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**THE SKY AND
BEYOND IS THE
NEW LIMIT**



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There is a refreshing new attitude towards delegation and empowerment from the senior leadership and an increasing boldness and willingness on the part of the younger generation to seek and shoulder greater responsibility.

S. N. SUBRAHMANYAN

CEO & MD, Larsen & Toubro



The theme for the International Women's Day celebrated on 8th March was 'Break the bias: Gender equality today for a sustainable tomorrow'. The interesting aspect of the theme was that it cut both ways. Apart from communicating to the world at large to break biases against women, it also urged ladies to shed their own biases, embrace opportunities, and find their place in the sun. The pandemic has rewritten several rules, created new awareness, and forced all of us adopt a fresh approach to various aspects of life and business. It has broken down several barriers, that were largely in our minds, to make way for a more level playing field, affording equal opportunities for all to succeed.

OPPORTUNITIES ABOUND FOR THOSE WILLING TO GRAB THEM

"I love the freedom I enjoy at L&T, and I am empowered to take my own decisions in the best interest of the project and the organization," is the chorus line from several of the youngsters we have profiled in this issue of ECC News. On one hand, this shows a refreshing new attitude towards delegation and empowerment from the senior leadership and, on the other, which is far more

beneficial and crucial for the organization, an increasing boldness and willingness on the part of the younger generation to seek and shoulder greater responsibility. This tribe must grow for us to grow

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and become a benchmark organization. There are plenty of opportunities, and the organization is constantly seeking people with the backbone to take on more than what is expected of them, willing to address complex issues and resolve them, who possess the maturity to manage not only their work, and their commitments, but even their environment.

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The external scenario is rapidly evolving and morphing, and it pays to be prepared to face the change, to ride the waves and manage the troughs, to overcome the biases, both internal and external, to create an eco-system that synthesizes both work and home to be able to deliver and excel.

The best thing about opportunities is that they are unbiased and come to those who are willing to grab them. They come in all forms, with all kinds of challenges and caveats, and it is up to each one of us to take the bull by the horns and make a difference. The senior leadership and HR are constantly seeking to create an enabling environment in which talent is developed and nurtured to face the new normal. There is, however, no easy route to success. All the success stories within L&T Construction are stories of grit, guts, determination, and passion. We seek the same from each one of you to become success stories in your own right. The strength of an organization filled with success stories can be well imagined.

In recent times, our HR has won several awards at several forums, recognizing their various programmes and initiatives aimed to build a stronger backbone for the organization with the talent we possess – to relive the words of one of our Founding Fathers, Mr. Henning Holck-Larsen, that our people are our prime assets. The external scenario is rapidly evolving and morphing, and it pays to be prepared to face the change, to ride the waves and manage the troughs, to overcome the biases, both internal and external, to create an eco-system that synthesizes both work and home to be able to deliver and excel.

YES, WE HAVE IT IN US!

“Do you have it in you?” was the provocative question in a recruitment campaign run by the Indian Army several years ago, and that question is still very relevant today. Do we have the capability, the agility, the clarity of thought, the purposefulness, the focus, and the commitment to face and overcome the challenges we are facing today, and will most certainly face going forward? Time and time again we have proven that we do have it in us to win despite all odds, and that is the confidence with which we need to move forward. Move forward, we must, and always. That is the reputation that we have built for ourselves over the decades, and that is what we must protect.

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The theme for this issue is the final push of our projects in their final stages of completion, but that is only an immediate goal. Our sights should be trained on larger objectives of successfully executing mega projects, both existing and those that are in the pipeline, to quality, safety, and on time, to prove that we are back to our winning ways. At the same time, we must never forget to remain connected with our clients, customers, and consultants and never waver in our focus to deliver a quality project in time. Creating and maintaining client delight should be our prime and ultimate focus. Always.

Break the biases.

Break the stereotypes.

Question the status quo.

Stretch yourselves.

Create new paradigms and benchmarks.

And grow. Both personally and professionally!

All the best!

IT HAS BEEN RAINING HR AWARDS!

Dr C Jayakumar (CJK)

Executive Vice President & Head
Corporate Human Resources, L&T



The crucial role of human resource development has assumed even greater relevance in the post-pandemic new normal, with the onus not just to acquire good talent but also to effectively protect and ringfence internal talent. The efforts of L&T HR have caught the imagination of the external world, and the several awards won are a recognition of their innovative programmes and initiatives.

Three managers recognized as 'Great Managers'

L&T was recognized as a **Company with Great Managers**, which according to Dr C Jayakumar (CJK), Executive Vice President & Head, Corporate HR, "reaffirms our belief that people are our prime movers, our greatest assets, and it is the responsibility of everyone at L&T to perpetuate that legacy." P R Kumar from SWC, Colin Nithin Nonis from WET IC, and Ms. Harshitha S Kumar from PT&D IC were recognized as 'Top Managers', chosen from 5,000+ nominated managers from over 175 top companies, which was pruned to 250 and then further whittled down to just 75, from amongst whom our three winners were chosen. Kudos to all three!

The praise heaped by Mr. Kumar Mangalam Birla, Chairman – Aditya Birla Group, is worth sharing here: "I know the company fairly well. It is one of the few companies in India with a legacy of building people and talent. What stands out about L&T managers is their deep commitment to the company. I think that is something that truly sets apart the men from the boys. There is obviously something in the culture of the company. The fact that the company has been doing that for maybe 2 to 3 generations is truly awe-inspiring."

Almost in response to Mr. Birla's glowing accolades, L&T won the **SHRM HR Excellence Award 2021** for 'Excellence in developing leaders for tomorrow', which acknowledged the Company's holistic leader development approach, focused on aspects like sustainability, a global mindset, and a value system rooted in ethics and accountability. The award recognized our programmes to develop emerging leaders by empowering them to take on new and more challenging roles and handle the rapidly changing external and internal environment.

Other standout wins were the **2nd NHRDN People First Ace Award 2021** in the Talent Management category for HR's best practices and programmes implemented to manage top talent, careers, succession planning, and employee engagement and the **International ATD Excellence in Practice Award 2022** for leadership and management development.

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Mr. Kumar Mangalam Birla

Chairman – Aditya Birla Group

Young guns fire

Ms. Jesny Ann Jacob, Assistant Manager; Ms. Nupoor Agrawal, Assistant Manager; and Mr. Kaustabh Hazarika, Manager, from the Corporate HR – Leadership Talent Assessment team, were among the winners at the 47th National Competition for Young Managers (NCYM), with the team from Corporate HR emerging as 1st Runners Up. The young guns were recognized for their competitive excellence in analytical and creative thinking, problem solving, team work, and leadership skills.

Even disruptors are winning awards now!

Disruption is characteristic of the modern world, and the continued success of organizations lies in their ability to manage disruption. L&T walked away with the **Future of Work Disruptor** award in the

Top Managers



'large enterprise' category on a national level at the W3 Mint Awards, an event organized by the Hindustan Times Group (HT Media), while CJK was recognized as the **Mint W3 Champion**. He attributed this success to the path of digital transformation adopted over the past 4–5 years, which has helped the Company scale up to meet ever-evolving customer expectations. Evaluated on Innovation & Originality, Scale of Impact, Sustainability, Future Readiness, and Technology Augmentation, L&T's excellence was judged by a gilt-edged jury panel comprising stalwarts like Mr. Harsh Goenka, Chairman – RPG Group; Mr. Suresh Narayanan, Chairman and MD – Nestle; Mr. Kaushik Shaparia, CEO – Deutsche Bank India; Mr. C P Gurnani, CEO & MD – Tech Mahindra; and Dr Sanjiv Misra, Group Human Resources – Aditya Birla Group.

The **CII DX Award for HR Digital Transformation** was therefore on expected lines, rewarding L&T for adopting digitalization as a way of life and successfully integrating several best-in-class platforms across various domains of HR including Digitalization of Learning, Virtualization of Competency Assessment, and Development Centers, the last one acknowledged as one of the most innovative best practices for employee engagement.

At the **ET Human Capital Awards 2021**, L&T won a 'Gold' for **Excellence in HR Digital Transformation** for developing a customized employee experience to meet the needs of the workforce through multiple data platforms such as Data Analytics, Artificial Intelligence (AI), and so on. WET IC bagged a 'Gold' in the **Excellence in Business Continuity Planning and Management** category, recognizing their innovative approach to HR risk management practices to assist business continuity planning, considering the current challenges to maintain a safe and healthy workplace.

The crowning piece: A 'Gold' at the Stevies

Acknowledging the sterling efforts by the organization to mitigate the impact of the pandemic, L&T's Team HR won the 'Gold Award' at the 6th Annual **Stevie Awards for Great Employers 2021** and was adjudged the **Most Valuable HR Team for COVID-19 Response** globally. The jury was all praise, and as one of the judges commented, "Amidst a severe crisis, L&T proved that they are an employer of choice that takes care of their people, their wellbeing/health & safety/learning & growth... in addition to their role towards the community when they participated in corporate India's response to COVID-19 through funds, technology support, and community welfare. Brilliant Job!"



The Stevie Awards for Great Employers 2021, a prestigious international business awards competition, received more than 950 nominations in 2021 for a wide range of HR-related categories from organizations of all sizes from across 29 countries. More than 70 professionals were a part of the 5 international juries.

"Identifying, developing, and nurturing future leaders is the best way to future-proof our organization, and we have made significant progress in this realm thanks to the vision and support of our leadership, especially our CEO & MD, Mr. S. N. Subrahmanyam," sums up CJK. "While it is great to be recognized, the real triumph is when our employees are happy, content, and productive, charged to push the boundaries to perform and excel. The role of the entire HR fraternity at L&T is worthy of praise. Well done, folks!"

Identifying, developing, and nurturing future leaders is the best way to future-proof our organization, and we have made significant progress in this realm thanks to the vision and support of our leadership, especially our CEO & MD, Mr. S. N. Subrahmanyam. While it is great to be recognized, the real triumph is when our employees are happy, content, and productive, charged to push the boundaries to perform and excel.

Dr C Jayakumar (CJK)

Executive Vice President & Head, Corporate Human Resources, L&T



Buildings &
Factories IC





ENJOYING WORKING IN A COMPANY THAT IS A CIVIL ENGINEER'S DREAM

B Rajappa

Senior Construction Manager (Civil), B&F IC

"L&T is a highly professional organization," declares B Rajappa. "A company that is a civil engineer's dream to work for, and I am proud to be a part of this great organization." After joining the ranks in February 2005, he has worked at a series of projects including L&T Infotech Phases 1, 2 & 3 in Bengaluru, the Purva Panorama Pruvankara project, L&T Cyber Park Phase 2, Bangalore Metro, BARC Mysore, Hyderabad Metro, WIPRO SEZ and is presently at the BIAL T2 Airport project. "In fact, after completing the BARC project, I worked at the NTCB Shell project 2 years as a Site In-charge for all axillary buildings and the entire area of around 45 acres of landscape and hardscape work." Presently, he is Section In-charge for the Back Office Head House finishing, taking care of the pier finishing works. "It is an extremely challenging assignment since this project has unique finishing items and we need to construct with high end finish. I am certain that this experience will help me work efficiently in future airport projects," he says resolutely.

Initially, Rajappa and his team faced a major resource and manpower crunch, their approach to which was to analyse, sequence, train and implement to complete the work with respect to finishing. "Using my rich experience in finishing works, I planned and guided my team to complete the work sequentially and fast," shares Rajappa. "My daily job is to remove hindrances from the various works and give the team a clear path to move forward." All activities begin with a preconstruction meeting with the

client's team, vendor, and the project team on a variety of topics including material approval, method of working, do's & don'ts. "This gives us a clear picture how to move forward and complete the job without any rework," affirms Rajappa.

Digital solutions are helping the team like raising RFIs, getting approvals from both external and internal customers within 24 hours, tracking any material and method statement approvals and raising digital indents. "We have a totally paperless way of working," he grins.



Rajappa's native place is Shimoga. He is married to Jyoti, a homemaker, and they are blessed with two children, daughter, Thanushree and son, Chakrith. He watches TV when he finds the time for it. The birth of his children are some of his most wonderful personal moments.

"My seniors have give me the right kind of guidance and support in terms of opportunities to implement processes and ideas as the requirements of the projects that have all helped me push my limits to achieve the targets," he says earnestly. He is equally appreciative of his team members who have helped him to achieve their targets as they have planned by obeying his instructions.



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"WE CAN ONLY WIN THE WAR AS A TEAM."

Rakesh B. Doddamani

Construction Manager (ELEC), B&F IC

Rakesh Doddamani is an extremely proud man, of being with L&T that is perhaps the only company capable of executing projects that are highly critical and near impossible and to work with a great team that "supports each other and understands that we can only win the war as a team." Having joined in May 2014, his first posting was at the Shell New Technology Centre project. "The inauguration of the lab building of this project is professionally my most memorable moment," he says, eyes gleaming. "Personally, it is when I met our former President, the late Dr A P J Kalam and his words, *"Without your involvement you can't succeed and with your involvement you can't fail,"* are still fresh in my mind."

After stints at the Den Hotel and WIPRO IT park projects, Rakesh is presently at the BIAL T2 (Phase 1) airport project responsible for testing and commissioning a 20 MVA electrical plant with 18 transformers, 3MVA HT DG sets, 7,200 TR chiller plant, 1.8 MLD WTP plant, including ICT and airport systems. "We faced a major resource crunch with skilled technicians and engineers due to the pandemic," he says, "and since most of the service sectors and small-scale suppliers were closed, there was huge scarcity of components, delays in the manufacturing industries, and disruptions in supply chain causing accounting cost variations." His response to these challenges was to "Analyze, prioritize, sequence, train and implement using digital platforms and customized templates to expedite and monitor supplies and work status."

As part of the Testing and Commissioning team, it was critical to sequence the areas, prioritize requirements to ensure parallel works to achieve targets. "We established processes in line with client requirements, ensuring that all the vendors and subcontractors followed the same guidelines and approved SOPs," he informs. "Similarly, we communicated the project's priority requirements

to the team members to ensure that the works were completed, and targets achieved." Digital solutions like BIM, progress tracking, Safety and Store apps have certainly made their lives easier.

Analyze, prioritize, sequence, train and implement using digital platforms and customized templates to expedite and monitor supplies and work status.

Rakesh specially mentions his Project Director, Mr. J Shivaraj and MEP & AS Head, Mr. Anne Sriram Kumar for their guidance and huge support, "that have helped me to push my limits to achieve my targets," he says triumphantly.

Hailing from Haveri district, Karnataka, Rakesh's life partner is Rashmi Patil, who is a software developer with Capgemini. "I have always received strong support from my parents and my life partner who have always taught me to face every situation with a strong and confident mindset. I like to keep myself updated with the latest technologies. Biking, trekking, volleyball and tennis are a few of my other hobbies that help me to be active and think better," he signs off positively.



RELISHING SHOULDERING RESPONSIBILITIES



Dineshbabu Selvaraj

Assistant Construction Manager (Civil) - B&F IC

"Responsibility is one aspect that makes me proud and the belief that the Company has placed on the young generation is indeed commendable," says a charged Dineshbabu Selvaraj. "It pushes me to grow to greater heights not only in my professional but in my personal life too. I am a very confident guy in my approach now and it is all because of this organization." He leaves us in no doubt about his respect for L&T that he joined in 2013 as a GET. Having worked from day one on residential projects for Prestige, Dineshbabu is aware of the demands for quality and timely delivery in such projects.

