Website: www.afcons.com | **CIN No:** U45200MH1976PLC019335

EDITORIAL

Bhakti Prasad, Krishnakumari C, Bivabasu Kumar, Chandrika Sen

METRO MAGIC in a manic year

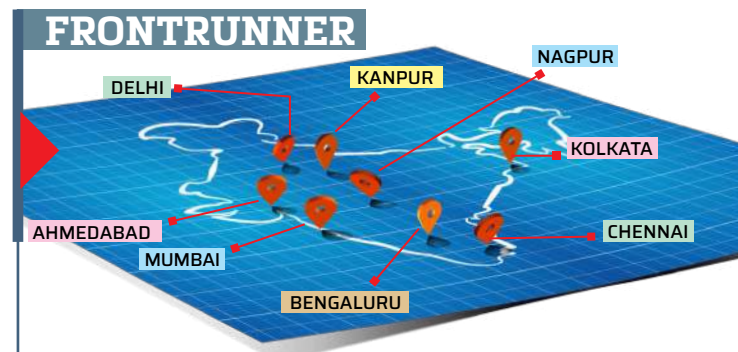
Commitment to employee wellbeing, adapting fast to 'new normals' and selective business acquisition have been our recipe for success, says R Anantakumar

After the Covid-19 pandemic tightened its grip on India in March last year, few could imagine the impact on business environment. Proactive steps had to be taken to overcome the disruption of operations and supply chains.

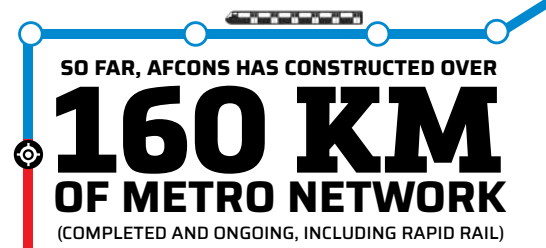
For Afcons the pandemic became an opportunity in adversity in which the organisation gained new insights, adapted, and managed to grow. Amongst various positives, Metro rail was the highlight. The Urban Infrastructure Business Unit bagged multiple jobs and created milestones to provide the much-needed thrust. "We took a very

focused approach and didn't let the pandemic upend our execution plans. Our major focus areas were continuity of ongoing projects, employee wellbeing and being selectively competitive about new business acquisition," said R Anantakumar, director of Afcons' Urban Infrastructure Business Unit.

One of the reasons why Afcons could sustain the pandemic was because the organisation demonstrated a deep commitment to keep employees and workforce safe and healthy. Over 13,000 workers across geographies found shelter at the peak of the pandemic. "As an organisation, we thought how fast we could adapt to the new normal. We were



Metro presence in 8 Indian cities





prepared to accelerate the development of new strategies, early and quick implementation of Covid-19 prevention protocols and SOPs. Most of our customers are very demanding. We had to make sure we were ready to start whenever we decided to start," Anantakumar said.

The project teams ensured that pandemic-specific health & safety protocols were implemented. The staff were trained in Covid-19 prevention measures to avert transmission of the disease when we restarted operations. During the lockdown, over 3500 employees and workers were supported across various Metro sites. The continuity of workforce helped us achieve several notable milestones.

During the pandemic the Kolkata Metro team completed the deepest Metro ventilation shaft at East-West Metro corridor at 43.5m below ground level. Located at Strand Road near river Hooghly,

We took a very focussed approach and didn't let the pandemic upend our execution plans. Our major focus areas were continuity of ongoing projects, employee wellbeing and being selectively competitive about new business acquisition



R ANANTAKUMAR,
Director of Afcons' Urban Infrastructure Business Unit



the vent shaft is placed between the iconic twin underwater tunnels.

Afcons made noteworthy progress along the 8.4km priority corridor from IIT-Kanpur to Motijheel for Kanpur Metro. Immediately after the lockdown, over 2,000 workers were deployed. After launching the first U-Girder during the pandemic, the team completed erection of 100 U-Girders in a very short time. So far, the site has completed over 90% of

total piling activity. This project is the first priority corridor, and the fastest Metro project in India, as declared by the client, Uttar Pradesh Metro Rail Corporation (UPMRC).

At Nagpur, Afcons is constructing the longest Metro-cum-flyover stretch over single piers in the country. "The viaduct portion was completed and handed over for track laying. We also completed 3.9 km of the 4.9 km NHAI flyover section. The

credit goes to the team for ensuring timelines were met despite the lockdown," said Nagpur Metro Project Manager Amarsinh Raut.

