

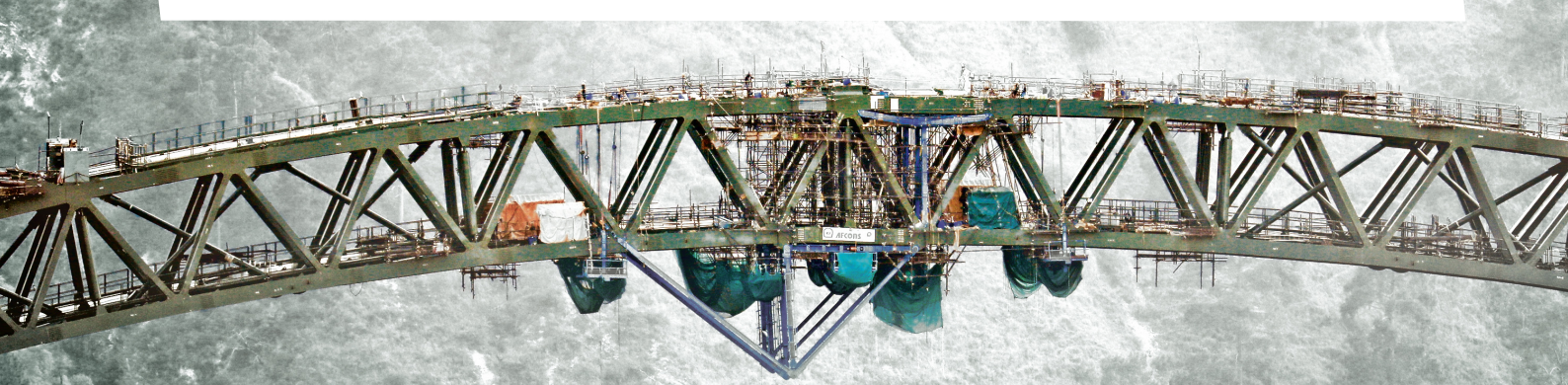
INSIGHT

AFCONS

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Shapoorji Pallonji



ON TOP OF THE WORLD

AFCONS COMPLETES ARCH OF WORLD'S HIGHEST RAILWAY BRIDGE

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Courage & Caution

Dear Afconians,

We're at the beginning of a new financial year and despite the turbulence of last year caused by the pandemic the organisation has fared well. Afconians have displayed exuberance and caution in equal measure to bounce back and not let the contagion dampen their spirits. We have worked hard to bag more projects, enter new geographies, and, make news nationally and internationally as well.

We recently completed the arch of the world's highest railway bridge. The Chenab Bridge is well known for its engineering challenges and will be remembered as a masterpiece constructed by Indian engineers. I am glad the perfect closure of the arch, which, at one time, seemed impossible, is finally complete. I commend the tenacity and bravery of our engineers who have worked on this project despite various odds. It is as they say 'bravery is not the lack of fear but the ability to move forward in spite of fear'. Afcons' engineers have worked relentlessly and fearlessly. Kudos to them.

But what enables us to even attempt such daring projects? What drives our motivation for extreme engineering and construction? The answer lies in our thriving Knowledge bank, and, it is elating how Afcons continues to excel in the domain of Knowledge Management. For the fifth consecutive year, Afcons has won the prestigious MIKE award, and, I am confident we'll continue to lead the learning trend in the country's infrastructure space.

Unfortunately, the second wave of the pandemic

is spreading fast. I sincerely urge all Afconians to take precaution and get vaccinated at the earliest possible. Maintain social distancing and do not be complacent to treat the contagion lightly.

Let's start the new financial year by being vigilant, and, being steady in our pursuit for excellence. All the best.



K SUBRAMANIAN

making HEADLINES



Munali flyover opens in Lusaka

Lusaka city got another swanky flyover on March 24, 2021, following the inauguration of Munali Flyover by the Honourable President of Zambia His Excellency Mr Edgar C. Lungu. This flyover is part of Lusaka City Roads Decongestion Project that aims at overhauling the transportation system in Zambia.

Tanzania pipeline project commissioned

The Extension of Lake Victoria Pipeline Project, in Tanzania, was inaugurated by the Honourable President of United Republic of Tanzania Dr John Pombe Joseph Magufuli on January 27, 2021.