"The client is very result-oriented," he remarks, "and our work is frequently monitored and tracked by them, bottlenecks highlighted and immediately addressed." The term 'cycle time' recurs in his responses because his primary focus is to deliver faster and therefore is understandably proud that the team has made significant improvements in the execution of Tower 2 based on the learnings from Tower 1 by reducing overall duration from 380 to 345 days and terrace works including waterproofing from 115 days to just 70. For the structure, they achieved a cycle time of 8 days by monitoring productivity of all activities in one pour and a cycle time of 6 days from structure to finishing handing over.

"Though we did lose time during the COVID-19 lockdown, we have managed to achieve the committed target ahead than initially planned by reducing the cycle time of the typical floors from 10 days to 8 days. We even achieved 6 and 7 days of cycle time for some pours," he points out proudly.

Success, according to Dineshbabu, is simple. "Targets were well defined, the resources required are arranged, any shortfall / lag is identified and immediately attended to. Any issue irrespective of its nature, with the potential to cause trouble, is addressed transparently on priority basis." He is happy that time and effort are being saved by going digital. "All necessary permits, checklists, pour cards, digital stores, are being done digitally and knowing that all necessary permits are in place, we can work confidently to succeed."

Hailing from Salem, Tamil Nadu, Dineshbabu is married to Yashoda, who is a team lead at Accenture, and they are blessed with a baby girl, whose birth is his life's most memorable moment, other than when he received his offer letter from L&T. Music and reading are how he spends his free time.



Responsibility is one aspect that makes me proud and the belief that the Company has placed on the young generation is indeed commendable. It pushes me to grow to greater heights not only in my professional but in my personal life too. I am a very confident guy in my approach now and it is all because of this organization.



DIGITALIZATION IS LEADING THE WAY



Apart from saving time and resources, digitalization has improved workflow traceability; it is much easier to get approvals and knowing that all the necessary permits are intact, we can focus on execution and delivery.

Melvin Dhas

Assistant Construction Manager (Civil), B&F IC



Involved with the Prestige Jindal City project in Bengaluru from its inception, Melvin Dhas is glad that the project has truly gone digital, making use of digital platforms and tools to visualize the set targets and analyse strike and asking rates. "Apart from saving time and resources, digitalization has improved workflow traceability; it is much easier to get approvals and knowing that all the necessary permits are intact, we can focus on execution and delivery," he remarks, clear of his objectives and deliverables.

After joining L&T in 2013 as a Civil Engineer, Melvin's first project was Provident Sunworth in Bengaluru, where he was responsible for the above terrace works in 9 towers, basement works in 4 towers and two STPs. Then followed stints at Skylark Ithaca, another residential project where he helped construct the Club House and STP, and at Asian Paints, Nanjangud, where he managed the STP and the rainwater reservoir. With the Prestige Jindal City project since August 2018, he reveals that they have considerably reduced

the activity downtime in the second tower compared to the first, through the 'Lesson Learnt Register' initiative. "We have reduced the overall duration from 410 days in the first tower to 360 days in the second, and the above terrace works including waterproofing took us just 55 days, compared to 135 days for the first tower."

Post the outbreak of COVID-19, the going has been taxing. "Remobilization and retention of workmen are challenging, as is working under COVID guidelines in a restricted timeline," he points out, and adds that he spends quality time instilling confidence in the workmen to fight the pandemic through vaccination.

Adopting cycle time analysis, the team has accelerated work by monitoring the productivity of all structure activities in one pour. "We have set benchmarks and taken commitments from contractors to adhere to timelines, the failure of which is met with due debits where necessary," he says seriously. The project involves client-appointed agencies working on Mechanical, Electrical and Plumbing (MEP) and joineries. "We have a result-oriented client, and our monitoring and tracking sheet is frequently updated and highlighted."

"We achieved the least cycle time for the above terrace works of 34 days (excluding water proofing)," comments Melvin proudly, attributing their success to well-defined targets, ready availability of resources and a simplified process. "Any shortfall or lag is immediately attended to on priority and transparently and we could not have succeeded without the support of our seniors," he agrees, gratitude evident in his smile.

In conclusion, Melvin is proud of the responsibility that is inherent in being an L&T-ite and the organization's belief and confidence in the young generation.



ON THE FAST TRACK TO HAND OVER

Siddhartha Paul

Assistant Construction Manager (Mech), B&F IC



Our client wanted to start OPD areas first that we facilitated and commissioned all Bio-Medical Equipment to provide them all necessary support as per medical norms to start treatment. Building hospitals is not just a business for L&T but it is working for a greater cause that all L&T-ites should be proud of.

Ever since he was posted at Tezpur in September 2021 from Guwahati at the Tata Cancer Care Hospitals project, Siddhartha Paul's life has moved on to the fast track for his brief is to accelerate works to facilitate an on-time hand over. "My first step to accelerate the works was material mobilization," he begins, "and as specialized agencies had failed to deliver, I ensured that all the materials available at nearby sites and, not on priority for them, were shifted to ours as per requirement to speed up procurement. Local suppliers were identified and developed for small accessories items which sometimes hamper project progress." His second priority was to successfully complete the 'charging & commissioning' of all high side equipment. "Our client wanted to start OPD areas first that we facilitated and commissioned all Bio-Medical Equipment to provide them all necessary support as per medical norms to start treatment."

To optimize resources and avoid idling, the team identified priority works and attacked them by opening multiple work fronts so that

other specialized vendors could be engaged at multiple locations. "To mobilize manpower, instead of waiting for specialized agencies, we deputed manpower directly so that our project timelines are maintained. Even local sub-contractors have been identified to engage more local workmen who are regularly trained to improve their competency levels. We have also extended our hour workings to make up for the shortfall in daily targets," he points out.

Siddhartha is, however, not resting on his laurels for there is much more to be done. "The balance works have been accurately chalked out, divided into monthly, weekly and daily plans based on our target end date and circulated down the line to sub-agencies," he explains. These plans, further broken down into activity wise, floor wise and location wise schedules, are reviewed periodically, analyzed target vs achievement, shortfalls highlighted, and mitigation plans discussed. According to him, one of the primary reasons for failing targets is the lack of communication or miscommunication. "I have thus ensured that all our plans are percolated from the sub-agencies down the line to the last workmen because, at the end of the day, it is the workman who executes," he smiles.

"I am thankful for a young, energetic team with lots of positivity, dedicated, collaborative and focused on getting the job done," praises Siddhartha. He is appreciative of his very supportive Project Manager too who is always open to new ideas.

His native is Tinsukia in Assam, so Siddhartha is on home ground. He is single and loves sketching, biking, badminton, and calisthenics in his spare time. "Building hospitals is not just a business for L&T but it is working for a greater cause that all L&T-ites should be proud of," he signs off with gravitas.

CONTINUOUSLY LEARNING IN A CONSTANTLY GROWING ORGANIZATION

Ramajayam R

Assistant Construction Manager (ELEC), B&F IC

Most new technologies take shape in L&T and every employee has ample opportunities to grow their knowledge and skills. I, personally have learnt a lot and the 10 years with this organization have shaped me into the professional I am.

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“L&T is certainly one of the largest, most respected, well-reputed, and professionally managed organizations in India, that is constantly growing and giving opportunity for people like me to continuously learn,” declares R Ramajayam, clearly in awe of the company he keeps. “Most new technologies take shape in L&T and every employee has ample opportunities to grow their knowledge and skills. I, personally have learnt a lot and the 10 years with this organization have shaped me into the professional I am.” Having joined L&T in June 2011, he has worked at the Cognizant Siruseri and Sholinganallur projects, completed a stint at the Gold Line metro project in Doha, Qatar and is now at the Nxtra Data Centre & Telephone Exchange Project, Chennai.

Managing vendors was Ramajayam’s primary issue post the pandemic as they were seeking upward cost revisions due to the rising cost of material and his endeavor was to make them stick to their originally agreed rates. He was successful to a fair extent,



he indicates. “To accelerate our works, we used modular type supports for cable containment, managed with the labor contractor for additional scope of works to improve project margin without disturbing existing vendors and with minimum resources managed customer focused activities during the pandemic,” he says. Closely monitoring material and manpower requirements and constantly interacting with the various teams to address coordination issues also helped maintain progress.

Ramajayam flags off some initiatives that he was involved with to take the project forward like organizing temporary power arrangement for T&C activities without any additional cost to company although TNEB power was in the customer’s scope and finalizing the GFC quantities with EDRC, vetting and amending subcontractor orders during the initial stages of the project, to enable vendors to supply materials as per project requirement without delay. “This helped us achieve our invoice targets.” His smile says it all. A modular utility grid system was implemented in data halls for MEP services to avoid drills in PT slab and sleeves in the DG bed for superior aesthetics without compromising structural strength. “BIM helped a lot during MEP installation works improving our coordination and saving us rework,” he asserts.

“My work experience has been very fulfilling as the teams I have worked with have been very supportive to complete the task like organizing management approvals, sharing communication internally or externally,” he remarks.

Hailing from Thiruvannamalai, Tamil Nadu, Ramajayam is married to Yogeshwari, a homemaker, and they are blessed with a baby girl, Hemanshi. He likes to listen to music and watch movies in his spare time and recalls with joy being selected in a campus interview for L&T during his final year in diploma at CPT Tharamani, Chennai.



CHALLENGES ARE MEANT TO BE OVERCOME

“As an engineer, I am proud to be a part of India's largest engineering organization that has designed and executed some of the largest and most influential landmark projects both in India and across the world.”

Ashwani Kumar Kushwaha

Assistant Construction Manager (ELEC), B&F IC

Having handed over all the major buildings, the AIIMS, Gorakhpur project team including Ashwani Kushwaha are working for its final closure by April 2022. “The project was inaugurated by the Hon'ble Prime Minister of India, Shri Narendra Modi,” says a proud Ashwani, who oversees the electrical, ELV, data & voice and lifts package. Ministers seem to be a part of Ashwani's life at L&T thus far that began in March, 2010. “One of my all-time best memories is when the Quest Mall was inaugurated by the West Bengal CM, Smt. Mamata Banerjee and the Bihar Museum, where I was posted, was inaugurated by the Bihar CM, Shri Nitish Kumar!”

As the AIIMS project pushes for quick completion, the team has been facing several challenges. “Labor has been an issue and since we are executing in a functioning hospital, workmen are reluctant to work at our site,” says Ashwani. “The pandemic has taken away a lot of execution time which is why we are chasing deadlines; material mobilization is tough and the steep rise in material costs is putting us under huge pressure as vendors are asking for price increase over the finalized rates.”

Working with the site execution team, they have properly planned and divided areas among the engineers acknowledging their strengths. “Sub vendors, in the meantime, are mobilizing manpower through specialized agencies to fill the gaps of experienced manpower to accelerate work,” says Ashwani. Workmen are being incentivized to work longer and increase productivity, and genuine cases of price variations are being considered to strengthen the performance of the existing contractors. “Progress across work zones is being maintained with proper quantification of all materials and preparing micro schedules to track progress. We use Procube

for daily progress updates, the Safety App, and the Start Card App in terms of digital tools,” he adds.

Ashwani is grateful to his seniors for their support. “I have learnt a lot from them,” he shares earnestly, “and they are always there to lend a helping hand whenever I need.” A native of Naini, Prayagraj in Uttar Pradesh, Ashwani is married to Neelu, a homemaker, and they are blessed with a son, Yatharth. “My hobbies are reading about history, technology and politics and of course, spending quality time with my family,” he smiles contentedly.

“As an engineer, I am proud to be a part of India's largest engineering organization that has designed and executed some of the largest and most influential landmark projects both in India and across the world,” he concludes on a high.



"I ALWAYS LIKE TO KEEP THINGS SIMPLE."

Chekuri Sandeep Kumar
Assistant Manager (QA/QC), B&F IC



Chekuri Sandeep Kumar's philosophy in life is to keep things simple. His first project after he joined L&T in July 2017 was Asian Paints in Vizag after which he has been at B&F's ONGC project in Kakinada, working as he says, "with full passion, dedication, to complete the project within the stipulated timeline. Our main challenge at site post COVID-19 was shortage of manpower last year that slowed our pace of work or else we would have completed the project by now," he says ruefully.

To address the labour challenge, the project team are taking extra care of the workmen by vaccinating them free of cost, motivating them, taking precautions by strictly following all the COVID guidelines and protocols to prevent infections. "We have now accelerated our pace," he says with josh. "Site progress is being continuously monitored on daily/weekly/monthly/quarterly basis with the base line schedule prepared and circulated to all the engineers to achieve the set targets." The client, ONGC, continuously tracks their progress and Chekuri is glad that they have been achieving all their set quality and safety targets on time. "The site customer feedback score as on date is 9.95 out of 10 which reflects our quality and safety standards," he says with a sense of purpose.

Every employee has ample opportunities to grow and prove their worth. With L&T, you are not just doing a job but building a career.

Chekuri refers to the importance of daily morning pep talks during which everything is transparently shared and discussed. "The safety score is discussed daily, and we are urged to improve if we fall below the set benchmark scores of 6 for the day and 175 for the month for every engineer." Quality NCRs/Observations are discussed too for everyone to be on the same page. "My responsibilities as a QA/QC Engineer are to optimize the concrete design mixes without compromising concrete quality, control the cost/cum of concrete, work on reducing bulk material wastage and implement various improved techniques in site backfilling."

He specially mentions the roles played by Project Manager, Mir Golam Moinuddin, his In-charge Naveen Kumar Borra and other seniors to encourage him to come up with ideas, learn from mistakes and do as many things as possible at the project. "We work collaboratively as a team at the ONGC project," Chekuri avers.

A native of Navabupeta, a small village near Rajahmundry, Andhra Pradesh, Chekuri is still single but wedded to cricket. "I often play on weekends and my passion for the game keeps me fit and is a huge source of motivation." He owes everything that he is to his loving parents and is proud to be with L&T. "Every employee has ample opportunities to grow and prove their worth. With L&T, you are not just doing a job but building a career," he avers.



FOCUSED TO GET THE BEST FOR THE ORGANIZATION

Girish D

Assistant Manager (MEP), B&F IC



B&F's project for ONGC at Kakinada, Andhra Pradesh involves the development of a logistics park that started in March 2019, and presently it is all systems go for the project team as they push forward towards completion in the stipulated timeline. Almost 70% of the MEP works have been completed and Procurement Engineer, Girish D, has had an important role in that achievement. "I am responsible to analyze technical data and specifications to determine the equipment needed for the project, ensure that all the potential suppliers are provided with identical information upon which quotations are made thereby giving all equal opportunity to meet the desired requirements," he shares, and adds, "I also negotiate the best payment terms and contract conditions, maintaining a high level of integrity."

Girish's short but eventful and fulfilling journey with L&T from February 2019, has been at the ONGC project during which the team has had to face and overcome the challenges of shortage of manpower and material due to the pandemic. "We lost a lot of time in the process or else we should have completed the project by now," he says, echoing the sentiments of his colleagues at site. "We have overcome the problem by taking extra care of our

workmen with vaccinations and other precautions," he mentions, "that has also help us accelerate the pace of our progress that is continuously monitored on a Daily/Weekly/Monthly/Quarterly basis. The base line schedule has been made and circulated to all the engineers to achieve their set targets." Their progress is continuously tracked by ONGC, a process-driven client, and the project's customer feedback score of 9.95 out of 10 is a matter of pride for the entire project team.