"The pandemic had put pressure on government investments. Hence it was pertinent that we selectively won new projects to build future pipeline of work. Project bidding requires extensive interaction between teams like design, methods, planning, procurement, risk etc. Our teams adapted to the pandemic-induced restriction on physical interaction, and competitively won six new projects. Afcons is also the first infrastructure company to win a bonus in Nagpur Metro project," Anantakumar said.

The ability to rise to the challenges during the pandemic has made Afcons more agile and adaptive to changing business environment. The progress in Urban Infra is just a partial glimpse of the resilience the organisation has shown in the critical period.

AFCONS IS KNOWN FOR...

INDIA'S FIRST

underwater Metro tunnels

INDIA'S DEEPEST

underground Metro station

INDIA'S FASTEST

one of India's fastest Metro projects

INDIA'S BIGGEST

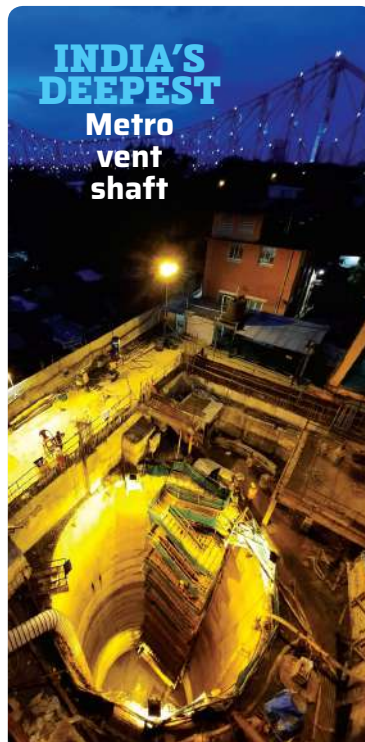
one of India's biggest underground interchange stations

INDIA'S DEEPEST
Metro vent shaft

LONGEST
double decker Metro-highway elevated corridor

INDIA'S FIRST

underground Metro station using top-down methodology



Be future ready always

Dear Afconians,

Let me begin by thanking you for your courage, compassion and resilience during the ongoing pandemic and wishing everyone a happy, healthy, and safe 2021.

As we eagerly wait for the Covid-19 vaccine to arrive, the health and economic uncertainty continues to change the world in fundamental ways. The pandemic has caused massive structural shifts to companies and their risk-return profiles. Many organisations have faced existential threats. It is a stark reminder that natural disasters can become more frequent and severe, and we must be future ready.

Thankfully, for Afcons, our foray into international markets, amidst other things, have helped in hedging our risks. Almost 30% of our orderbook has come from overseas and it has helped to sustain during the Covid-19 crisis. Our strategy to diversify and enter new geographies early have been a dynamic move to navigate an unpredictable future. This year marks the entry of our Hydro and Underground business unit into a new country - Zimbabwe. Our Surface Transport business unit has bagged its first overseas project with private client, and Urban Infra has been the prime mover in bagging multiple orders.

Entering the last quarter of the financial year we have booked orders worth Rs 11,000cr in the first nine months of the current financial year as against last year's (FY 19-20) Rs 6,426cr. We are expecting to end the financial year with a reasonably healthy turnover despite slowdown and the turmoil caused by Covid-19.

Early risk detection and controlling weaknesses are of paramount importance. Unless we are able to predict new threats and detect changes in existing ones, chances are we will be caught flatfooted. As an organization, therefore, we must show more efficiency, bring improvement in operations, and heighten awareness about cost management. We should also realise that 'Cash is King' in Construction Industry and all the more in the current scenario. Hence, we should continue to manage Working Capital better and collect our receivables on time.

We have witnessed some fantastic moments last year despite the gloom and fear of the pandemic. The organization has shown signs of excellence under the most difficult circumstances. I would, therefore, urge everyone to stay positive and keep believing. Let's collectively win the battle.



S PARAMASIVAN

All the best.

WIZARDS OF ENGINEERING

Innovations are like magic. Implementing new processes can be risky yet if done

logically and systematically can yield marvellous results. A key reason for the success of our extreme projects is this wizardry in engineering. Over the years latest and best practices in design, operations, and efficient use of equipment and technology have helped in providing smart solutions to complex projects. The yearly improvement in ENR rankings reflects this pursuit of excellence. Afcons has risen to seventh place in Marine from ninth in 2019 globally. It is the only Indian company in Top 25 international marine and port facilities. It has successfully retained the 13th spot in Bridges for the second year in succession.