Samruddhi Mahamarg site visits

Cabinet Minister of Food and Civil Supply, Consumer Affairs, Government of Maharashtra Mr Chhagan Bhujbal visited the Nagpur-Mumbai Super Communication Expressway (NMSCEW) Package 14 on February 8, 2021, to assess project progress. He expressed satisfaction over the team's dedicated efforts towards completion of the project.

Meanwhile, Executive Vice Chairman K Subramanian and Deputy Managing Director R Giridhar visited the project to review the progress and to celebrate New Year with the team.

MD, DMD visit Chenab site

Managing Director S Paramasivan, and Deputy Managing Director R Giridhar visited the project site of the world's highest railway bridge on March 5, 2021. They interacted with the Chenab Railway Bridge project team and motivated everyone ahead of the arch closure.

The arch closure was an extraordinarily complex and challenging engineering exercise, a feat that Afcons team eventually achieved and made India proud.

EDITORIAL

Bhakti Prasad, C Krishnakumari,
Bivabasu Kumar, Chandrika Sen

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

MIKE 5-FOR

'EMBRACING COLLABORATIVE TECHNOLOGIES IS KEY'

People, Process, Technology and Relationship form the bedrock of the Afcons' Operational Excellence

Framework. It provides the compass to navigate, sustain and improve our People Capacity and Project Delivery Capability.

Digital technologies have immense potential in transforming construction processes and improve project delivery. Over the years, Afcons has piloted best-in-class technologies including Advanced Analytics and IoT. We also invest in the latest and state-of-the-art machinery, including our own tunnel boring machines, heavy-duty cable cranes and marine Jack up barges. In several projects, we have partnered with vendors and suppliers to deliver customised construction chemical solutions for the benefit of the project.

The strategic shift to become a Knowledge Enterprise was in part a response to the changing landscape. While universally Money, Machinery and Manpower continue to be the key resources, leveraging Knowledge Capital of our people and creating an associated culture, mindset and processes is the game changer.

The disruption caused by the Covid-19 pandemic has been beneficial to Afcons. The organisation used this opportunity to quickly embrace collaborative technologies. Knowledge Sharing became easier and more democratised. Our global partners- Technology and Engineering Consultants and suppliers, academic institutes, domain experts among others have stepped in and conducted numerous webinars on several domains to a larger pool of participants.



R GIRIDHAR
DEPUTY MANAGING DIRECTOR OF AFCONS

Afcons becomes first Indian infrastructure organisation to win the coveted MIKE award for five consecutive years

What makes Afcons, an infrastructure organisation, win global accolades for Knowledge Management year-after-year? The answer: The company values its people and nurtures the knowledge they create. The commitment to create knowledge capital in the most efficient manner has become an integral part of the organisation's culture. For a decade now, Afcons' dedicated Knowledge Services Group (KSG) is constantly innovating unique systems to add value to the vast repository of knowledge.

Knowledge Capital

Afcons is known for successfully executing some of the most challenging and complex projects across the world. The Operational Excellence framework enables the company to execute projects on or before schedule. At the same time, the organisation recognises that if the knowledge and innovation created by its own people in each project is harnessed effectively, it has the potential to take Afcons to a different level. It is this foresight that led to the initiation of Knowledge Management.

Strong processes are put into place enabling quick learning from experiences at projects and deploying these insights in others. Technology is definitely the cutting edge as it helps ensure this knowledge is provided at the right time to the right people. Thus, over the years, Afcons has been able to generate knowledge capital through people, processes and technology.

Effective Harnessing
Afcons' knowledge processes are based on the robust 'Learn Before, Learn During and Learn After' model. Specific knowledge activities are undertaken right from receiving the LOI to project



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completion. The Technical Training Team, an integral part of the Knowledge Services Group (KSG), is the key driver for building the technical competency of engineers. Formal processes have been designed to disseminate knowledge in a targeted and structured manner.

Every effort is made on each project to achieve knowledge leadership by integrating processes into routines and creating a cadre of 'Knowledge Ambassadors' so that there is visible, measurable, and sustainable impact of knowledge on delivery.

Larger Impact

This journey to create a new culture in the industry has fuelled the organisation's strategic intent to becoming a Knowledge Enterprise.