Due importance is given to daily morning pep talks led by Project Head, G.M Mir, during which progress is discussed with shortfalls immediately addressed. "We discuss safety scores, quality NCRs/observations, material requirements with the result everyone knows where we stand on a particular day in terms of progress, safety and quality, and how much we need to push to achieve our milestones," says a focused Girish. He is thankful to his Project Manager and In-charge, Mudasir Nissar Mir for their support to learn from his mistakes, encouragement to come up with fresh ideas and learn.



I am responsible to analyze technical data and specifications to determine the equipment needed for the project.

I also negotiate the best payment terms and contract conditions, maintaining a high level of integrity.

A native of Chennai, Tamil Nadu, Girish's life partner is Srinija and they are blessed with a son, Thanvish. "They have supported me in every situation that I have come across," he says with feeling. "L&T is known as a growing organization with every employee having ample opportunities to grow and prove their worth. With L&T, you are not just doing a job, you are building a career."



PRIMING FOR HANDOVER

Satyen Pramanik

Assistant Construction Manager (Civil),
B&F IC

*I am proud to be involved
with L&T building India's
social infrastructure.*



The Assam Cancer Care project in Lakhimpur is at the handover stage and it is Satyen Pramanik's responsibility to make every stakeholder aware of the targeted completion of the project. "To inculcate this feeling, we have introduced targeted completion for all the rooms along with all the activities associated with it and pasted the same in front of every room that has even won our client's appreciation," he shares with a sense of achievement. Satyen is into his 11th year at L&T having joined in 2011 and is at his 5th B&F project after stints at the AIIMS Jodhpur, Safdarjung Hospital, New Delhi, IIT Kharagpur Hospital and the Coochbehar Medical college projects. "I am proud to be involved with L&T building India's social infrastructure," he adds proudly.

Apart from manpower remobilization, material procurement was critical in a remote location like Lakhimpur as transporters were not easily available. "Vendors refused to supply due to increase in the rate of raw materials and were seeking upward revisions and even though the Government relaxed COVID restrictions, human psychology did not change nor the workmen's attitude towards COVID-19." To address their challenges, Satyen and the project team called on their good relations with vendors they had previously worked with to supply material at the agreed rates, and at the same time, trained local ones. Permissions were procured from the local administration to work till 10 pm, various transporters, both local and outsiders, were explored to supply material and multiple vendors were engaged for various activities. "When movement restrictions eased, local Assamese working elsewhere returned home and we quickly mobilized them to work for us," reveals Satyen, with a smile.

"Micro scheduling, coordinating with various site teams and tracking various activities as per the prepared schedule held us in good stead," he remarks. "We scheduled activities as per client's priority list, assisted various sub vendors deployed by the client, and coordinated with various NSC vendors to revise the available drawings to minimize rework." Procuring vinyl flooring market from the local market when vendors refused to deliver at the agreed rates and mobilizing items like door shutters, hardware, and more on a war footing from other projects really helped Satyen and team, who attributes the support from his seniors and his energetic and ever ready subordinates for his success.

Hailing from Andul, Howrah in West Bengal, Satyen is married to Arpita, an Operations Manager at ICICI Bank and they are blessed with a son, Aarush. Playing cricket, watching web series, dancing and adventure tours thrill him. "My most memorable personal moments are my First date with my love, First touch of my baby boy Aarush, First day at my job and my First salary!"



LIVING HIS COLLEGE DREAM!

I joined L&T on 25th July 2011, and my first project was the Mall of India, Noida. The pouring of the first RCC slab concrete for the building I was handling is a moment in my career that I will cherish forever.

Bapi Mitra Chowdhury

Assistant Construction Manager (Civil), B&F IC



Bapi Chowdhury says he will never forget the day, during the 6th semester at his college, when he got placed in L&T. "I joined on 25th July 2011, and my first project was the Mall of India, Noida. The pouring of the first RCC slab concrete for the building I was handling is a moment in my career that I will cherish forever."

Having worked at the TCS IT SEZ, Rajarhat; Super Speciality Hospital, Barjora; WB Medical College, Purulia & Diamond Harbour; and ACCF, Barpeta, projects, Bapi is presently stationed at the ACCF project in Kokrajhar as Site In-charge, where he has showcased fast-paced progress despite being in a very difficult and remote location. "Materials and manpower mobilization were the main concerns to meet milestones," admits Bapi. "We tackled this by arranging for local workmen from the nearest site and by engaging some local vendors."

With continuous direct involvement, Bapi oversees progress at the ACCF project through DPRs and track sheets. "We target client requirements by closely monitoring every activity with detailed work programmes and resource management. To achieve more productivity, we have employed multi-skilled workmen." The project has strategized by incorporating some unique techniques: "We installed the base isolation system at the junction of the sub- and super-structures of the hospital building," Bapi reveals, "and built a radiation-proof bunker room for the medical linear accelerator (LINAC)."

The ACCF project is digitally equipped to meet targets: PROCUBE for DPRs, Conquer to maintain all checklists as per QMS, Digital Store for smooth issue of materials, and the Safety app to maintain EHS requirements. "I must also mention the non-stop support received from all stakeholders that has helped us achieve milestones," highlights Bapi, "especially Mr. Sailen Bera (Project Manager) and Mr. Ranganathan E (Project Head)."

Hailing from Begoria, Purba Burdwan, West Bengal, Bapi is married to Madhumita, a home maker. "Cricket is my passion," he comments, "and I try to make time to play some games during holidays." When asked what aspect of L&T he is most proud of, Bapi answers, "For me, it's the overall corporate policy of the company. The equality of every staff member is respected, and the management guidelines are the same across the organization."



DIGITALIZATION AND TEAMWORK WINNING THE DAY



“We have been adjudged as the Best Digitally Enabled site twice in 2019 and 2021. I strongly believe in teamwork and am grateful to have one of the best teams to work with.”

Prashanth Kumar Verma

Assistant Construction Manager (Civil), B&F IC

After joining L&T in September 2012, Prashanth Verma spent the next seven years at the Hyderabad Metro project where he was involved in the execution of the Uppal Depot, CB Nagar, OMC, Sultan Bazaar and Road No. 5 metro stations, the last one in the capacity of Site In-charge. “One of my most professionally satisfying moments has been the completion and handover of the Sultan Bazaar metro station,” he says. Thereafter, from late 2019, he has been at the Hyderabad International Airport project responsible for external development, boundary wall and precast yard, airside BMA ramp & BHS civil works and airside building modification work.

The main challenge for the project team is that they are executing a brownfield project that involves constant passenger and staff movement. “Skilled labor was a must for our airside jobs and the task of mobilizing them and getting them ready to work at site during these challenging times was tough,” he shares. “The other challenge was having to work with multiple existing service and airport operational agencies, always maintaining topmost security and safety that required proper planning of the work with good communication and management.” Monthly work plans are prepared after due discussions with the client and other agencies that are in line with the master plan and diligently followed.

Along with the customer, the admin and security teams, Prashanth smoothened the entry/exit of personnel into the airport operation premises by creating a dedicated corridor with a time schedule for entry and exit of the workmen. “This helped us to manage time a lot better and increased workmen productivity by 15-20%,” he says with a smile.

Prashant acknowledges the growing importance of digitalization and how effective the adoption of various digital tools has been at site that has smoothened working, minimized errors and improved productivity. “We have been adjudged as the Best Digitally Enabled site twice in 2019 and 2021,” he shares triumphantly. “I strongly believe in teamwork and am grateful to have one of the best teams to work with. The best part about my seniors is that they have faith in my work, give me adequate responsibility and freedom to do my work. My team members have always supported me, irrespective of their seniority and we have always maintained a healthy team spirit,” he says, all praise for the HIAL project team.

Hailing from Varanasi, Uttar Pradesh, Prashanth is unmarried but seems married to his dream bike that he recently purchased. Not surprisingly, biking is one of his passions, apart from watching comedy TV series. “I love the respect and reputation one enjoys at L&T,” he says in conclusion.





RISING IN THE ORGANIZATION WITH DEDICATION

A Uma Maheswaran

Assistant Construction Manager (Civil), B&F IC

I am constantly guided and motivated by my Project Director that has given me the will power to achieve my targets and all our team members have always supported me.

After joining L&T in June 2006, A Uma Maheswaran has worked on a series of prestigious projects. "In my 16 years' experience, I have had the opportunity to work at projects like Intel and RMZ Centennial, both in Bengaluru, TCS Phase 1, Estancia Residence, MIOT Hospital, CTS Siruseri, Apollo Hospital, Rehaja, Porur and Nxtra Data Center, Siruseri, as Reinforcement Engineer and Reinforcement In-charge." Presently, he is working at the L&T Innovation Campus at Manapakkam, Chennai and believes that his success with L&T has been a result of his dedication.

Like all his other colleagues across L&T Construction, Uma's issues during and post the pandemic have been with skilled labor, subcontractor engagement, and disrupted supply lines. "Day-to-day planning and monitoring are helping us," he remarks. "Based on our schedule, we micro monitor our work daily, ensuring resources are made ready the previous day itself, consistent with our plans and specifications." On-the-job training is given to ensure safety, quality, and progress while the site is continuously under observation to independently verify the line-item percentage to complete the work.

Bottlenecks to achieve weekly targets are listed and discussed with the superiors for additional support to ensure timely delivery of the committed target. "The evaluated issues arise normally from the workplace and my subordinates and subcontractors are trained to overcome such issues in future," Uma points out. "We also make sure that we engage the right person at right time with the right tools." To expedite work speedily, he mentions using mechanical aids, prefabricated columns and beams and adopting precast members.

Uma proudly shares that he has completed several ATL courses on project support, construction management, 5S implementations and more and regularly uses the Safety App, Quality App, Digital Store and BBS Automation Tool. "I am constantly guided and motivated by my Project Director that has given me the will power to achieve my targets," he says gratefully, "and all our team members have always supported me."

From Tiruttani in Tamil Nadu, Uma is married to Prasanna VK, a homemaker, and they are blessed with two sons, Raghavan and Sharath. His hobbies include reading, watching news and cricket. "My most memorable personal moment was when we were blessed with our first son," he says with feeling. He cites completing his graduation and his first promotion as Engineer, as professional highs.



KEEPING IT FRESH WITH UP-TO-DATE TECHNIQUES

Arijeet Sarangi

Assistant Manager (Civil), B&F IC

Our various strategies - such as assigning multiple agencies within the approved cost, timely certification of client bills, regular follow-ups for quicker supply of materials, and ensuring availability of required drawings helped us fight back against the challenges.

Arijeet Sarangi's most memorable moment is the day he joined L&T in April 2017, posted at the WIPRO project in Pune. "During my early days, all my senior colleagues guided me at every step. Their constructive feedback has motivated and inspired me to do better," he says with a beaming smile. In July 2019, he was assigned to the Nxtra Data Center project in Chennai as Planning Engineer, to take care of client billing, EDRC coordination, procurement, documentations, and quantity survey.

Arijeet remarks on the difficulties faced by the project team due to the pandemic: "The supply chain disruption and unavailability of skilled workmen were the major issues. The steep increase in prices led to a huge financial crisis with our client and vendors, causing a delay in our timeline." While the new norms adopted in the workplace ensured the safety of the workforce, it did lead to a decrease in productivity, he admits.



But the project team tackled the situation with gusto. By procuring materials in-house and engaging in-house labour, the project improved its margins. "Our various strategies - such as assigning multiple agencies within the approved cost, timely certification of client bills, regular follow-ups for quicker supply of materials, and ensuring availability of required drawings helped us fight back against the challenges," Arijeet says with determination.

A day-wise micro schedule with strike rate helped monitor progress, with daily sunrise & sunset meetings. "Before starting any activity," Arijeet adds, "we arranged a pre-job meeting with the client, vendor, and our team members to review the work methodology and ensure that all EHS parameters were in place."

The Nxtra project has kept it fresh with some novel ideas, such as redesigning the terrace mother slab to provide the required slope. "We coordinated with EDRC and the client for this redesign, which also helped reduce the screed thickness. With the help of EDRC, we changed the 4 mm thick PU flooring to one that was 2 mm thick, below the false flooring area. Further, the floor finish in the service lift lobby and corridor was changed from granite to 4 mm-thick resin PU for faster execution and to avoid damages, and we used Bondit, a bonding agent, between the plaster and RCC element to save manpower and time."

A native of Odisha, Arijeet is married to Sribidya Nanda, who is a software engineer & works in a leading IT company. He makes time for playing cricket and camping whenever he gets a proper holiday. Arijeet says he is honoured to be a part of such a respected organization as L&T. "It has shaped my career well and has put me on a well-paved road with the latest construction techniques."

PROUD OF WHAT HE IS DOING AND ACHIEVING

"Being part of L&T is an honor for me," says young Abhishek Sharma, excitedly, "for the organization gives us ample opportunities to perform, take initiatives and become leaders without any biases." Having joined L&T in July 2014 as a DET at the Delhi One project, he has been involved with the DLF My Pad project in Lucknow, and since March 2019, is at AIIMS Gorakhpur, in charge of finishing.

"I was part of the team that successfully completed finishing of the commercial area including the nursing college, hospital block IPD East and West and the medical college that was inaugurated by the CM of UP on September 2nd 2019. Our Prime Minister, Shri. Narendra Modi, inaugurated the AIIMS project on December 7th, 2021, that was again a matter of great pride for all of us. Currently, I'm looking after finishing the 3rd, 4th and the Terrace floors in IPD East, and simultaneously maintaining the OPD building and IPD West." Abhishek, undoubtedly, brings in a lot of vigour to his work that is evident in his success thus far.

With the pandemic making mobilization difficult and disrupting procurement and supply lines, the project team evolved several mitigation measures to overcome these challenges. "As a finishing engineer, I have to manage multiple activities at a time, that require right planning and monitoring for which we use an excel tracker for all activities, what's planned vs what's achieved," he explains. "We have M/S HITES as our client who strictly follow CPWD and NBC norms that must also be followed at site to maintain the quality standards as per SOPs."



Being part of L&T is an honor for me, for the organization gives us ample opportunities to perform, take initiatives and become leaders without any biases.

Abhishek Sharma

Senior Engineer (Civil), B&F IC



Coordination between the various stakeholders is critical for delivery and Abhishek points out that increased coordination between the various service teams such as MEP & specialized vendors and reduced gap between design and execution, have helped the team with hassle-free signoffs of inspection reports from the client. Abhishek attributes their success to teamwork. "My seniors including PM Sir and Mr. Natarajan Subramanian Sir have always supported me whenever I have got stuck. In any case, as an engineer I can only plan; to execute I require support from top to bottom," he shares meaningfully.

Abhishek hails from Dehra Gopipur, Kangra district in Himachal Pradesh and being still single finds joy in playing cricket, table tennis, video games and reading. "Personally, I am delighted when my parents are smiling," he smiles, "like getting selected at L&T when we were facing a financial crisis. Professionally, I get a high when I am appreciated by my colleagues, higher-ups and the management for my efforts."

COMPLETING THE LAST MILE

Anil Kumar Bishnoi

Senior Engineer (Civil), B&F IC

The Grasim VSF Expansion project at Vilayat, Bharuch in Gujarat is in its final stages and young Anil Bishnoi is busy handling the client billing after completing the hand-railing and grating works. At his first project with L&T, a GET from the batch of 2019, Anil is happy that he has had a good learning experience thus far. "Mainly, our problems due to the pandemic were manpower related as the number of migrant workmen reduced considerably and our working time was reduced due to government rules," he states.



Our client supported us to resolve site issues in time to achieve our targets while our vendors contributed their best by working two shifts to arrange adequate resources in time. We were facing some tight schedules but discussing with my seniors and colleagues energized me to perform even better.

