

INSIGHT

AFCONS

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Shapoorji Pallonji
Built to last...since 1965

THE FUTURE IS HERE

Kolkata Metro conducts
successful test run of India's
first underwater Metro **PAGE 2**



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Time to go High Speed

Dear Afconians,

As we launch into our latest venture, joining the High-Speed Rail bandwagon, something that we have patiently worked on for so long, here's my advice: We may have bagged the ticket, but well begun is only half done. Owing to its size, this project will be a challenge unlike any we have faced before, and it will require strong nerves and extreme determination to see it through. We have a reputation for excellence, and it is up to each and every one of us, involved with the project, to ensure that we deliver this project on time and in the Afcons way.

Speed, accuracy, quality, and safety must be our top priorities. We have a track record of successful project delivery, but we cannot rest on our laurels. We must make a deep dive into this project, giving it everything we have, and leaving no stone unturned in our pursuit of excellence.

We recently concluded our quarterly review meeting, and we came face-to-face with a lot of good developments as well as few not so good ones. One thing we all agreed on was that we must focus on relationship building. To succeed in today's competitive environment, we must have a deep understanding of our customers' requirements, provide bespoke solutions, and make them comfortable to walk the extra mile with us. This is a vital part for our success, and we must continue to strive for improvement.

I am happy to witness the launch of the Afcons Talent Management Academy (ATMA). This virtual academy will allow our talented executives to extend their learning and become domain experts. It is an industry-leading and highly customised training platform that has potential to transform the organisation. I have no doubt that this will be a game-changer for us, and I strongly encourage everyone to take advantage of it.



K SUBRAMANIAN

As we encounter new challenges and take on more ambitious projects, we must be prepared. That is why we are rolling out new training programmes to help us prepare for the future. I urge everyone to take an active role in these trainings.

We have a bouquet of new projects and lot of developments are in the pipeline. We must not lose the momentum and must continue to push ourselves to be the best we can be, never settling for less than excellence.

Together, let us rise to newer challenges and achieve what Afcons is truly capable of.

MD elected as VC of PEPC

Afcons' Managing Director Mr S Paramasivan took charge as Vice Chairman of Project Export Promotion Council (PEPC), an entity set up by the Ministry of Commerce and Industry, Government of India, for two years. He was welcomed by PEPC Chairman Mr Parag Verma during a meeting held recently.

History made in Kolkata Metro

The trial run of India's first underwater Metro, in Kolkata, was successfully completed on March 12, 2023. It was carried out between Esplanade and Howrah Maidan Metro Stations. Honourable Prime Minister Shri Narendra Modi termed it an 'encouraging trend' for public transport in India.

Buzi Bridge inauguration

The Buzi Bridge, in Mozambique, was virtually inaugurated by Honourable External Affairs Minister of India, Dr S Jaishankar, on April 13, 2023, at an event in Maputo. The bridge is a critical link in Tica-Buzi-Nova Sofala Road project, and it will boost the economic development of the region and the country.

Minister visits Zanzibar project

The unveiling of foundation stone of ceremony of Dimani water scheme, Zanzibar, was held in Unguja, at the hands of honourable Minister (2nd VP Office), Madam Her Excellency Harusi Said Suleiman, the Government of Zanzibar. The honourable minister also reviewed the project progress. The event was organised on January 9, 2023, as part of the Independence Day celebrations.

Supporting a noble cause

Afcons supported the Maldives Half Marathon held, in Male, on March 11, 2023. It included various events like Inline Skating race, Wheelchair race, Fun Run etc. The marathon received massive response from the enthusiasts, including women, children, and differently-abled sportspersons. Indian fitness enthusiast Milind Soman was the International Race Ambassador for the event.

EDITORIAL

**Bhakti Prasad, C Krishnakumari,
Bivabasu Kumar**

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

ATMA NIRBHAR AFCONS

Few things can be more daunting than talent

management for an organisation in today's economy.