Being a custodian of wealth of knowledge has manifold benefits for the organisation as well as the industry. It improves competitiveness, helps address challenges in projects and ensures timelines are adhered

The Global MIKE Award is an international accolade for companies distinguished as the Most Innovative Knowledge Enterprise. This is a highly prestigious and coveted award, and the list of winners include international conglomerates, consulting organisations and IT majors. The award recognises companies who are able to generate knowledge capital through their people, processes and technology.

to. All stakeholders (JV partners, suppliers, vendors and subcontractors) also benefit from the organisation's knowledge capabilities. There have been instances of Afconians adding value to their partners, thus improving productivity and lowering cost.

Afcons has always stayed ahead of the curve in terms of identifying changing trends and introducing innovative solutions that meet the new requirements. Cost consciousness and profitability, operational excellence, efficiency improvement, Improvement™ (The Afcons Trademarked and Copyrighted Innovation Framework) will continue

to remain the essential prerequisites for maintaining the long-term health and growth of the organisation. These factors make us a partner of choice in the industry.

Afcons firmly believes in sharing knowledge and learning through various industry platforms and committees, thus benefitting the industry at large.

IN conversation: RUDOLPH D'SOUZA 'KSG is entering into its most ambitious phase'

Afcons' Chief Knowledge Officer Rudolph D'Souza is an embodiment of calm. For him winning an award is just a part of a day's work as the creative genius has his eyes firmly set on the goal. "Our vision to be a 'Knowledge Enterprise' is unique, globally. This signals the belief and support of our leadership to grow Knowledge Capital at Afcons," he says.

While, for most breaking down Afcons' decade-long KM journey can be daunting, D'Souza encapsulates it into three stages - Commencement, Consolidation and Embedding (processes into work). Afcons initiated KM and Technical Training (TT) in 2011-12 with focus on creating the technology platforms that were developed in-house. The emphasis then shifted on content creation and development of an e-Learning module. "Afcons thus became a pioneer in the infrastructure sector for KM as well as for e-Learning," he adds.

integrated to form the Knowledge Services Group (KSG) in 2017. The synergies of this move were reflected in the boost to activities under the 'Learn Before, Learn During and Learn After' model. The pivotal moment came two years later, when a 125+ cadre of enthusiastic 'Knowledge Ambassadors' was formed. Combined with the launch of 'Mission 10000', they have ensured that the KSG Processes are entwined with project progress.

D'Souza credits the success of implementation of knowledge processes across projects to the passionate Knowledge Ambassadors. "The wisdom of having multiple Knowledge Ambassadors at a project, rather than relying on one, is unique to Afcons. So is Mission 10000, which is an outstanding example of using gamification in KM. While these elements may seem disparate, when put together, they have created a distinct flavour that makes KM at Afcons stand out internationally," he explains.

The KSG is now entering its most ambitious phase. Technical Competency Maps are being created domain wise, and each engineer will be mapped to it. "The learning paths towards the next level will be chalked out. Knowledge Collections is another ambitious programme. Finally, identifying and measuring improvements and impacts in a tangible manner is on the cards," D'Souza signs off.

The KM and TT teams were



RUDOLPH D'SOUZA
CHIEF KNOWLEDGE OFFICER



PIC: AFCONS



SCAN CODE FOR ARCH CLOSURE VIDEO

MISSION ACCOMPLISHED

Afcons completes arch of Chenab Railway Bridge

All of world's eyes were trained on April 5, 2021. The world was about to witness the arch closure of the World's Highest Railway bridge. And when the moment arrived with the lowering of the final segment, victory chants reverberated around the Chenab valley.

It was no surprise to hear the chants as the spirit of patriotism ran high. It was a different feeling altogether

and cannot be explained in words. Dignitaries who had gathered to witness the moment were overwhelmed by the wave of adulation. India and the world witnessed the rarest of sounds - valiant workers perched at a height above 359m baying for the arch closure and erupting in joy.

Not only those who were present in Chenab, but also millions of Indians who have been intently following the

event, were proud for the bravery, patriotism, and spirit of sacrifice displayed by engineers and workers alike.

After the inauguration of Atal Tunnel, the world's longest motorable tunnel 3,000m above sea level, last year, the arch closure of Chenab Bridge once again puts India on the world map. These rare and path-breaking projects define India's supreme engineering capabilities and prove that

we are no more behind our European counterparts. Afcons deployed the most advanced technology and set international safety standards.