Handrail and grating were his areas of responsibility and Anil explains that prior to execution, the team prepared shop drawings for client approvals and fabricated them accordingly at the yard to speed up progress of the grating works. Shop drawings were prepared for FRP grating and shared with the vendor to manufacture gratings for the platforms that reduced wastage of FRP gratings. "Gratings in the pipe rack structures were fixed at ground level to minimize the time for fixing and reduce the risk involved in fixing them at higher levels," he points out.

To drive progress, the team had daily reviews with sub-contractors to update the schedule agreed with the client and monitored weekly progress, highlighting foreseen obstacles to the higher management for timely resolution with both the vendors and the client. "Resources, including bought out materials, were arranged in time, and we worked two shifts to achieve our milestones." In terms of digitalization, Anil mentions using PROCUBE to update and monitor project progress and MSP to track schedules.

According to Anil, his project's success is a triumph of teamwork. "Our client supported us to resolve site issues in time to achieve our targets while our vendors contributed their best by working two shifts to arrange adequate resources in time. The Management also extended us full support to terms of both manpower and materials." Regular feedback from his seniors and team members helped him lift his performance and successfully handle new tasks. "We were facing some tight schedules but discussing with my seniors and colleagues energized me to perform even better," he says enthusiastically.

Still single, Anil is a native of Osian in Jodhpur, Rajasthan and loves travelling and reading the news. "For me, personally, trekking at Kheerganga with my college friends in my final year B. Tech and exploring the beauty of the mountains was a wonderful experience," he smiles at his memory. "Professionally, working for the first time with heavy cranes was a huge high."



Finally, he is proud of being a part of L&T, a company involved in all engineering fields to build the nation and, at the same time, contribute to society.

MAKING INDIA PROUD AS AN L&T-ITE

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I am new to the L&T work system and I've learned to adopt the best possible work practices combined with the trademark L&T standards and project deliverability. It's a dream for all civil engineers to work here, I am thankful for the opportunity to be associated with L&T and make India proud.

Sandip Paul Chowdhury

Senior Engineer (Civil), B&F IC

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"I am new to the L&T work system," remarks Sandip Paul Chowdhury, "and I've learned to adopt the best possible work practices combined with the trademark L&T standards and project deliverability." Right after joining in March 2019, he was stationed at the Grasim Expansion Project, Bharuch, Gujarat. An astute, result-oriented engineer with extensive experience, he has executed about 18,000 MT of reinforcement work and prepared the Bar Bending Schedule (BBS) for the whole site. "I appreciate that my seniors have given me the authority to make decisions," says Sandip. "I love involving myself in the work, which has helped me independently handle the cut & bend yard and the tying of reinforcement."

Being a multi-contractor site, a lot of coordination is involved regarding permits, area clearances, and handover-takeover.

How does Sandip monitor progress across work zones? "We create a Work Breakdown Structure to break down the goal into smaller tasks, and have implemented the 'last planner system'. There is also a reward system for achieving monthly targets."

After the RCC work was completed, the acid-resistant tiles work was a challenge. "This activity was critical, as it is spread over a 20,650 m² area. Without completing it, the client could not commission their process." The monsoon brought with it further complications. "The material components are very sensitive to water," informs Sandip. "We need to maintain surface moisture at required levels using hot blower guns, hot torches, and heaters."

The volume of reinforcement work is vast for the project, and Sandip explains how they divided it into two parts: "We provided the raw material to outside agencies for the monotonous cut & bend work to reduce variations in demand & supply. We also prepared a cut & bend setup at the site for new reinforcement requirements due to any revision in drawings."

Commenting on the digital solutions adopted at the Grasim Expansion Project, Sandip reveals that they have made things a lot easier. "The digital store reduces the time taken for indent preparation and material issue and by using the Safety app, the Safe-to-Start card approval time is reduced, and all critical areas are comprehensively covered. The PROCUBE app monitors progress and contractor-wise productivity."

Sandip hails from Kolkata, and cooking is something he enjoys on special occasions with friends. His family vacation to Kerala is most memorable, while professionally, the completion & certification of 18,000 MT of BBS for the Grasim Expansion Project is an achievement he will never forget. "It's a dream for all civil engineers to work here," Sandip smiles, eyes shining. "I am thankful for the opportunity to be associated with L&T and make India proud."





11 YEARS. 7 PROJECTS. ONE GOAL.

Satya Chandan Ray
Senior Engineer (Civil), B&F IC

Satya Ray is a very happy man having just married his lady love that he acknowledges is his life's most memorable personal moment. Even as they look forward to a wonderful life together, he stays committed to his work and the company that he has been a part of for 11 years. After joining L&T in September 2010, ONGC Kakinada is his 7th project. "I take care of the grade slab works inside the shed area and road works (Subgrade, Subbase and PQC works) and ensure productivity of manpower, machinery in the above works by ensuring 100% Safety and Quality standards with the support of my site management," he states.

Productivity is a recurring theme in Satya's narrative. He refers to the lean techniques adopted at site to monitor and drive productivity. "We ensure 100% quality in all works by keeping 'First time Right' as our agenda to avoid delays due to rework," he points out. "I introduced prefabricated rebar cages for pile caps and grade slabs to save time and increase productivity," he announces proudly.

He is a fan of digitalization too. "We have implemented several digital tools including the CONQUER app, Safety app, PROCUBE, Digital store, Concrete Tool to monitor and speed up works. Digital store, for example has reduced the time of material issue and improved productivity of site while the 'Concrete Tool App' monitors and reduces bulk material wastage. In fact, we have even received an award for implementing it," he says jubilantly.

The pandemic-induced disruptions badly affected site performance but, as Satya informs, they have found ways to overcome the challenges of labour shortage by mobilizing and training local workmen, offering free COVID vaccinations, convincing and motivating them to stay and perform.

Progress is regularly monitored both by the site leadership and by the client and their customer feedback score of 9.95 out of 10 is certainly something worth writing home about. "All our vendors, subcontractors and associates are informed about our

requirements by conducting kick off meetings and they support us by delivering targets with 100% safety and quality. From our side, we ensure their timely payments for them to perform to their maximum potential to achieve targets."

Satya is from Bhadrak, Odisha and his wife, Sangamitra Nayak Ray, is a homemaker. "My hobbies are reading, playing cricket, travelling, and exploring new places," he shares. His most memorable professional moment was winning the best Quality Conscious award from his Project Manager, G. M. Mir and he is proud of being a part of L&T that is creating world-class monuments and wonders.

“

We ensure 100% quality in all works by keeping 'First time Right' as our agenda to avoid delays due to rework.

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"NOTHING IS IMPOSSIBLE AT L&T"

Jithin Jacob

Senior Engineer (ELEC), B&F IC

C *Completing the Tech Mahindra project on time is a career-defining moment for me. The appreciation letter from the client made all our hard work worth it.*

At the HIAL Expansion Project, Jithin Jacob has been instrumental in completing the critical substation work on time and procuring supply for commissioning the VHT equipment. To add to that, he also executed the very challenging task of underground service trenches for utility diversion including the high risk activity of diverting all the live 11kv HT lines in the existing airport within permitted time without any incident. "I have a strong supportive team who are by my side through all difficulties," he remarks with a smile. "By sharing their experience, my seniors have helped me make my way forward in this project."

Jithin began his career in L&T in July 2012 as a part of the Chennai Metro Rail depot project. He then worked at the Shell and Tech Mahindra projects in Bengaluru, before moving to the High-Rise Office Building project in Bhubaneswar. "Completing the Tech Mahindra project on time is a career-defining moment for me," he comments. "The appreciation letter from the client made all our hard work worth it." He has been at the HIAL Expansion Project since November 2018.

As the HIAL expansion project is a brownfield airport project, the project team has been facing several operational issues from the beginning, with the pandemic adding to the challenges of material flow and manpower engagement. However, Jithin and team's strategic and meticulous planning have helped carry out the work without any break due to clearance issues. "We have divided all activities by zone," he reveals. The team prepares monthly targets and then divides those into weekly and daily ones. These are reviewed weekly, and in case of any backlog, the next week's plan gets adjusted accordingly.



"We start by planning monthly activities based on the available and expected work fronts," elaborates Jithin. "We then dive into the micro level by addressing all issues on a target-by-target basis for achieving the monthly target. By coordinating with each vendor, including those from the client side, we are able to avoid rework."

The design team gets prompt inputs on the site execution constraints as lessons learnt, allowing for faster solutions. "The resulting redesign enables seamless execution in the remaining areas," explains Jithin in earnest.

Jithin is a native of Kochi, Kerala. He loves listening to songs, singing, and playing football and cricket. "Since ours is a fast-track project, I don't get that much time for my hobbies," he adds. "But I do try my best to enjoy them whenever I can." Jithin's most memorable moment is when he bought a home in his name, after several years of hard work. When asked about his experience in L&T, he smiles and says, "'Nothing is impossible' is one aspect that makes me proud to be a part of this beautiful organization."



EXPERIENCING CUSTOMER DELIGHT

“Finishing is the final aspect and a matter of pride for L&T and thanks to our superior finishing, I have had the pleasure of experiencing customer delight.”

Jithin K S

Junior Chargehand (Civil), B&F IC

Sometimes it is good to see a project from a junior's point of view and Jithin K S, who joined L&T in 2017 as FLS - TC2, provides that perspective for the Prestige Jindal City project in Bengaluru where he is presently posted. His first posting was also at a Prestige project - Prestige Lakeside Habitat - where he was involved with completing the finishing works, snagging/de-snagging and handing over of 6 towers of G+30 floors. His task is much the same at his present project.

“I am really impressed with the benchmark flat concept we have introduced here,” enthuses Jithin. “Making subcontractors to complete one benchmark flat for quality finish and motivating them to achieve a minimum benchmark in all other flats has reduced the chance of quality-related issues and re-work arising due to frequent migration of labor and the need to develop new subcontractors.” Another standout feature of the project he flags off is the coordination in the project team to handle several activities parallelly. “We manage the tiling, gypsum, and waterproofing works along with the MEP works in parallel for which dedicated gangs are engaged. This creates healthy competition between the subcontractors and improves our productivity,” Jithin smiles. “We have achieved 250 units of tiling, gypsum and waterproofing in a month's time which is quick work!”

Taking a flat as one entity, the team monitors the progress in tiling, gypsum, waterproofing, railings, etc. and the number of flats completed in a month is then compared to the asking rate. “A flat is considered complete when 100% of the activities are completed,” Jithin informs. “Our client interfaces in the finishing

works when they are more compared to the structure works. The interfaces are broken into stages and monitored every week based on the stagewise number of flats completed.” This, he points out, “gives us a clear picture of the delays from both our end as well at the client's end for better monitoring and tracking.”

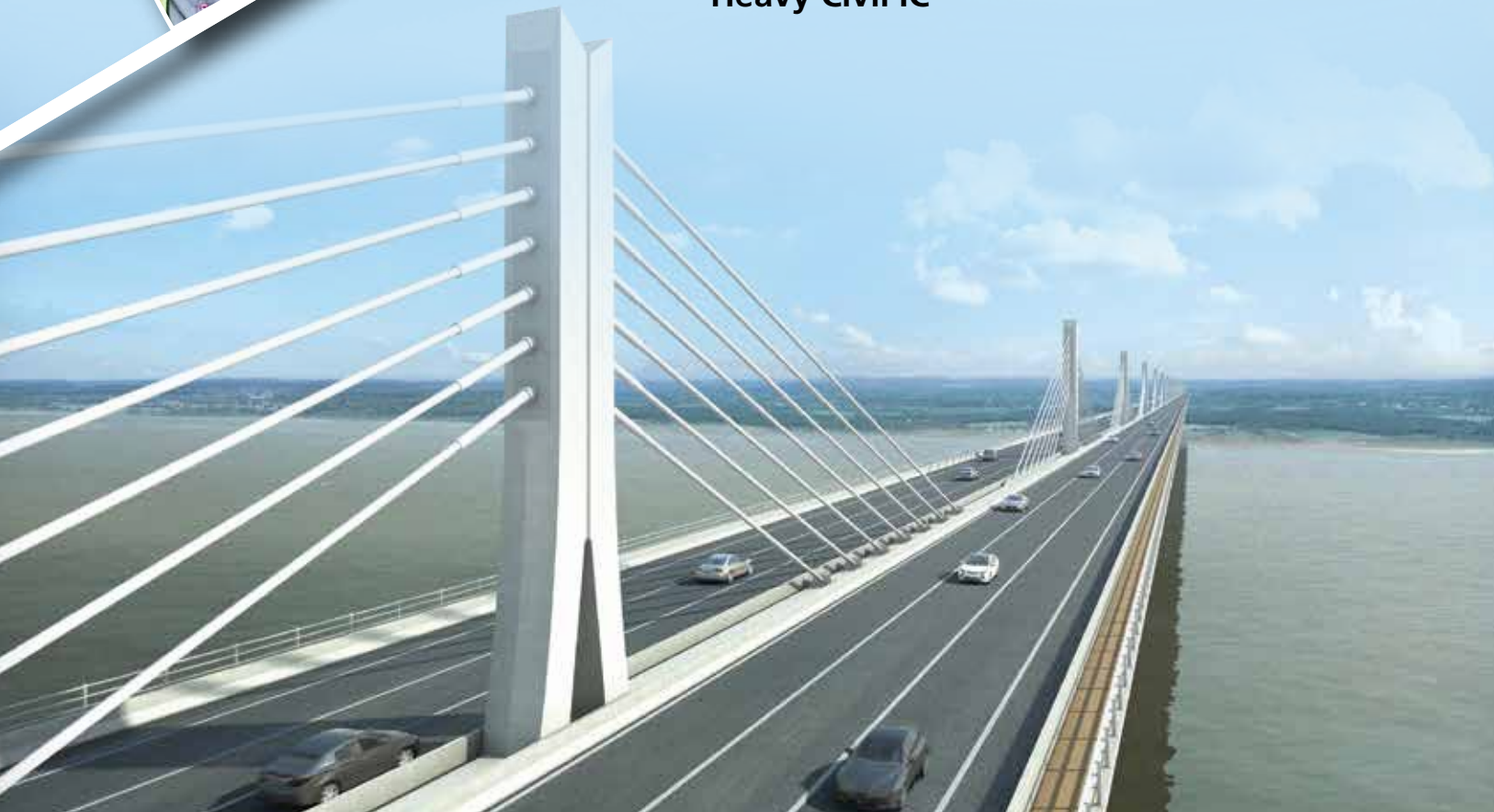
Their method of functioning is quite simple, he shrugs. Targets are well defined, resources required arranged and any lag or shortfall immediately attended to. “Finishing is the final aspect and a matter of pride for L&T,” Jithin shares with excitement, “and thanks to our superior finishing, I have had the pleasure of experiencing customer delight.” Digitalization has certainly made lives easier. “All our necessary permits, checklists, pour cards, digital stores are digital and with the permits in place, we can focus on delivery.”

A native of Kunnankulam, Kerala, Jithin is still single, and his life's most cherished moment was when he received his offer letter from L&T. He appreciates the responsibility and belief that the organization places on youngsters like him that has made him a very confident person.