While, on one hand, there is a dearth of skilled manpower; On the other hand,

it is a challenge to prevent transitions of skilled, or, experienced employees. Internationally, organisations are adopting various strategies to nurture talent to stay competitive. In an industry-leading initiative, Afcons has launched its own Talent Management Academy – ATMA. Ms C Krishnakumari, head of the academy, sheds light on the unique and highly-customised virtual training centre which is developed to create skilled professionals and domain experts. The aim is to create a rich Knowledge environment that will ensure that the talent remains engaged, happy and productive. Excerpts...

What is ATMA? How was it born?

Afcons Talent Management Academy, or, ATMA is a university dedicated to developing employee competencies. It will upskill and reskill our employees and bring out their highest potential. ATMA will guide participants to self-assess themselves, check gaps and build competencies, helping them to become experts in their fields. And, it is not confined to just career growth. It is a huge opportunity for an individual to gain insights into complex activities or events, making engineering an enjoyable journey.

We first envisioned ATMA way back in 2019. And, since then, we haven't looked back. After over five years of research, planning, gathering and execution of ideas, we finally launched it in February 2023. Afcons has successfully executed several technically challenging and complex infrastructure projects globally for more than six decades. There is a massive knowledge base and expertise within the organisation. The best way to utilise it was by converting Knowledge into Skill for all Afconians. It will create a competitive edge, foster better culture, improve employee engagement, and create a regular pipeline of skilled and satisfied employees. We are also facing a skill supply chain challenge in the

industry. ATMA will address all this. And we can't wait to see the transformation it brings.

What is the philosophy of ATMA?

ATMA is based on the principle of 'Learning, Doing and Being'. This enables employees in doing and practicing what they have learnt, and then going beyond the effortful doing to a state of being. 'Being' is the state at which people will become domain experts. It's when an individual seamlessly incorporates the complex new skill, or, skills attained through learning and doing, and guide others to reach the same state.

Today, we have observed that learning is not converted into doing, and, therefore, being is not attained. This happens when the effort fails before the learner can even begin practice. The learner may also fail to practice sufficiently. Or, the level of challenge becomes too aggressive. We have devised a way for continuous training in a systematic fashion to overcome these issues. ATMA helps in seamless transition of becoming a domain expert with continuous learning through an accelerated deliberate practice. The implication of this process is tremendous. Studies have revealed that it takes about 15 years, or, 10,000 hours of deliberate practice for one

to become an expert. But, with ATMA, it will be accelerated to create experts in just five years, or, 5,000 hours. With an increased bandwidth of domain experts, we can achieve focused and efficient work across various areas, boosting productivity and output too.

What learning avenues will ATMA provide?

ATMA will progressively launch domains and functions for Afconians and aims to have all employees onboard for their personal and professional growth. In ATMA, each domain of knowledge is categorised into



VISION

To inculcate a system to develop high-class professionals making Afcons a Knowledge Enterprise

MISSION

To develop a world-class technical training centre for creating skilled professionals and domain experts through the principle of 'Learning, Doing and Being'

five competency levels. Each competency level will have multiple building blocks, and each of these blocks will further have several assets. For every domain, we have planned 60-100 building blocks and more than 300 assets. The learning assets include PPTs, animations, expert interviews, method statements, lessons learnt, process videos etc.

We have already launched few domains and many more will be added down the line. Going further, ATMA will have a mix of technical as well as non-technical domains for individuals to learn from and improve their capabilities.

What will be the learning process?

ATMA provides a unique journey. A participant can join a particular domain and learn at his/her pace, with a good life, work, education balance. Yet, there will be a specific fixed duration for each level for accelerated learning. All this will take place on the online portal.

ATMA will help individuals

As per studies it takes about 15 years, or, 10,000 hours of deliberate practice for one to become an expert. But, with ATMA, it will be accelerated to create experts in just five years, or, 5,000 hours

in competency mapping, and a development plan for each competency level through self-learning. After self-learning at each level, participants will go through assessments, including interviews by experts, to assess the learning and gaps. They will be guided appropriately to reach the next level. This process will continue till the participant reaches the final level. At the final level, experts are at the state of 'being', creating competitive edge for the organisation with their expertise.