As Afconians, we're extremely proud of this achievement, and, will always put nation first in our pursuit for an *Atmanirbhar Bharat*.

Bivabasu Kumar writes an eye-witness account of the Chenab Bridge arch closure

TECHknow VOLTA BRIDGE, GHANA

For an organisation that has built bridges across mighty rivers like the Ganga and Meghna, constructing a bridge over a lake should have been just another day at work. However, this story turned out quite different.

The lake in question is Lake Volta in Ghana; The bridge - the longest railway bridge in the country; And the project - the biggest railway project in Ghanaian history. And this was only the beginning as the perennial lake, which is also

one of the world's largest man-made reservoirs, turned out to be a 70m-plus deep gorge. This meant team had to think unconventionally.

Following geological studies, a special team was mobilised to design and execute a 300m steel bridge. The initial profile of the bridge factored in straight piling, but raker concrete piles of 1.6m diameter was proposed by the team. This innovation is the first-of-its-kind in Afcons' history. As the bridge takes shape, there are many more challenges, and Afconians continue to adapt and innovate to make this unique bridge a reality.



AFCONS IS RANKED 13TH
in Bridges sector globally in 2020 in the Engineering-News Record (ENR) survey

BLAST from the past

The Airoli Bridge across Thane Creek that connects Mumbai with satellite city, Navi Mumbai, is a key infrastructure project that has been credited to easing connectivity as well as boosting business in the region.

Did you know Afcons made history in the 90s while constructing this bridge?

Afcons was the first to build a bridge across a waterbody by lifting 1100MT pre-cast prestressed box girders and placing them in position accurately with a specially fabricated floating hydraulic lift crane.

SCAN CODE FOR DETAILED REPORT

AWARDS

CIDC Glory

Atal Tunnel, Rohtang, and Mahatma Gandhi Setu won Best Construction Project trophies at the CIDC Vishwakarma Awards 2021. The awards were presented at a ceremony in New Delhi on March 7, 2021.



Honour for Chenab Bridge

Afcons received Jury's Special Award - Ati Vishisht Suraksha Puraskar, for Chenab Bridge project, at the NSCI Safety Awards 2020.

ICC Award for 3 projects

Kolkata Metro and Mahatma Gandhi Setu projects won runners-up trophies in the Large Enterprise category at the 14th ICC Environment Excellence Awards 2020. A Special Jury Appreciation Award in the Large Enterprise category was awarded to Ahmedabad Metro Project.



Water Champions

Mr Satish Paretkar, Director, Business Unit Head - Hydro Underground & Water works, was named The Global Water Champion at the World CSR Day Congress & Awards. Annaram Barrage project won Innovation in Irrigation Award and the Water Pipeline Project in Tanzania was named Best Community Project of the Year in Water Sector at the event.

Green Apple Award

Afcons was named a Gold winner at the Green Apple Award 2020. The award from Green Organisation UK was given for Environmental Best Practice Pollution & Emission Reduction to our Ivory Coast project.

Best Crisis Management

Afcons won the Best Crisis Management award in Corporate Communications category at India Public Relations and Corporate Communications Awards 2020. The company won the coveted award for its 100-day-long Covid-19 Awareness Campaign - #AfconsFightsCovid19.



HSE MILESTONES & AWARDS

Honour for Bangalore Metro

Bangalore Metro project won the State Level Safety Award in the Best Safety Construction Projects category from the Government of Karnataka.

Safety awards for Nagpur Metro

- **Safety theme on Welfare:** Nagpur Metro, Reach-2 (Winner)
- **Safety theme on Welfare:** Balance work of Reach-1 stations & depots project. (Runner-up)

8.55 Million Safe Man Hours

Ahmedabad Metro project has been awarded a letter of appreciation on completion of 8.55 Million Man Hours without LTI by Gujarat Metro Rail Corporation Ltd (GMRC).

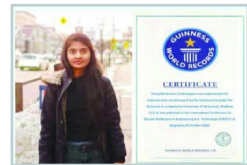
5 Million Safe Man Hours

Afcons' Oil and Gas BU proudly announces the Appreciation from our Client - ONGC for the completion of 5 Million Safe Man Hours without LTI in LEWPP- T2 project.