— Heavy Civil IC —



A FITNESS ENTHUSIAST ENSURING HIS PROJECT IS EQUALLY FIT

Sanjeev Kumar Tyagi

Deputy General Manager (Civil), Heavy Civil IC

"I am very impressed by L&T's capability to take on new challenges and overcome them, that has inspired me to adopt the same both in my professional and personal lives," declares Sanjeev Tyagi from his RVNL Package-2 project, here he faces challenges almost daily. Having started his journey with L&T in April 2003 as Senior Engineer at the New Water Conductor System 24 MW x 3, Khopoli in Maharashtra's Raigarh district, Sanjeev is drawing on his rich two-decade experience to push his project forward.

Labour mobilization across multiple locations and timely procurement of key materials and equipment from global sources were their main issues. "To mitigate the slow progress due to worsening geology, we have optimized resources, opening additional work fronts with the available resources to increase productivity and sales," he points out. "Due to delay in imports, we could not implement as per our planned methodology, so we changed the methodology to match the available resources and started the works without waiting for the imports," he remarks, quite matter-of-factly. The time cycle for every shift has been mapped, is monitored on an hourly basis, hinderances listed out and action plans made not just to mitigate them but avoid recurrence in future.

"We strictly follow the respective drawings and instructions issued by the client and consultant," he says, "avoid all non-compliances and if any do rise, they are addressed and resolved on a war footing within 24 hours." 6-month, 3-month and monthly plans are prepared to address pain points beforehand. "Continuous monitoring and improvement are the basic standards that we have



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I am very impressed by L&T's capability to take on new challenges and overcome them, that has inspired me to adopt the same both in my professional and personal lives.

agreed to follow, and we implement them with utmost sincerity."

In a tough project like his, teamwork is key to progress. "We work as a team with one goal of on time completion," says Sanjeev resolutely. "However, our responsibilities are clearly defined with the seniors responsible for providing the execution team with the required resources and the execution team responsible for achieving progress and productivity of resources." Internet connectivity inside the tunnel using GPON Technology for the first time in India is an innovative step while deformations in the tunnel are monitored with modern instrumentation techniques to take timely action and provide a safe working environment inside the tunnel.

Sanjeev is from Meerut, Uttar Pradesh and married to Malti, a homemaker. They are blessed with a daughter and two sons, Sonali, Shivam and Satyam. Although he likes playing cricket and bodybuilding, he is a fitness enthusiast with a gym at site with the latest equipment. He cites achieving 400 m of PCC lining in One month at Adit 3 location in Singoli Bhatwari, the highest in the project from a single phase, a professional highlight.



CONSTANTLY CHANGING TO STAY AHEAD OF THE GAME



We couldn't hire resources as the deteriorating geology would render them under-utilized, but at the same time, we had to achieve progress, so adopted a strategy of taking maximum output from the bigger machineries by increasing the availability of the supporting machines to avoid idling of the bigger machines, backed with a proper maintenance schedule. Certainly, our P&M Team is our strength.

Rajesh Chopra

Deputy General Manager (Civil), Heavy Civil IC

At his RVNL PKG-2 project in Uttarakhand, as In-charge of Tunnel 2 (13.2km long) and open works, Rajesh Chopra faces all the possible construction and pandemic related challenges with additional ones from an unstable and changing geology. "We had planned resources as per the Geological Baseline Report (GBR), but a drastic change in the geology made it almost impossible for us to manage the works with the available resources and manage the scarce resources to avoid underutilization," he points out grimly. "We couldn't hire resources as the deteriorating geology would render them under-utilized, but at the same time, we had to achieve progress, so adopted a strategy of taking maximum output from the bigger machineries or white elephants," he chuckles, "by increasing the availability of the supporting machines to avoid idling of the bigger machines, backed with a proper maintenance schedule. Certainly, our P&M Team is our strength," he avers.

Keeping the project team motivated to take up such a tough job in very difficult terrains and manage an extremely demanding client was a tall order. "Once work commenced, it was important for us to make the team believe in themselves and approach their task confidently," he observes. "Our success is reflected in the fact that we completed double track railway tunnel excavation in 7 stages, for the very first time in L&T and in India, to deliver 5 months before the scheduled time." Rajesh is visibly proud of the team's success that is also a professional high for him personally. "We consistently achieve more than 100 m progress in Fair Rock Strata and work 28 days a month that makes machine maintenance more challenging. Hence, our work is so planned such that the maintenance and survey traversing works are scheduled on the shift

off days for more productivity. We ensure an open environment too for discussions and improvements so that mistakes are corrected immediately and avoided in future."

"We are always ahead of the targets and that is only possible thanks to the support from all quarters," remarks a grateful Rajesh. "We ensure that we meet all the client's specs to the highest level to gain their confidence and keep up the brand name of L&T. The support we receive from our Management is phenomenal. We have the freedom to operate, test new methods, materials as per our requirement guided by the site management."

Rajesh commenced his journey with L&T in January 2006 and has since worked on some iconic projects. Hailing from Bilaspur in Himachal Pradesh, he is married to Ranjna, a homemaker, and they are blessed with a son and a daughter, Tanish and Tanya. Badminton is obviously his passion. "We have a professional badminton court at two site locations," he grins.



USE TIME EFFECTIVELY; REDUCE GAPS IN COMMUNICATION



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To relaunch the TBM from the retrieval shaft in place of the launching shaft after completing the first TBM drive, I suggested to the management to shift an auxiliary set up to the retrieval shaft area that will eventually help to maximize the productivity of tunnel boring during the second TBM drive.

Braj Bhushan Mishra

Construction Manager (Civil), Heavy Civil IC

“I strongly believe in effectively utilizing time and minimizing communication gaps,” says Braj Bhushan Mishra, reflecting a wisdom that belies his age. “That is why I always ensure that proper shift handovers happen in person for clarity of the N/S Program to ensure maximum achievement of planned works.”

Braj began his journey with L&T in April 2008 at the DIAL project as site engineer and after succeeding stints at Chennai Metro and Delhi Metro projects, he is now Construction Manager at the Mumbai Coastal Road Package-4 project where he has his hands full. “I have worked out a structure wise detailed micro plan based on which I have assigned roles and responsibilities to my team with independent group leaders for each structure,” he spells out his responsibilities. Requirements for manpower, equipment and material are decided in advance & mobilized timely and resource utilization is monitored daily. “I have explored and deployed proficient subcontractors according to the work profile, for better productivity and timely completion of works.”



The project has 16 key milestones, three of which have fallen into Braj's area till now, and he assures that all have been achieved well within the stipulated timelines. “I make it a point to weekly meet all my stakeholders and various service departments to be on top of matters,” he remarks. “For vendors, I ensure that all the measurement sheets from the site are processed timely for prompt billing that keeps them motivated. I also make sure that all documentation like certified RFIs for client billing, method statements and risk assessment for new activities are readily shared with the concerned departments for smooth and efficient execution.”

The project has had to face and overcome several challenges like constructing in a crowded city and in a marine environment, handling huge quantities of excavated material and the disruptions due to the pandemic. Braj has been in the thick of all those activities. As a personal contribution he mentions, “To relaunch the TBM from the retrieval shaft in place of the launching shaft after completing the first TBM drive, I suggested to the management to shift an auxiliary set up to the retrieval shaft area that will eventually help to maximize the productivity of tunnel boring during the second TBM drive.” Braj is extremely thankful to his Project Manager for reposing trust, supporting, and guiding him.

Hailing from Jagdishpur, Bihar, Braj is married to Asha, a homemaker, and they are blessed with two children, Jyoti and Anurag. “My daughter's birth is my most memorable personal moment,” he smiles, “and I love exploring new places.” Professionally, he fondly recalls the Revenue Operation Date/handling over of the Vasant Vihar Metro station to the DMRC officials.

“L&T is my dream company to work, for it takes care of its people,” he signs off in earnest.

NEW TO L&T, BUT NOT NEW TO TUNNELING



I like to listen and note down the ideas of my team members, analyze their views by considering forthcoming important or parallel activities and then arrive at a conclusion based on my discussions with my seniors before going ahead.

Deep Narayan Bharty

Assistant Construction Manager, Heavy Civil IC

Having joined L&T on September 24th, 2020, Deep Bharty is still a new kid on the block, but carries with him some solid experience in tunneling, having started his career in 2013. "I have spent almost 5 years abroad and a couple more in India and have gained good experience in TBM tunneling," he informs. Hence, he is very much at home as Assistant Construction Manager - Tunneling at the Mumbai Coastal Road project. "Apart from executing tunnelling works, I also do site planning and sharing technical support with the team."

Elaborating on his role at site, Deep says that they track every activity through a micro plan that has a start and end date set by the management. "By compiling daily shift reports, weekly and monthly progress analysis are prepared and shared with the team members for all to be on the same page in terms of progress, delays, breakdowns. It helps us to improve our progress."

Referring to his style of working, Deep says, "I like to listen and note down the ideas of my team members, analyze their views by considering forthcoming important or parallel activities and then arrive at a conclusion based on my discussions with my seniors before going ahead." He arranges daily coordination meetings with all the departments to know their advance plan of works and allocate resources accordingly for better utilization of resources to complete all the works on time. Post the pandemic, there was fear amongst the workmen to come and work at site, but the site team was able to address those fears through daily safety toolbox meetings and taking good care of the workmen.

Deep is excited about the successful breakthrough of the TBM, 'Mavala, having the largest diameter of 12.190 m in the country.

"1814 MT weight of the TBM shield was successfully rotated 180° with a skidding system which is indeed a great achievement in tunnelling," he shares in awe. It is obviously a triumph of teamwork and Deep is appreciative of the friendly culture at site. "All my colleagues have been very nice to me right from the start and I am very happy to maintain good relationships with them professionally that makes me proud to be part a great team." At the same time, he stresses the importance of motivating the team and maintaining good and clear communication with them.

Deep is still single and loves to sing. "I follow it when I find the time," he laughs. His personal best moment was when he gifted his parents with a Tata Nexon as a surprise and professionally, setting a record of tunneling 60 m in a day.



MAKING THE MOST OF WORKING IN HIS DREAM COMPANY

Pritesh Umesh Khandelwal

Assistant Construction Manager (Civil), Heavy Civil IC

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Working in L&T gives us the chance to work at different kind of projects and every project is a new experience and at each project I have got opportunities to lead from the front. I am proud to be an L&T-ite!

“When I was pursuing my B. Tech, L&T was my dream company,” shares Pritesh Khandelwal, recalling his 3rd year college days when he desperately tried for an internship with the company. “I didn’t get the opportunity then but later, my dream come true when I got placed at L&T.” A BIS scholar, Pritesh observes, “Working in L&T gives us the chance to work at different kind of projects and every project is a new experience and at each project I have got opportunities to lead from the front. I am proud to be an L&T-ite!”

Since March 2019, he has been at the Mumbai Coastal Road Project, Package 1, planning the Haji Ali Section that involves executing 300 piles in 5 months. “We have successfully completed 6 Monopile Test piles of 2.5 m and 3.2 m diameter and 17 Monopiles out of the total of 99 in just 50 days,” he shares with an immense sense of achievement. “The Monopile technology is not only new to L&T but to India too, so we have been facing challenges regarding the skill and competency of our workmen,” he cautions. “We have addressed it by providing hands-on training to the workmen and staff through experts from a Dutch drilling company.”

Pritesh attributes their success to micro-planning, accountability, and empowerment. “We have prepared a micro-programme for the entire project that is monitored daily,” he informs. “We make



our vendors accountable for their delivery and all of us including the GETs, DETs, front line supervisors and workmen are all empowered to do what is best in the interest of the project. We are a very high-performing and efficient team,” he affirms. The team engages with the client and consultant to finalize critical risk activities and have shared their vision for the project with the locals, implementing measures like noise barriers and bio-toilets.

“Apart from the new Monopile technology, we have adopted digitalization, lean construction practices, look-ahead programmes and onsite training to drive efficiency,” he shares. Pro-active planning & procurement of materials, mechanization to fabricate advance cages for the Monopiles and creating work fronts in the absence of drawings are helping them to quickly push the project forward. “My seniors encourage us to adopt new technologies, be unconventional and we are free to share our views with an open mind,” he adds.

Pritesh is from Akola, Maharashtra, and his better half, Surabhi, is a Sales Head at Krishna Agri Business Development Ltd., Dhule. He loves watching movies and doing road trips like one to Rajasthan that he fondly remembers. “One of my most satisfying professional moments was when I was given new responsibility of the piling works and completed 50% piles in the stipulated time,” he wraps up proudly.



"L&T ENCOURAGES, MOTIVATES AND NURTURES US!"

Namoju Ravi Teja

Assistant Construction Manager (Civil), Heavy Civil IC

A GET from the batch of 2013, Namoju Ravi Teja has had an exhilarating journey with L&T thus far, having worked at some iconic projects including the Kakrapar Atomic Power plant project, Project Seabird, MTHL and MCRP1. Not surprisingly, Ravi says, "L&T is like a family to me that encourages, motivates and nurtures us. My past 8+ years has been a great learning experience for me. I have not only learnt to work with the staff, but the L&T family has taught me how to live!" A charged Ravi is determined to give back to the company that has given him so much.

Tracing his exciting journey, he shares, "During my tenure at KAPP 3&4, we successfully handed over two Induced Draught Cooling Towers to the client, NPCIL. Later, after the timely completion of a 1,000 sqm building for the Indian Navy, it was a moment of personal pride to receive an appreciation from Vice Admiral Ravneet Singh, Director General, Project Seabird." At MTHL Package 3, Ravi was leading a team for the 1.73 km out of 3.5 km viaduct, responsible for planning resources, interacting with local authorities, the consultant, client, and micro planning activities. "Since 2021, I have moved to MCRP 1, involved in setting up the precast yard, mould fabrication, casting segments and planning all the minute activities," he informs.

Holding the workforce to ensure uninterrupted progress has been Ravi's primary concern for which he has been more of a friend to the workmen. "My approach has always been friendly to both the



"L&T is like a family to me that encourages, motivates and nurtures us. My past 8+ years has been a great learning experience for me. I have not only learnt to work with the staff, but the L&T family has taught me how to live!"



workmen and subcontractors so that they are motivated to work," he observes. "I have learnt the importance of 'To do' lists and ensure that all adhere to my list that is in line with our internal plans and schedules." In terms of innovation, Ravi flags off the segment rotation scheme that was introduced for the first time at L&T. "It involves placing a 150-ton segment on a turn table and rotating it 180 degrees with a 10 T push-pull jack," he explains. "The pier head segment will be rotated and shifted for match cast."

Ravi attributes his success to the encouragement from his seniors and specially mentions I Chandran, A H Khan and the NPCIL team. Hailing from Vijayawada in Andhra Pradesh, Ravi is excited as although yet single, his marriage has been fixed for May. He blushes that her name is Anusha, who is a Sales Executive at ACT broadband. A die-hard cyclist, Ravi has done 50 to 100 km trails between Goa- Karwar, Surat-Daman, in and around Mumbai and is an active member of the Surat and Mumbai cycling clubs.

WORKING WITH THE CLIENT, NOT FOR THEM.

“

Keeping clients engaged throughout the construction process makes our life easier. Each client is different and establishing good communication with them is probably the most important step to build a strong relationship.

Preetham Siddaramaiah

Assistant Manager QC, Heavy Civil IC

“I believe that if you are looking to build a strong relationship with your client, work with them and not for them,” declares Preetham Siddaramaiah, wisely. “Keeping clients engaged throughout the construction process makes our life easier. Each client is different and establishing good communication with them is probably the most important step to build a strong relationship.” Having come on board in February 2015, and after an initial posting at the Al Wakrah road project in Doha, Qatar, Preetham has been at the Mumbai Coastal Road project since July 2020, driving quality.