What distinguishes ATMA is that Afconians will be mentored by experts with more than two decades of hands-on experience. What makes it even special is that participants after a certain level can become mentors for beginners.

How will ATMA prepare Afcons for future?

ATMA is an initiative by Afconians for Afconians. It will take our employee learning and development to a new level, making the organisation self-reliant in creating experts in every field. Beyond career development, it will also ensure overall personal development and a sense of satisfaction. With its focus on individual transformation and commitment to organisational transformation, it will make learning and growth an inseparable part for all Afconians. I strongly believe that with more and more experts Afcons will have a competitive edge in the market and will be prepared to undertake any kind of project irrespective of its engineering complexity.

LEADERS speak



We had rightfully understood the significance of the vast knowledge base at Afcons and we took a strategic decision of becoming a Knowledge Enterprise a few years back. Our endeavour is that every Afconian should be an expert in his/her respective area. ATMA will

provide Afconians a digital platform to become expert in his/her domain. It will be an industry leading, world-class, highly customised, virtual technical training centre with the objective of creating skilled professionals and domain experts. I am confident that very soon ATMA will be the way of life.

K Subramanian,
Executive Vice Chairman



The future is going to be future of people. People with knowledge, people with experience, people who can deliver projects as per requirements of clients. Towards that, considering today's talent pool availability, there could always be shortage. We believe,

through the ATMA portal, we will be in a position to churn out domain experts in each field. Overall, the construction fraternity is becoming more knowledge focussed, and more knowledge and technology driven. I am sure, ATMA will achieve that in periods to come.

S Paramasivan,
Managing Director



In our quest to be a 'Knowledge Enterprise', we strongly believe in empowering our people to become domain experts by gaining knowledge at their place and their speed. In this endeavour one such key initiative is ATMA. This virtual academy will have

built-in course material, knowledge assets and experienced mentors to guide individuals in their quest to become domain experts. This journey I am sure would be enjoyable to the individual and beneficial to both the individual and the organisation.

Giridhar Rajagopalan,
Deputy Managing Director

The use of modern arch technique in cut and cover tunnel sections of the Pandoh

Bypass to Takoli project, in Himachal Pradesh, has been a catalyst for change. For the first time in the Himalayan region, the precast segmental arch system was used to construct tunnels. This was necessitated due to the soft overground and to accommodate the slope in certain sections.

At first, concrete blocks were cast individually with tapered sides. Then precast blocks were placed on levelled surfaces and lined accordingly. On top of the precast block, wire ropes

were placed, and then the process of screed concrete was carried out. Precast sockets were then fixed on

the foundation or top of the pier and abutments. These arch units were then placed on precast sockets at the final excavation level in trenches of cut sections.

This unique methodology averted potential landslide-related accidents. It also took care of constraints arising out of limited right of way. Traffic remained unaffected on the national highway.

The Pandoh Bypass to Takoli project includes construction of ten tunnels, one viaduct, three major bridges, ten minor bridges, and two-laning of more than 13Km highway. It is a classic example of extreme engineering and construction.

archetype OF CUT & COVER TUNNELLING



National Safety Week



Flag hoisting at HO



EVC's Rolling Trophy for outstanding HSE performance was awarded to Bangladesh Road Project

The 52nd National Safety Week was celebrated in the first week of March at Afcons' HO and project sites. Various events and safety awareness programmes, such as drawing competitions, safety quizzes, skits etc were organised. The Afcons' 'Behaviour Based Safety' policy was unveiled during the occasion at HO. Here are some glimpses of the celebrations.



Safety pledge taken at various sites



Skit on Safety Awareness

NEWS



WAPCOS CMD visits water supply project in Zimbabwe

Mr Rajni Kant Agrawal, Chairman & Managing Director, WAPCOS, visited the Deka Water Pumping Station and River Water Intake System Project in Zimbabwe in February 2023. He reviewed the project progress and expressed his satisfaction over it. He was accompanied by Mr Anil Kumar Trigunayat, Board of Director, WAPCOS, and Mr Sanjay Gupta, Chief Engineer, WAPCOS. Afcons' project team accompanied the dignitaries.