Let's look at a few game-changing innovations in some of our projects that made headlines in 2020 (select list only):

Atal Tunnel, Rohtang:

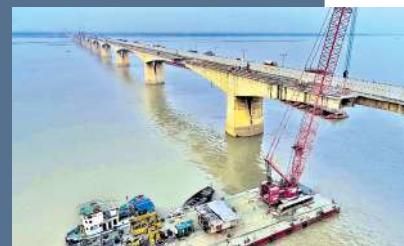
World's longest highway tunnel at 10,000 feet altitude saw modification in design that provided a deep invert for emergency egress, also ensuring all round circular ground support. Also, the team ensured continuity of traffic during construction of deep invert.



MG Setu, Bihar:

This is India's first Balanced Cantilever Bridge superstructure to be dismantled without dismantling the foundations and converted into a Simply Supported structural steel truss Bridge.

Concrete to the tune of 76,5000 cum was dismantled - something never been attempted in the country before. During the process, de-stressing of external pre-stressed cables was undertaken safely.



East-West Metro, Kolkata:

As part of a delicate operation where TBMs could encounter difficulty in crossing the D-walls, Afcons designed a 'soft eye' of Styrofoam replacing M-40 concrete. This is the first design of its kind attempted in India by in-house design engineers.

Safety Award for Chhara Project



Chhara Breakwater Project has won the Silver Award in the National Occupational Health & Safety Award 2020 organised by Indian Chamber of Commerce (ICC).

CII Safety Award for Gopalpur Port

Gopalpur Port has emerged the winner at Safety, Health & Environment Excellence Awards in Construction Sector. The award has been bestowed by the Confederation of Indian Industry (CII). Afcons beat nine major construction companies in India to clinch the title.

ICC Innovation award for Kolkata Metro



Kolkata Metro Rail Project has been adjudged the winner of "Managing worker gathering, meeting, etc." category at the Indian Chamber of Commerce (ICC) Innovation Contest. Afcons emerged winner among 35 entries based on leadership engagement and special HSE initiatives and support provided to all stakeholders amidst the Covid-19 pandemic.

newPROJECTS

Two packages in Delhi-Meerut RRTS project

National Capital Region Transport Corporation Ltd has awarded Afcons two contracts with scope of constructing tunnels and underground stations, viaduct and elevated stations, respectively.

Jetty project in Kochi

Afcons has been awarded a job of reconstructing North Jetty at Naval Base in Kochi on EPC basis for Cochin Port Trust.

Metro project in Ahmedabad

Afcons has been awarded a job of constructing elevated viaducts and 11 stations in Ahmedabad Metro Rail Project Phase-II, by Gujarat Metro Rail Corporation Ltd.

Water project in Zimbabwe

Afcons has bagged a project to upgrade Deka Pumping Station and River Water Intake System in Hwange, Zimbabwe.



Diwali Surprise

A photo contest was organised for Head Office employees to add cheer amidst the gloom of the pandemic during the festival of lights. The contest received overwhelming number of entries and winners received their Diwali surprise in form of attractive gifts.

NEWS

EVC visits Kanpur Metro site

Executive Vice Chairman Mr K Subramanian visited the Kanpur Metro site on October 10, 2020. Mr Akhil Kumar Gupta, Executive Director (Operations) and BU Head-Surface Transport, and Mr R Anantakumar, Director and BU Head-Urban Infrastructure, joined EVC in taking stock of the activities. After a visit to the Casting Yard and IIT-Kanpur station site, they planted saplings at the camps. The project team received the much-needed appreciation and motivation to carry forward their good work.



HRcorner

Soft Skills Trainings

Negotiation Skills: A workshop was conducted on MS teams between November 30-December 1, 2020.

Business Writing Skills: The second batch of Business Writing Skills workshop for Finance and Accounts team was conducted on November 26-27, 2020, on MS Teams.

Effective Communication Skills: A training session on Effective Communication Skills was conducted at Bangalore Metro project site.

newJOINEES

Mr Gautam Shankarlal has joined as Joint General Manager (Projects) at NCRTC project.

Mr Nand Kishor Singh has joined as Dy. General Manager (Projects) for water project in Zimbabwe.