“With my challenges clearly defined, I involve my subordinates completely in the process,” he shares his approach to work. “I readily accept new roles and responsibilities, reallocate work within the team, improve partnerships and do things that others avoid.” Being a fast-track project, everyone at site is keenly aware of the need for accelerated construction by opening multiple fronts but, from Preetham’s perspective, ensuring that quality is never compromised. “Being a quality control engineer, I have adopted

better inspection and QC tools and procedures, to prevent, detect and immediately fix quality problems without impacting time.” Apart from immediately testing all incoming materials for better quality control, he has enhanced the vendor prequalification process by interviewing vendors to determine quality of product, experience, past performance, human resource, capabilities, capacity to supply, etc.

Preetham is aware that project success is possible only with excellent teamwork. “I regularly and promptly acknowledge, recognize and appreciate colleagues, co-workers, and workmen for their contributions towards completing a task,” he remarks. “Publicly praising colleagues during a meeting or privately thanking a co-worker for their help win me their confidence and their assistance in routine activities.” In the same breath, he says he is lucky to have a very supportive Project Director, QC manager, colleagues, and site management. “I have the freedom to take decisions that helps me develop my leadership qualities, plan and execute the works as per my convenience. My team is always supportive, we share, and finish work effectively in time,” he says with fervor.

Preetham hails from Tumkur, Karnataka and his life partner, Bindu HN, is a homemaker. Politics, current affairs, and history interest him while on Sundays he catches up on news, reads and tweets. “It was a memorable moment when I received the offer to join L&T and work abroad which was another dream of mine and receiving my first pay cheque was another high,” he smiles.

“L&T is like an ocean of endless learning experience of the latest technologies and practices and the best place to work in to shape my career that has always allowed me to work without compromising my ethics, dignity and integrity,” he concludes meaningfully.



COMMITTED TO SAFETY, QUALITY, AND TIMELY DELIVERY

Anil Rao

Deputy General Manager (Civil), Heavy Civil IC

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We deployed subcontractors with skilled resources to work in 2 shifts and by using Primavera and TILOS, we are able to track progress with respect to project cost and timeline.

All his responses are about how he and his project team at the Mumbai Trans Harbor Link Package-3 project are finding new and innovative ways to reduce execution time to catch up on lost time due to the pandemic. “Arranging for skilled labor at the height of the COVID waves and keeping the project on track were extremely difficult,” says Anil Rao, grimly. “We are working on National and State highways hence getting permissions from government authorities for our construction activities over highways and interacting with local villagers through which the alignment passes proved to be challenging.”

Once the pandemic receded, the project team changed their strategy by starting construction at multiple locations like At-Grade works, underslung precast segment erections and cast-in-situ viaducts that helped them to significantly make up lost ground. “We deployed subcontractors with skilled resources to work in 2 shifts,” informs Anil, “and by using Primavera and TILOS, we are able to track progress with respect to project cost and timeline.”



Any anticipated bottleneck is immediately acted upon to reduce delays and ensure smooth running of the project.”

An interesting aspect in their modus operandi, Anil mentions, is of first discussing the methodology of various construction activities with the client for their inputs to improve the overall efficiency of the structure. “This approach has helped to avoid misinterpretations and delays in acquiring clearance on RFIs from the client and bill processing has been smoothened,” he says with relief. “To reduce the timelines for the construction of the viaduct, we converted some of the spans with constant section into precast segment viaducts and used only cast-in-situ at locations where the section of the box girder kept varying.”

According to Anil, working with L&T is tantamount to being committed to safety, quality, and timely delivery. Having started his tenure at L&T with L&T GeoStructure in 2015 as Senior Manager at the MBL Project in Kolkata, Anil mentions his senior colleagues who have had a positive impact on his professional career. “My seniors, Shri S. Kanappan Sir, Shri Arvind Nerurkar Sir, Shri Satya Prakash Sir and many other seniors have always supported and guided me with their expertise to accelerate my progress. My team members are also very supportive, and we work hard as a team to achieve the progress at our MTHL-P3 project.”

Anil hails from Mangalore and his life partner, Sowmya, is a homemaker. They are blessed with two children, Aadhyaa and Aarya. “Listening to old movie songs of Kishore Kumar and Lata Mangeshkar especially on Sundays is what relaxes me,” he says dreamily.

"I FEEL STRONG AND SAFE WITH L&T."



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As per our strategy, we accelerated work across various fronts, identified and targeted work that would fetch us maximum invoicing and concentrated on completing them at the earliest.

Rohit Sharma

Construction Manager (Civil), Heavy Civil IC

"I am proud to be a part of this wonderful organization where I always feel strong and safe in terms of my work and the support that I receive from my superiors," declares Rohit Sharma from his MTHL project. "I joined L&T in August 2018," shares Rohit about this journey with L&T, "at the Thane Creek Bridge Project where I was involved with the geo-technical investigation work to plan piling work in a marine environment." In July 2019, he was transferred to the MTHL, Package 3 project where he is looking after open and pile foundation, substructure, and superstructure work at the Chirle and Jasai sites. "From July 2019, I have done 84 open foundations and 4 pile foundations, completed substructure and 74 pier caps and 21 voided slabs till June 2021. From July 2021, we have completed six box girder slabs and have started work on four more," he shares his achievements thus far.

With labor leaving the site due to COVID fears, Rohit was continuously following up with the admin and account teams to recall workmen to site. "As per our strategy, we accelerated work across various fronts, identified and targeted work that would fetch us maximum invoicing and concentrated on completing them at the earliest." Rohit and his team monitor progress across work zones by preparing monthly and weekly plans and fully utilizing the machinery and labor for greater productivity. In terms of digital tools, he mentions that by using the Safety App, EHS is always top priority at site. "Of course, with MS Teams we have been able to conduct virtual meetings without having physical ones."

Rohit is thankful to his seniors at site for believing in him and trusting him to deliver his targets by providing adequate manpower and machinery. "Without their guidance and without the support

of my team members, it would not have been possible to be as successful as we have been," shares Rohit, in true earnest.

Rohit hails from Solan in Himachal Pradesh, a place famous for a liquor brand. His life partner is Arpana, an MCA but presently a homemaker, "looking after the studies of my two kids, Aarav who is in 5th standard and Ramit who is in junior KG," he smiles. "I love listening to music, playing cricket and trekking," he shares about his hobbies. "My most memorable personal moment was my wedding and best professional moment was when I joined L&T," he says, the true L&T-ite.



QUICK DECISION MAKING IS KEY TO PROJECT SUCCESS

S Prasanth

Senior Manager (Mechanical), Heavy Civil IC

S Prasanth's 14-year association with L&T, after joining the ranks in July 2007 as a GET, has taught him that quick decision making is key to resolve most issues at project sites and accelerate progress. Starting off as a Site Engineer at the Vizag Vessel project, he soon took on the responsibility as the Planning Head that he continued later at the Kakrapar Atomic Power Project, Unit 3 & 4 and during his stint as BU Coordinator for special bridge projects. "Presently, I am Planning Head at the MTHL Package - 3 project and ours may well be the only project where what we planned initially and what has been implemented in terms of construction methods and work sequence are entirely different." He smiles adding that it has all worked out for the better.

Changing from launching girders to ground supported erections, converting precast cast in situ spans, and preponing the delivery of epoxy-coated strands from China during the pandemic to ensure continued invoicing were smart initiatives as was their managing of cash flows. "When finalising the invoicing schedule, we have ensured a positive cash flow right from the beginning of the project," he says. Referring to their robust system of progress monitoring, Prasanth shares, "A trademark of MTHL # 03 has been the use of drone videography that has won the appreciation of both our top management and our customer and cloned at various other Heavy Civil IC projects. It helps us enormously in our dealings with our customer, to track various ROW issues to represent them properly, resolve disputes of ROW handing over status and successfully conclude our Extension of Requests."

Another initiative of note is the introduction of rock filling instead of Murrum filling. The abundant rock material generated at site due to rock cutting works was being stacked along the ROW. "We were stuck as we were unable to proceed with Murrum filling due to the rains but fortunately found a provision in MoRTH to undertake embankment filling with rock so that we could utilize the rock material for filling even during the rains." The rock filling was also thicker at 500mm instead of 250mm. Prasanth mentions the use of prefabricated rebar cages for pier caps & portals and trestles mounted on rollers and rails for side ward movement after erection of the underslung segments as the result of much brainstorming.

Hailing from Kollam, Kerala, Prasanth's life partner is Prabitha, a teacher and a homemaker, they are blessed with a son, Rishab, and holding him for the first time is his most precious personal moment. Cycling and photography are his favourite pastimes.



Ours may well be the only project where what we planned initially and what has been implemented in terms of construction methods and work sequence are entirely different.

"Professionally, I'm honoured that the L&T management trusted my capabilities as a Planning Head even though I am a Mechanical Engineer by qualification."

SNS in august company



Our CEO & Managing Director, Mr. S N Subrahmanyam (SNS), was among 20 leading CEOs from across sectors, including engineering, banking, automobiles, telecom, consumer goods, renewables, hospitality, technology, healthcare, aerospace, and electronics, who met the Prime Minister, Shri Narendra Modi, on 20th December 2021 to evolve strategies to take India forward.

“He has shown us the way and leadership for the country,” said SNS, describing his experience and his interaction with the PM. “He is passionate and committed to unite all of us and make us proud to be Indians under his leadership! He is a terrific and patient listener. It is great to have such a person as the leader of our nation and I look forward to more such sessions.”

SNS Appointed Founding Member of Climate Finance Leadership Initiative's India Chapter



CLIMATE
FINANCE
LEADERSHIP
INITIATIVE

In recognition of L&T's leadership in climate and infrastructure finance, CEO & MD Mr. S N Subrahmanyam (SNS), has been appointed as one of nine founding members of the Climate Finance Leadership Initiative (CFLI) India. SNS represents L&T as one of the two corporate conglomerates outside the financial sector. “We are pleased to join CFLI India as a founding member,” remarked SNS. “We look forward to working together with the other members to support India's clean energy investment goals through capital mobilization and policy frameworks.” CFLI India, launched in September 2021, aims to mobilize investments in the country and initiate a long-term effort with public, private, and multilateral initiatives to strengthen local enabling environments and facilitate private capital at scale.





FAITH WELL RECIPROCATED

The senior management have always showed their faith in me and supported my decisions whenever needed and my team members have always given their 100% to achieve the set goals.

Ravi Shankar Asthana

Senior Construction Manager (ELEC), PT&D IC

The passion and dedication Ravi Shankar Asthana has for his job is evident in the way he speaks about the 765 kV S/C Quad Bersimis Ghatampur-Hapur Transmission Line project, one of the longest 765 kV single-circuit transmission lines in India, with a length of 411 km. "The senior management have always showed their faith in me and supported my decisions whenever needed," Ravi beams proudly, "and my team members have always given their 100% to achieve the set goals."

"For easier execution, the line has been split into two parts," informs Ravi. "As the Project Manager for Package-2, I oversee a line length of 221 km comprising 561 locations. To accelerate the work, we have adopted the critical path method, implemented productivity-based rates for execution, and assigned short-term specific tasks. As our region of work has had ROW issues in the past, we have deployed multitasking manpower to increase productivity."

Winning the RoSPA Silver Award in 2020, the Package-2 project also received the Safety Trophy for 2021. "We have motivated vendors and associates to adopt our SOPs and good practices and have them documented by getting oath letters from them," he reveals. "Section In-charges conduct pep talks daily with the gangs. To ensure a Zero Harm workplace, behavioural change in the workforce is the topmost requirement. An EHS oath ceremony organized at the site for all staff followed by regular interactions at Ground Zero have helped us achieve this."

The project team made sure to conduct mandatory vertigo and ECG tests for those working at heights. "For migrant workers, COVID tests were made mandatory," confirms Ravi. Novel ideas

have helped the project push forward, such as a V6 Bluetooth device for men working at heights to communicate better with the ground and VR tools for training, among others.

Born in the holy place of Triveni in Prayagraj (Allahabad), Uttar Pradesh, Ravi is married to Archana, whom he calls the "Family Manager." They are blessed with two children: a daughter, Shrianshi, and a son, Shreyash. Ravi loves reading and watching videos that provide new learnings and says that he uses the Any Time Learning (ATL) apps whenever he finds time. When asked about his most memorable moment, Ravi recalls an incident from his early-career days at a steel manufacturing company: "The locomotive used to unload raw materials suddenly stopped due to an electrical failure, but the trained engineer was on leave. I took this as an opportunity. I went through the available circuit diagrams and manuals rectified the fault, saving a huge penalty for the organization."



13 YEARS OF RICH EXPERIENCE AT L&T AND COUNTING ...



“ I had heard a lot of good things about L&T and my ambition was to get into the L&T family that was realized on September 24th, 2007, when I was selected. Learning always happens by exchanging innovative thoughts that I see at my present project. **”**

Hem Narayan Sah

Construction Manager (ELEC), PT&D IC

It was always Hem Narayan Sah's dream to join L&T. "I had heard a lot of good things about L&T and my ambition was to get into the L&T family that was realized on September 24th, 2007, when I was selected," he shares with a sense of fulfilment. Having joined L&T as a GET in 2008, Hem has already successfully completed 5 projects and is on to his 6th, the E-9, OH to UG Conversion project for Shivajinagar PH-3 in Bengaluru. Arranging experienced workmen to complete the work much required for invoicing and working in a densely populated area were his primary challenges. "To mobilize, we contacted subcontractors known to us and had regular meetings with the client to release work fronts to avoid any idling of manpower," he says.

Planning, meticulous follow-up on progress and immediately addressing issues to debottleneck have been Hem's formula for success. "All employees have been strictly instructed to enter

daily progress along with measurements that are monitored every day and we have weekly meetings with Stores. In fact, I always have an eye on material availability for continuous progress," he emphasizes. "We regularly interact with our teammates, clear site issues, and interact with the customer to keep the ball rolling," he smiles.

Since most of theirs is HDD works in a densely populated area, the team was facing perennial hindrances from the public and Government Statutory Bodies like the Municipality, traffic, law & order corporators, etc. "It was getting very difficult initially to convince them about the importance of our project, so to mitigate the issue, we finally went with local subcontractors who are well versed with the area and with their support, work proceeded smoothly," he shares with relief. "Of course, digitalization is very important these days and will be a mandatory requirement in future," he nods. "In our project, all the approved drawings are captured in Google Maps and for inspections anywhere, we can just view the cable circuit on our mobiles." The site also uses mPower to place material indents, and the Bodhi tool to track progress and for look ahead planning.

Hem attributes a lot of his personal success to Mr. R Sethuraman, his Project Manager when he began his career with L&T. "Under him, I gained lots of confidence in execution and handling sub-contractors which are very important for any successful project," he shares gratefully. "Learning always happens by exchanging innovative thoughts that I see at my present project."

Hailing from Bihar, Hem is married to Anamika, a homemaker, and they are blessed with a son, Adhrit, whose birth is a personal moment of happiness. He loves long drives and visiting 'natural' places like hill stations and seashores to unwind.



GROWING WITH GREATER RESPONSIBILITIES

Kritika Keswani

Manager (Planning), PT&D IC



“Professionally, one of my life’s most satisfying moments was when I was informed by my Immediate Superior to go as Project Manager at one of our projects,” says Kritika Keswani, with a sense of wonder. “I never thought I had those capabilities but felt good that he had noticed them and encouraged me to take that responsibility and perform accordingly.” After joining the L&T ranks in 2012, she has been associated with projects like the 66kV/11kV GIS substation with associated 66kV underground TL for the client, DNHPDCL, implementation of Smart Grid Infrastructure including enhancing the existing network in the NDMC Power Distribution Area and the Smart City Project involving laying 11kV/LT UG Power cables for Dakshin Haryana Bijli Vitran Nigam. Presently, she is Project Coordinator, Delhi Cluster.