Fourth Breakthrough at RRTS project

TBM Sudarshan 8.3 achieved fourth breakthrough of Delhi-Meerut RRTS Package-8 on March 17, 2023. The excavation for this drive started on December 15, 2022, and was completed



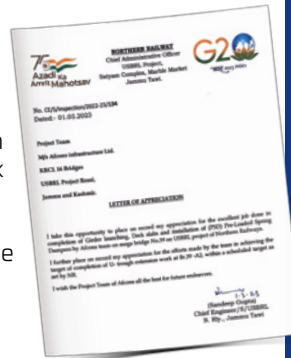
at Begumpul Station (upline). Earlier, three breakthroughs were recorded in October 2022, December 2022, and in February, 2023 respectively.

Afcons appointed DDC for Bangalore Metro

Bangalore Metro Rail Corporation Ltd has appointed Afcons as Detailed Design Consultant for Reach-6 in Phase-2 of Bangalore Metro Rail Project. This line consists of underground structures of 3.65km length and three underground metro stations.

Appreciation for KRCL 16 Bridges team

Northern Railway has lauded Afcons for demonstrating excellence in completion of girder launching, deck slabs, and installation of Pre-Loaded Spring Dampers (PSD) on Bridge 39 from the KRCL 16 Bridges project.



NEW PROJECTS

New Oil Terminal project in Gujarat

HPCL Rajasthan Refinery Limited (HRRL) has awarded Afcons EPCC project of Crude Oil Terminal work and associated facilities at Mundra, Gujarat, for Rajasthan Refinery Project.

New water supply project in Madhya Pradesh

Afcons has been awarded a turnkey project of Jabalpur Multi-Village Scheme by Madhya Pradesh Jal Nigam Maryadit, Govt. of Madhya Pradesh. The project involves EPC of multipurpose village scheme, including operation & maintenance.

New railway project at Kerejenga, Odisha

Afcons has been awarded a project of expansion of private railway siding between JSP Angul and A-Cabin Angul

by doubling, including build line from Plant Yard to Kerejenga by Jindal Steel & Power Limited.

Two new jobs in Jamnagar

Afcons has bagged two projects of Civil Works in Module Factory at Reliance Jamnagar.

Dam project in Madhya Pradesh

Afcons has bagged the turnkey Raghavpur Multipurpose Dam project from Narmada Valley Development Authority, Govt. of Madhya Pradesh. It includes operation & maintenance of Dam, Power House with all ancillary works.

New job in Liberia

ArcelorMittal Liberia Ltd has awarded Afcons a project of Material Handling Installation System in Liberia.

AWARDS

Concrete Structure Award for Kanpur Metro



Kanpur Elevated Metro project won the Outstanding Concrete Structure Award at the Indian Concrete Institute (Lucknow) - Ultratech Endowment Awards 2022. The award was given by Dr Sudhir Misra, Chairman, ICI Lucknow Centre & Professor of Civil Engineering, IIT, Kanpur to Mr Dharmendra Kumar Sinha, AGM, Execution (Civil) and Mr Suman Biswas, AGM, QA/QC.

Express-way to go!



The Package-2 of Maharashtra Samruddhi Mahamarg received the Best Executed Expressway Project of the Year Award at the Construction Times Awards 2023. Afcons was also announced as one of the winners in the Best Construction Company of the Year category. Both awards were received by Mr Krishnamurthy, Vice President, Operations, and Mr M Pandi, AGM, Business Development.

Outstanding Concrete Structure Award for Srinivasa Setu



Srinivasa Setu Project, Tirupati, received Outstanding Concrete Structure Award for a large-scale project in Andhra Pradesh. Project Manager Mr S Rengasamy received the award in an award ceremony on February 14, 2023.