NEWS

Proud moment

Vyshnavi Garipelly, daughter of G Satheesh, Construction Manager at Mozambique project, has found a place in the Guinness Book of World Records for her research on cybersecurity. This final year engineering student's achievement is a matter of pride for the Afcons family.



Afconian shines at International Hackathon

Sarbajit Roy Choudhury emerged among Top-10 of 'Building The Future Hackathon' organised in association with Microsoft, Galp, imatch and GoWithFlow. His paper - CWC: Charging Without Charges - was adjudged sixth at the international event, which encourages participants to come up with innovative solutions in electric mobility.

new PROJECTS

Bridge over River Kosi

Ministry of Road Transport and Highways (MoRTH) has awarded Afcons a project to construct a new four-lane bridge across River Kosi at Phulaut, in Bihar, including rehabilitation and upgrading of a portion of the existing Birpur-Bihpur section.

Metro job in Kolkata

Afcons has bagged another Metro project in Kolkata of constructing viaduct, ramp and UG works besides building two stations - Rabindra Tirtha and VIP Road - for Rail Vikas Nigam Ltd.

Afcons enters Maldives

The Ministry of National Planning, Housing and Infrastructure, Male, Republic of Maldives has entrusted Afcons with the task of designing and building roads and drainage system in the city of Addu.



National Safety Month celebration at Chhara LNG jetty site



Safety skit being performed by Ice Angels Group as part of HO celebrations



Skit being performed by Afconians at Samruddhi Mahamarg site in Nagpur

National Safety Month

The importance of maintaining high safety standards at workplace was highlighted throughout the month of March, as part of National Safety Month. Several events including skits and quizzes were held across sites and HO as part of the celebrations.



International Women's Day



Afcons Head Office marked the day by organising a get-together to share thoughts and motivate each other to excel in their respective fields



Lusaka City Roads Decongestion Project team in Zambia celebrated March 8 by sharing gifts among women colleagues



HRcorner

Management Development Programme

Middle Management Development Programme: This programme was conducted from Jan 28-Feb 1 in three phases.

Junior Management Development Programme: This programme for Execution Engineers was held on MS teams from March 18-20 in three phases that includes various modules on functional and soft skills.

Soft Skills Trainings

Delegation Skills: The workshop was conducted virtually on Feb 23-24.

Business Writing Skills: The third and fourth batches of Business Writing Skills workshop for Finance & Accounts team was conducted on Jan 27-28 and Feb 16-17.

Personal Effectiveness Training: This programme was conducted for Ghana, Mumbai-Pune Expressway Link and Mumbai Metro project sites through February and March.

Behavioural Competency Trainings

Personal Motivation & Interpersonal Skills: This training programme was conducted for Mauritania site on Jan 30.

newJOINEES

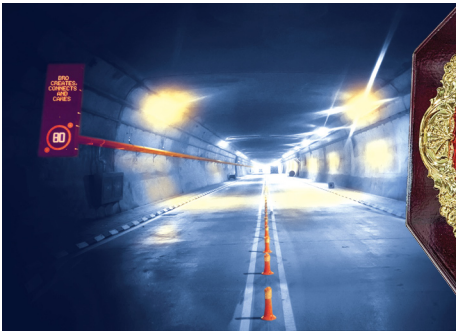
Vivek Kharya has joined as DGM-Projects at Ahmedabad Elevated Metro project earlier this year. With an experience of over 24 years, Mr Kharya has worked with ITD Cementation India and Shapoorji Pallonji & Company Pvt Ltd.

Sanjay Kumar has joined as DGM-Projects at BSRDC, Patna project last year. He has an experience of over 30 years and has worked with companies such as Hindustan Construction Company and Sam India Built Well Pvt. Ltd.

MORTH

AWARD FOR ATAL TUNNEL, MG SETU

Afcons bagged top honours at National Highway Excellence Awards, instituted by the Ministry of Road Transport and Highways (MoRTH), during a felicitation ceremony held in New Delhi on January 18, 2021



Atal Tunnel, Rohtang, was adjudged Outstanding Project in Challenging Conditions



Mahatma Gandhi Setu won the award for Excellence in Innovation



Afcons named Dream Employer

Afcons was named Dream Employer of the Year and Dream Companies to Work (Oil & Gas sector) at the World HRD Congress Awards (presented by Times Ascent) on February 16, 2021.



ALERTS

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