Difficulty in retaining labor at site, stretched supply chains, spiraling cost and inadequate supply of raw material from across geographies were their main challenges that necessitate re-sequencing activities, providing additional resources such as P&M and procuring key items early and in time. “We concentrated on areas where we could generate the most visible and remarkable results, mobilized all the required resources to make that impact and descope those activities which were ruining our profits & GM,” points out Kritika insightfully. The team had continuous discussions for the material and resources required to achieve targets and rigorously followed up for approvals related to deviations from the original Contract to avoid any holds that impacted working capital. “We also continuously followed up with all the stakeholders including vendors, the Procurement team, EDRC and the Client to avoid delays to accelerate progress,” she adds.

Turning her attention internally, she mentions the timely approvals and guidance she and the team have been receiving from their seniors to keep the project on track. “We ensure that all inputs and requirements are shared with our team members in time for prompt

action,” she notes. In terms of digital tools, Kritika mentions WISA and the Bodhi Tool that are being used at site to enhance efficiency.

Kritika is from Ambala Cantonment and is single. “I love to play badminton and want to learn and practice dance especially Bhangra,” she smiles but shakes her head, saying that she finds little time to follow her pastime interests. Quite a family person, she shares that her brother’s selection into one of the top MBA colleges was a personally memorable moment for her.

Kritika is proud of the company she keeps for its market value.

Professionally, one of my life’s most satisfying moments was when I was informed by my Immediate Superior to go as Project Manager at one of our projects. I never thought I had those capabilities but felt good that he had noticed them and encouraged me to take that responsibility and perform accordingly.



DRIVEN TO SUCCESSFULLY DELIVER PROJECTS

Laskar Vadithe

Construction Manager (ELEC), PT&D IC



After joining L&T on August 17th, 2015, Laskar Vadithe's life has been busy successfully completing projects. "I have delivered the 72 km 400 kV DC from STPP Jaipur to Jagityal (JJTL) and the 69 km 400 kV DC from 400 kV SS Dichpally to 400 kV SS Nirmal-69 km both for TS TRANSCO and the 190.50 km 765 kV SC Ghatampur to Hapur TL for Adani Transmission Ltd.," he shares. Presently, Laskar is coordinating with PGCIL and BSPTCL in Patna, Bihar, for BG release, amendments and procuring approvals for the NIT 77, NIT 87, NIT 110, and NIT 111 and 400 kV KDTL (PGCIL) jobs.

"Proper planning, precise documentation, punctuality, maintaining Quality standards as per the approved drawings, strictly following SOPs, and meticulously following the management guidelines for safe work are key to success," he responds assertively. "A strategic approach to digital transformation is imperative for public services," he says wisely, "for digital technology is driving changes across industries in today's world."

Even though Laskar was infected with COVID-19, he still recovered quickly to deliver the 765 kV GHTL-1 project. Lack of workmen, transport issues and difficulty in procuring approvals from the concerned authorities were his main challenges due to the pandemic.

It is very important for everyone at the project site to be on the same page with proper communication, states Laskar. "Frequent update meetings keep everyone on track with progress on an hourly and weekly basis," he says. "It is equally important to share our vision and targets with the team that can be thoroughly discussed so that they too can contribute to achieve our goals. If after all this, someone is still not following the SOPs and cardinal rules, then that person should be immediately removed," he says forcefully. He adopts the same stance with suppliers. "If we receive any damaged tool, it must be immediately removed from site, returned to site stores putting the tool cost back on the vendor concerned."

Laskar is extremely appreciative of his supportive, approachable, and motivating seniors - PRN Sir, NA Sir, PUC Sir, TAK Sir, RG Sir, RP Sir and Project Accountant, Gopi Marripudi. He mentions Section In-charge, Akshay Kumar Sharma, for being very hard, smart, and speedy in achieving targets.

Hailing from village Atchammakunta in the Guntur district of Andhra Pradesh, Laskar is married to Malleswari, a homemaker, and they are blessed with two children, Nanda Kishore and Yuvateja. He loves playing cricket and kabaddi but admits he is not very good at either.

Completing the JJTL project, his first at L&T, is his huge professional triumph and he admires L&T for putting so much faith and trust in him to succeed.

Proper planning, precise documentation, punctuality, maintaining Quality standards as per the approved drawings, strictly following SOPs, and meticulously following the management guidelines for safe work are key to success.



FOCUSED ON PUSHING PROGRESS

Pandiarajan Angappathevar
Manager (ELEC - T&C), PT&D IC



A COVID survivor himself, Pandiarajan Angappathevar, at the ME-QA-SS-PH13-EHV Substation - Package 7 132/11kV Umm Beshar Substation project is striving to keep things ticking over although he is hampered by delays due to infections to colleagues, vendors, subcontractors, OEMs, consultant, and clients and material delivery. To address these issues, along with his project team, Pandiarajan has listed all the major functional areas and scheduled work in parallel with micro-level monitoring focused on completing the final activities before the final date. "We have maximized our working hours and monitor and control the integrated schedule daily with additional support from both the management and our client," he elaborates.

They follow a structured approach by collecting inputs from team leads & feedback from the client, update progress and self-reviews against the integrated schedule daily, raising alarms if obstacles are either observed, expected, or predicted. "As SOP, we get approvals from the consultant and client for partial ECF, analyse and combine tests like the component or final setting tests, notify the contractors every week and month about upcoming activities for better resource allotment, immediately notify the OEMs and vendors and follow up for site note related closures," Pandiarajan shares.

The team integrates their schedule at a microlevel with multiple shifts and parallel activities, assessing risk prior to start of any activity. "I contribute to plan and implement commissioning activities, support and coordinate installation activities with the Installation Supervisor and Site Manager," reveals Pandiarajan, about his role at site. "We analyse and study the necessary materials before sending them for outage works, ensure proper documentation and monitor the NOSP approval using tracking sheets, utilize digital platforms for review and comments to ensure submission in the stipulated time. We always aim for 'Zero Site notes' before commissioning that helps to reduce post energization comments such as those on TOC, FAC," he adds. Online meetings and their constant



I contribute to plan and implement commissioning activities, support and coordinate installation activities with the Installation Supervisor and Site Manager.

interaction with the consultant and client for NOSP/LOA approvals make it easier for the team to track multiple submissions for remote end modification works.

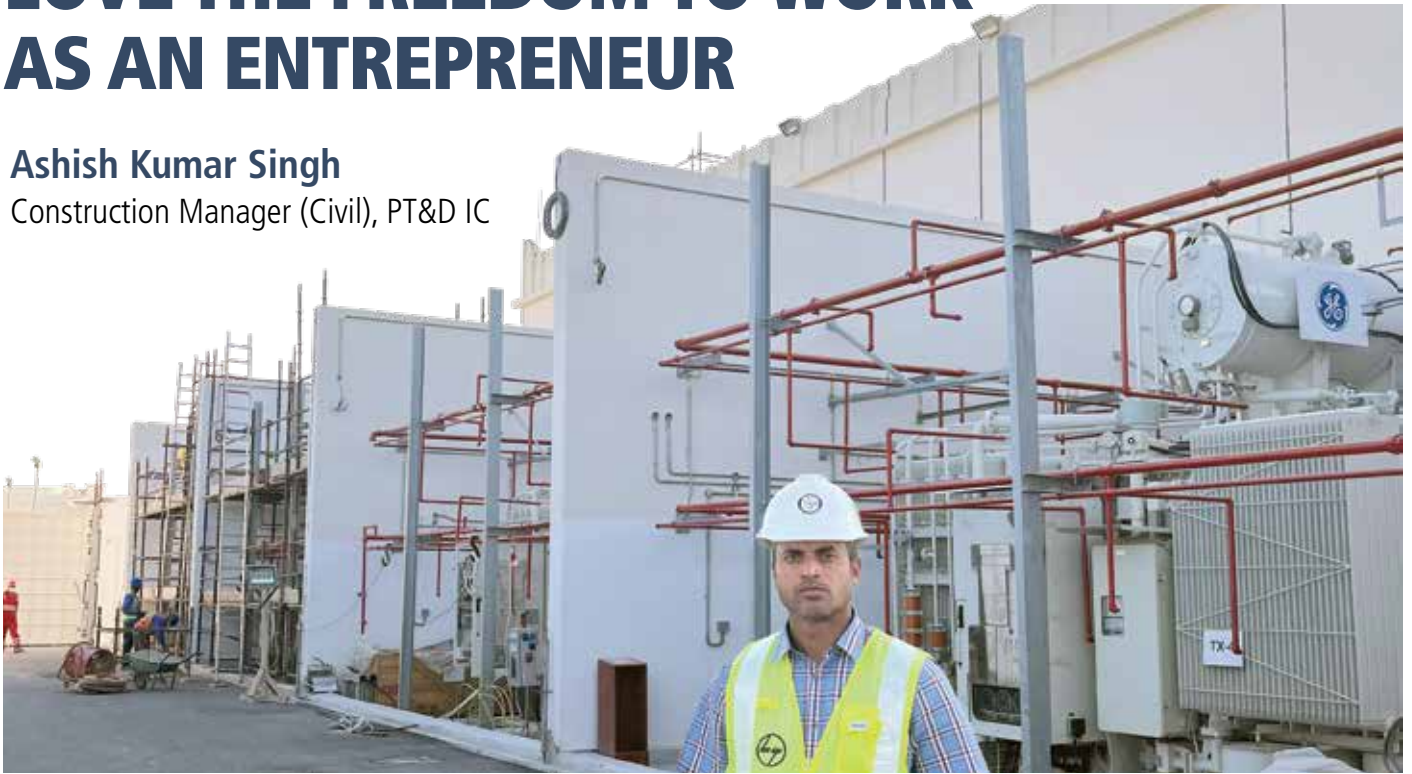
Hailing from Dharmapuri Village, Theni District in Tamil Nadu, Pandiarajan's life partner is Ponmalar, a homemaker, and they are blessed with a daughter, Parinitha. His hobbies are gardening and reading though he hardly finds the time to follow them. When asked about his most memorable moments, he recalls, "When I stood first in my school in the SSLC/Tamil Nadu state board exam and professional, when I completed commissioning the RAF1 substation and all the feeders."



LOVE THE FREEDOM TO WORK AS AN ENTREPRENEUR

Ashish Kumar Singh

Construction Manager (Civil), PT&D IC



It is said that managers do incremental growth, but entrepreneurs achieve exponential growth. "I love L&T's work culture, the nature of projects we execute and, more so, the freedom to work as an entrepreneur," declares Ashish Kumar Singh from his Phase 13 substation project in Qatar. Having started his journey with L&T in January 2007 with B&F IC, he resigned in April 2017 but rejoined in December '17 so totally has spent 15 years with the Company. Of the several projects he has been involved with, Ashish particularly recalls completing the civil works for two 132/11kV substations in just 10 months, winning appreciation from ADP Sir and MKV Sir for his achievement.

Returning to the present, he mentions workmen availability, rising cost of labor and spiraling cost of material as his primary challenges due to the pandemic. Working in the construction field and maintaining social distancing due to the pandemic was a nightmare as the nature of civil works always involves working in groups. "We accelerated work by assigning works to smaller groups with proper supervision by the front-line supervisors, regular follow ups with the site, planning with the SCM teams for the material required and arranging them well in advance to avoid any delay in progress," he shares his modus operandi. "We regularly visit sites, track progress through Align, prepare and monitor progress with micro level scheduling and by maintaining records of issues of various sites and plan how to mitigate them in future." In addition, Ashish refers to a 4-week look-ahead plan, getting shop drawings in advance from various stakeholders to reduce rework and wastage, doing double shifts, and controlling workmen OT to improve efficiency.



I love L&T's work culture, the nature of projects we execute and, more so, the freedom to work as an entrepreneur.

Ashish mentions a host of innovations introduced at site to speed up progress like using the DALEX formwork system with tripod props and aluminum beams instead of the conventional cup lock system, prefabricated reinforcement cage for columns, beams & other external structures, completing the structural screed immediately after the GF slab without proceeding to the next slab staging works and subcontracting slabs & beams formworks including installation & removal, blockwork and plastering. "Our approval of engineering drawings is in line with the internal site execution program, our centralized procurement (SCM) team ensures ordering materials in bulk quantities to save cost, progressive QC inspections, continuous EHS inspections and initiatives are helping us maintain progress." Apart from Align, digital tools like Shield Safety App, Quality App, BIM, and VR training for workmen are also helping the team's cause.

Ashish's life partner, Shilpa, is a teacher and he hails from Varanasi though settled in Mumbai. During his free time, he likes to exercise and visit new places and recalls with pleasure, trips to Dubai and Singapore.

"EVERY DAY, I LEARN SOMETHING NEW."

As Execution In-charge, it has been a great experience as with each passing day, I am learning new things from my seniors and subordinates, who obey my instructions and do work of a very high safety and quality standard.

Sachin Kumar

Construction Manager (ELEC), PT&D IC



Young and on the go, aptly describes Sachin Kumar as he pushes himself and his colleagues to execute the Gurugram underground cabling project. "I head a team of 3 engineers, 70 workmen and a value of INR 40 Crores," he informs. After joined L&T as a PGET in July 2013, Sachin started his innings at the Lucknow Cluster as Project Coordinator, then moved to the Kanpur IPDS project as Material Coordinator, from where he moved in 2018 to the Saubhghaya Aligarh & Hathras project as Planning Engineer. "Since 2019, as Execution In-charge, it has been a great experience as with each passing day, I am learning new things from my seniors and subordinates, who obey my instructions and do work of a very high safety and quality standard," he shares, happy with their output.

Labor, sudden increase in labor costs, disrupted supply lines that grossly delayed the delivery of bulk items like Ring Main Units, cables, & HDPE pipes, and local issues of residents not allowing them to work were some of the pandemic-related issues he and his team had to face. "Understanding the challenges, we finalized our SOPs and obtained administration passes for free movement," he begins practically. "We prepared tents on vacant plots for migrant workmen near to the working sites to improve productivity and reduce costs. We kept material shifting in our scope to avoid material scarcity at site and have the flexibility to shift material and erect at any time of the night or day." They converted petty contractors into main subcontractors to pass on the benefits directly to them, conducted virtual meetings with local civic authorities like GMDA, MCG, HSIIDC, etc. for permissions, held weekly meetings with the subcontractors to understand their issues and resolve them and organized classroom training to subordinates on technical, design & project management aspects.

"We have adopted engineer-based daily reviews at their respective sites to understand hindrances, risks involved and create solutions,"

says Sachin, that have helped them to resolve issues quicker. "An OTP base shutdown system in safety along with Quality Tool Box/SOPs are part of project progress and as of now, we have commissioned 12 feeders in a record time of 4 months," he shares proudly.

On his personal front, Sachin hails from Aligarh, Uttar Pradesh, is married to Priyanka Pandey, a homemaker, who is busy looking after their son, Ayansh Bhardwaj. Holding him in his arms for the first time has been Sachin's greatest moment of personal joy and his hobbies include playing cricket, listening to Bollywood music, and going on long drives.

About L&T, he loves the systems, procedures, SOPs, and systematic approach to problems, much like his own.