Women's DAY

Afconians at Head Office and Gabon celebrated the International Women's Day on March 8, 2023, by organising get-togethers and various activities



HSE AWARDS & APPRECIATION

Safety awards for Ahmedabad UG Metro

Ahmedabad Underground Metro project received the Best Site Award from the Forum of Behavioural Safety for zero-harm implementation safety culture.

Project Manager Mr S Nakkiran was awarded for being an inspirational leader in implementation of safety culture.



Twin awards for Kanpur UG Metro

Kanpur Underground Metro project won the Excellence in Waste Management Award, and, the Sustainability Champion Award at the India Green Awards.

Best Safety Performance award for RRTS Pkg-6

National Capital Region Transport Corporation awarded Delhi-Meerut RRTS Package-6 for Best Overall Safety Performance in 2022.



Awards for Ahmedabad Elevated Metro

Ahmedabad Elevated Metro project won the Environment Social Governance Excellence Award in Construction Sector (National level) at the India Green Awards. Mr Nisanth Thulasidas, Sr Engineer, HSE, won the Sustainability Champion Award.

Top recognition for RRTS Pkg-8



National Capital Region Transport Corporation awarded Delhi-Meerut RRTS Package-8 for Maintaining Best Safety Standards in 2022. The project topped among all packages.

Jamnagar team wins Safety Day competitions

The Module Factory project team at Jamnagar received two certificates in National Safety Week 2023 competitions in Housekeeping, and, PPE Compliance categories.

20 Million Safe Man Hours

Pandoh Bypass Takoli project received a certificate of appreciation from Shapoorji Pallonji Group for achieving 20 Million Safe Man Hours.

13 Million Safe Man Hours

Ahmedabad Metro project, Phase-1, UG-1 Package, achieved 13 Million Safe Man Hours. GEC-GMRCL awarded a letter of appreciation to Afcons.

10 Million Safe Man Hours

National Capital Region Transport Corporation Limited awarded a certificate of appreciation to Afcons for achieving 10 Million Safe Man Hours at Delhi-Meerut

HR CORNER

Online training programmes on Performance Test Criteria and its advantages in Flexible Pavement and Equipment Management for Civil Engineers were conducted.

Training programmes on Operation & Maintenance of Jack-up Platforms & Barges, and, Advance Surveying Equipment were conducted virtually for site engineers.

Electrical Auditors' Training Programme was conducted virtually for sites. A three-day training on Electrical Control Systems of Batching Plant was conducted at Chennai.

Junior Management Development Programme and Middle Management Development Programmes were conducted at HO.

Soft Skills Trainings on seven habits of highly effective people, Presentation Skills, and Managing People at Work were conducted at HO. Leadership training programme and Oral Communication Training were conducted for different sites.

NEW JOINEES

Mr Mahesh Brahmdo Pathak has joined as Deputy General Manager (Contracts) at the Civil Works project in Liberia.

Mr Nanda Dulal Maiti has joined the water supply segment as Joint General Manager (Design).

Mr Bimal Jyoti Purkayastha has joined as Deputy General Manager (Operations) for Hydro & Underground BU.

SIGNALLING A BRIGHT

future

We are extremely happy to associate with a special school that provides education to street children in Thane, a Mumbai neighbourhood. The Signal School is run in a container at a traffic junction. Children of underprivileged and homeless families are brought in and given a direction in life. We are pleased to support the daily meal programme of 43 such students and the teaching staff at the school.



Together in Africa

On the occasion of Ramadan, in Africa, Afconians distributed ration and essentials to more than 2,000 families in Pemba, Unguja, and Tanzania mainland in association with TAQWA Orphans Trust Tanzania. Such initiatives were taken at various other Afcons' sites in the continent.

Help in need is help indeed

In another initiative, the Afcons family extended support to the Indian Red Cross Society for distribution of grocery items to approximately 200 tuberculosis patients.



CIDC Award for MG Setu

Mahatma Gandhi Setu in Patna won the Best Construction Project award at the CIDC Vishwakarma Awards 2023. The award was received by Mr Santosh Kumar Misra, Project Manager, at an award ceremony held in Delhi on April 12, 2023.



ALERTS

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