Mr Saurabh Mishra has joined as Joint General Manager for Kosi Bridge project.

TOTAL RECALL 2020

A RECAP OF THE YEAR GONE BY

JANUARY - MARCH

HR LEADERSHIP AWARD

Ms Bhakti Prasad,
Director - HR

- Outstanding Leadership Award
- Honour for being only woman HR leader in Infra industry
- Named among 101 fabulous HR leaders in India

PR AWARDS

- Chanakya Award
- Best corporate website
- Best documentary
- Best English newsletter

CORP COMM & PR EXCELLENCE AWARDS

- Mr Bivabasu Kumar, Head - Corporate Communications
- Chanakya Award for External Communications
 - Most Creative Corp Comm Professional of the Year

APRIL - JUNE

SAFETY SUCCESS

- British Safety Council award for nine projects
- Safe Civil Contractor award for Nagpur Metro

NEW PROJECT
Water pipeline job in Tanzania

BEST EMPLOYER BRAND
Award for Best Employer in Bhutan

- ASSOCIAM Awards**
- Equal Opportunity Enable Award for Mcons
 - Best Talent Management Award for Mr Abhijit Kamthe

NEW PROJECTS

- Road projects in B desh
- Marine project in Gujarat

PROJECT INAUGURATION
Nagpur Metro Reach-3 flagged off

COMMUNITY SUPPORT
Employee volunteer programme to mentor tribal students

PROJECT INAUGURATION
Western bank of Bihar's Jha Setu opened for traffic

METRO MARVEL
India's deepest vent shaft completed in Kolkata

Global Safety Award
Winnor in Safety Leadership Award for Nis Prabhavati Mishra

JULY - SEPTEMBER

NEW PROJECTS

- Road project in Gabon
- Elevated road project in Bihar
- New water pipeline project in Tanzania
- Water pipeline project in Zimbabwe

SECOND FASTEST
Afcons wins Second Fastest Growing Construction Company award

OCTOBER - DECEMBER

FAST TRACK
Kanpur Metro erects 100 U-Girders in 67 days

SAFETY AWARD
Award for Chhara Breakwater project

- NEW PROJECTS**
- Package 8 of Delhi-Meerut Regional Rapid Transit System Corridor
 - Marine project at Kochi

PR & CRISIS COMMUNICATION AWARDS

- Crisis Management Initiative of the Year at the StraComm Asia Awards 2020
- Bronze Award in Public Awareness Category at PR Awards India 2020

LEADERS IN BRIDGES & TUNNELING
Honour at second Rail Analysts Infra Summit

CIH AWARDS
Chennai and Katra-Dharam bridge projects win accolades

INNOVATIVE TEAM
Kolkata Metro team wins ICC innovation contest

13,500+*
Total workforce sheltered during Covid-19 lockdown

17,64,402*
Number of meals served to workforce during the period

11,000+*
Number of families within local communities supported with food kits

COMMUNITY SERVICE DURING COVID 19

Distribution of PPE kits, Medicines, Masks, Sanitisers, etc to hospitals, and, Local Authorities

HIMALAYAN FEAT
PM Narendra Modi inaugurates Atal Tunnel



*Between March to June, 2020

awards

6th Atal Shastra Markenomy Awards 2020

- Atal Tunnel, Rohtang & Annaram Barrage won in best infra and best water resources infra categories, respectively.
- Managing Director, Mr S Paramasivan, was felicitated with Lifetime Achievement award in Infra Economy
- Mr Satish Paretkar, Director and Hydro & Underground BU Head, was felicitated with the Doyen of the Decade (for India region) award in Hydro Power & Water Resources Construction



Honour for Atal Tunnel

Atal Tunnel, Rohtang, was named the Roads & Highways Project of the Year at the 10th Construction Week India Awards 2020. Afcons received the honour during a virtual ceremony held on December 22, 2020.



Corp Comm & PR Awards

Afcons' Covid-19 Awareness Campaign (# AfconsFightsCovid19) was chosen the winner in the Covid-19 Crisis Management Initiative of the Year category at the 6th StratComm Asia Awards 2020. This recognition came at the Asia Pacific level. The campaign also won at the PR Awards India 2020. Both the awards were received basis a case study on Purpose-Driven Communication during Covid-19 crisis.



ALERTS

Scan the code to visit Afcons' YouTube channel and stay tuned with the latest videos