"A GOOD FRAME OF MIND IS IMPORTANT"

As the Civil In-charge for the KC-2 Project in Nepal, Rebanta oversees civil work across all 4 locations (Basantapur, Tumlingtar, Baneshwar, and Inaruwa), spread over 250 km along hilly roads. "I have extended my working hours," he says. "I divide my time and visit all the locations at least once a week to get first-hand information and solve whatever issues as and when they arise."

Work at the KC-2 Project gained a strong footing thanks to some well-thought-out strategies. Due to uncertainty in the availability of bulk materials, a crusher plant was set up at the Tumlingtar substation. "This has helped feed the required quantity of aggregates (4,900 cum.) to complete the civil work in time," remarks Rebanta.

The shifting of the 220 kV 33.3 MVA transformers posed a puzzle. "The total shipment weighed about 150 MT, whereas the capacity of the two major river bridges enroute was only 30 MT," Rebanta sighs. However, with meticulous planning and precise execution, the transformers were successfully shifted. "Bypass arrangements were made through the two riverbeds," he explains, "including the construction of an RCC culvert over the intake penstock pipe of a hydropower plant located near the river."

The project site is home to harsh weather conditions, with temperatures falling as low as -8°C. "Retaining the workmen amid the freezing cold was a challenge," says Rebanta, "but having a good frame of mind is important. We made sure to keep in personal touch with every workman and took care of their needs."

The KC-2 Project has set a precedent by employing Mechanically Stabilized Earth (MSE) Wall Technology. "This is the first time that this technology has been used by L&T for NEA projects," informs Rebanta. "It reduces the usage of stones & aggregates and construction area." He reveals that this newly evolved technology has saved 8 months, on top of cost savings.

"Our project is digitally equipped for real-time monitoring," he says. "We have installed Opticvyu construction cameras and introduced



Retaining the workmen amid the freezing cold was a challenge, but having a good frame of mind is important. We made sure to keep in personal touch with every workman and took care of their needs.

Rebanta Banerjee

Assistant Construction Manager (Civil),
PT&D IC

QR-based workmen screening. And, of course, Safety and Quality apps help us track even the smallest of incidents."

Rebanta hails from Sheoraphuli, Hooghly, West Bengal, and he is married to Debdatta, who is an Assistant Professor in Computer Science Engineering. His most cherished moment is when their 3-month-old son, Vedanta, was born. Rebanta is passionate about automobiles, adding that he greatly misses being behind the wheel these days.

Rebanta is proud of L&T's reputation as a nation builder. "We have a history of successfully pulling off the most difficult of projects. No milestone can be achieved if your seniors don't back up your decisions," he says with a smile, adding that he finds himself lucky to be working under the project's leadership.



IMPRESSED BY THE SYSTEMATIC WAY OF DOING THINGS AT L&T

Manoj Singh

Assistant Construction Manager (ELEC), PT&D IC

Having joined the L&T ranks as part of the GET batch of 2015, young Manoj Singh is most impressed by the systematic way things are handled at L&T. "It is a matter of pride for me to be a part of this organization and it is something that even our clients appreciate in comparison to other organizations," he beams. Manoj has successfully integrated himself to the L&T ways of doing business if his many awards are any indication. "I won the monthly Best Safety Conscious Staff at my present assignment, the UG cabling, Smart City Project at Gurugram. I have won the Best Quality Engineer award at the R-APDRP Ghaziabad Project by completing all our commissioning targets on time and was part of the team that won the 'Timely Completion Trophy' for the Ghaziabad job," he shares excitedly. "In fact, I am proud of having been a part of the Gurugram project team that saved INR 5 Crores LD in foot survey work."

The Ghaziabad project was his first as Site Engineer after which he was involved in the Saubhagya-Meerut project as Circle In-charge and presently at the Gurugram project he is Execution In-charge and Material Controller. "Most of our challenges have been related to manpower mobilization and retention, restrictions from the local administration, delays in the supply of bulk BOQ items like RMUs and other accessories and of course, the spread of infections amongst the staff," he states. After finalizing the SOPs for execution, the team obtained local administration passes for manpower movement from outside Haryana, arranged for work permissions in restricted areas, converted vacant spaces for labor camps near the executing sites and gave regular training to the staff to increase their knowledge about the job, work culture and issues in Gurugram.

"To mitigate delays in the supply of materials, we micro-planned with the available material and later planned shifting major materials on our own during both day and night to expedite progress," informs Manoj. Regular meetings were conducted with the

subcontractors to resolve their issues of increasing manpower and productivity. He shares about the various digital tools being used at site, most pertinently, the GPR (Ground Penetrating Radar) that was used for surveys. "It helped us to avoid damaging underground utilities, save manhours and financial losses and increase productivity," he shares with satisfaction.

Manoj hails from Mathura, Uttar Pradesh and his life partner, KM Kalavati, is a homemaker. He loves to listen to music during his free time. "My most memorable personal moment was when I gifted my parents with my first salary," he says with a wide smile.

To mitigate delays in the supply of materials, we micro-planned with the available material and later planned shifting major materials on our own during both day and night to expedite progress.





"PEOPLE ARE OUR REAL ASSETS"

Aditya Kumar

Assistant Manager (Accounts), PT&D IC

“L&T always believes that people are our real assets, and I think this is the best recognition that can be shown by a company to its employees.”

Aditya joined L&T in July 2011 as a GCT. After a stint at the Rajpura Thermal Power Plant in Punjab, he was transferred to PT&D IC's Varanasi cluster, where he took part in the Bhadohi, Jaunpur, and Gorakhpur rural electrification projects. "At Gorakhpur in 2017, the whole district was badly affected by floods," he remarks. "Our team took several measures to help the affected families there, a moment in my career that I remember with pride." Since September 2019, Aditya has been working as Project Accountant for the Gurugram Underground Cabling project.

To accelerate work across various fronts in a cross-country job, Aditya ensured that necessary permissions were received from authorities on time. "I look to maintain a good relationship with the local authorities," Aditya says with a smile. "I have obtained special approval from the Deputy Commissioner of Police - Traffic for round-the-clock material movement."

When the first lockdown was announced in March 2020, Aditya coordinated with the client and the local 'thana' to unload and stack material at the store. "Our site falls in the Delhi-NCR area, which was at high risk during the peak of the pandemic," explains Aditya. "To ensure that our workmen are vaccinated before joining the site, I managed to get a special token allotment window for them at vaccination camps." Having arranged a mega vaccination camp at the site office benefitting 185 workmen in a single day, Aditya wields a proud grin.

With the site spread over a radius of 25 km, material surveillance is critical, especially at night. "Using the Save Location app, each site member updates their work in progress and material laying quantity," he elaborates. "During night surveillance, this location can be reached with just one tap using Google Maps, enabling maximum location coverage." Other digital tools implemented at the project include WISA, Empower, a vehicle movement tracker, and more.

Hailing from Ranchi, Aditya is married to Sushma Sahu. She was earlier a staff nurse at Medanta, Gurugram, and is currently a home maker. Aditya's most memorable personal moment is the Chhath Puja celebration in 2019, where all his family members had joined together in their village in Jharkhand. When asked about his hobbies, he says, "I love reading old religious stories, and I buy books all the time. I am also fond of driving."

Aditya is grateful for the guidance from his seniors. "I am especially thankful to my seniors, Mr. K V Praveen Kumar and Mr. G Vishwanathan for their continuous support in 2017-19." Proud of being an L&T-ite, Aditya comments, "L&T always believes that people are our real assets, and I think this is the best recognition that can be shown by a company to its employees."



"I WAKE UP EARLY EVERY MORNING TO FOLLOW MY PASSION."

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Painting, cricket and doing morning exercises are my hobbies but my passion is my work for which I wake up early every morning to follow it. I love L&T's culture and the working environment.

Priti Ranjan Prusty

Senior Engineer (ELEC), PT&D IC

His innings with L&T from February 2017 did not start smoothly. A cricket fan, he would probably say too much fishing outside the off stump. "The culture at L&T was very different from the company where I came from and initially, I was extremely stressed to keep up with the company's demands," he recalls his tough early days. "I searched around for support and found it in my Project Manager, Mr. Anand at the RAPDRP job in Bhubaneswar who groomed me well with the result, today I am confident to handle shutdown activities without any trouble." Moving forward, Priti is already at his 3rd project at L&T, the OH-UG Cabling works, at Shivaji Nagar Phase-II in Bengaluru.

The pandemic threw several bouncers at the team primarily about arranging labor and convincing them to work at site to maintain progress and implement the COVID-related precautionary measures at site. The team, however, successfully negotiated all the bouncers with proper planning, increasing labor strength, arranging for additional P&M resources, constantly coordinating with the staff and continuously interacting with the customer for the release of work fronts. "In such challenging times, it is important to be disciplined at work," observes Priti, who ensured start of work every morning with any delay. "I kept a vigilant eye on workmen gangs to ensure that they worked continuously with our team without any reshuffling so that we can control progress, safety and quality. Site surveys and decision making were taken along with the customer to avoid reworks and difference of opinions."

"Ultimately our subcontractors and their workmen are our bread and butter, so we keep motivating them to continue work till the end of the project," he says insightfully. "They know our requirements and L&T's safety and quality culture hence mistakes



at site level are drastically reduced." Having to deal with power shutdowns every day, the team decided to alert the public along with the customer to play safe. Priti acknowledges the growing importance of digitalization and shares about the various digital tools being used at site including Google Maps to easily conduct inspections, mPower to place material indents, WhatsApp for regular communication, and the Bodhi tool to monitor regular progress and prepare look ahead plans.

Hailing from Cuttack, Odisha, Priti is married to Jayashree Tarai, who is a journalist by profession but presently busy at home looking after their three-year-old daughter, Priyansi. "Painting, cricket and doing morning exercises are my hobbies but my passion is my work for which I wake up early every morning to follow it," he says with genuine josh. "I love L&T's culture and the working environment," he concludes on a high.

FACING CHALLENGES, BRAVELY AND RESOLUTELY

R Muthuraj

Assistant Officer (Accounts), PT&D IC

Challenges seem to be a part and parcel of R Muthuraj's life. "I completed my graduation under extremely difficult family circumstances, and I am thankful to my parents for their support and motivation," he shares gratefully and then adds excitedly, "thereafter, my most memorable moment in my professional life was the day I got selected in L&T through a campus interview which was my life-long dream." Joining L&T as a GCT in July 2016, Muthuraj is already on to his 4th project at the Koshi Corridor Package - 2 in Nepal.

Understandably, being in Accounts, his primary concern during and post the pandemic has been retaining workmen at site. "Our project is spread across 250 km and it is my responsibility to ensure staff and workmen welfare at four locations by timely arranging accommodation, transportation, bulk materials, customs clearance for materials, coordinating with the local authorities and district hospitals for emergency support." He informs that during the lockdown when the borders were sealed and local workmen did not meet L&T's standards, the team developed local vendors, subcontractors, and workmen to maintain progress.

"With only limited resources available at the customs department at the Indo-Nepal border, I closely coordinated with the Customs department, the Customs Handling Agent, and associates for timely customs clearance of our project supply items," he says, flagging off his role to keep the project ticking over. "We also continuously followed up with the bulk material vendors of cement, steel,



My most memorable moment in my professional life was the day I got selected in L&T through a campus interview which was my life-long dream. I am lucky to be working under the best of leadership teams who encourage my ideas and suggestions in terms of benefit to the organization.

aggregates and sand by arranging for proper permissions from the local authorities and transportation passes to ensure sufficient stock at site." Medical facilities are basic at site due to its remoteness and hilly terrain, yet the team ensured timely delivery of PPE kits from various sources, provided all the necessary assistance and support to the staff and workmen thanks to which the project resumed operations in time that was appreciated by the Principal Employer.

By way of digitalization, Muthuraj mentions the implementation of Optic-Vyu cameras at all the four locations to track site progress with safety and quality. "We have implemented the biometric system for staff and workmen and GPS systems for vehicles and machinery like cranes to monitor the movements of resources and do productivity analysis," he mentions.

He avers that no achievement is possible without the support of the site management and team members. "I am lucky to be working under the best of leadership teams who encourage my ideas and suggestions in terms of benefit to the organization."

Still single, Muthuraj hails from Punniyapuram, in Tamil Nadu's Tenkasi district and enjoys listening to music and watching films during his free time.



Water & Effluent
Treatment IC



"SITE FUNCTIONS LIKE A WELL-OILED MACHINE."



I strongly believe that a site functions like a well-oiled machine. The minute you start neglecting it, you go out of shape. I have a great support system and I am very glad to say that we run like a very well-oiled machine.

Minesh Rameshchandra Patel

Senior Construction Manager (MECH), WET IC

"I strongly believe that a site functions like a well-oiled machine," declares Minesh Patel. "The minute you start neglecting it, you go out of shape. I have a great support system and I am very glad to say that we run like a very well-oiled machine. I am extremely proud to be a part of the country's first planned smart city." The well-oiled machine he is referring to is WET IC's Dholera Special Investment Region project where he initially was posted as Planning In-charge and is currently Project Manager. "As one of my seniors said, it is very difficult to find a mentor in the corporate ladder, but I have been fortunate to have many people who have supported and guided me throughout my career at L&T," he says earnestly.

It is certainly not easy to manage a project site spread across 22 sq. km and the pandemic has not made it any easier. "Workmen retention has been one of our major challenges. Lockdowns and travel restrictions have further delayed both supplies and material inspections," he says, ticking off his issues. "If you add the pressure of your own staff, colleagues and family being infected by COVID-19, then life becomes really tough." Minesh is, however, resolute, and positive, seeking solutions to solve problems like using self-compacting concrete for ICT ducts for better finish and reduced production time; using stretch films and a curing compound to overcome the problem of water scarcity.

"Our every activity is followed by Request for Inspection (RFI) documents which include SOPs, drawings, methodologies," he informs, "and by following the established protocols, we ensure that all internal and client inspections are helpful to finalize the punch list before handing over the project." Two other improvements he flags off are the introduction of a spot-welding

machine to increase multi-fold the rate of cage preparation for the precast duct and replacing cement of up to 40% with GGBS that is both economical and eco-friendly.



Minesh is from Ahmedabad, Gujarat and is married to Devalben, who, he describes, "is the Home Minister, who does all the work required to strengthen our family. Without her I will not be able to focus on my professional life," he says seriously. They are blessed with two children, Pratham and Hetvi, who are quite opposite to each other. "One is calm, the other brings storm," he laughs. "Hobbies have become a distant thought these days but whenever I find a minute or two, I pick up a newspaper or a Sci FI magazine or catch up with the latest movies."

Minesh is proud to be part of L&T, a company known as builders of nations.

"IF WE FACE OUR CHALLENGES, WE GROW; BUT IF WE AVOID THEM, THE CHALLENGES GROW"

Jassim Uppukoden Ummer
Construction Manager (Civil), WET IC



"I have always considered each challenge as a unique learning experience and have learnt to adapt myself. As the saying goes, if we face our challenges, we grow; but if we avoid them, the challenges grow."

Entering L&T in 2012 as a GET, Jassim's past decade has been eventful, handling operations with many first-of-their-kind projects: 158 MLD Micro-filtration Plant for 2x800 MW TPS, Gadag Drinking Water Supply to 212 villages with 48 MLD WTP, and Hanamapur LIS for lifting 52 TMC to irrigate 2.2LKs Ha of land, to name just a few!

As Planning Manager for the Nandawadagi Lift Irrigation Scheme (NLIS), his first on-site project, Jassim has been a part of multiple robust strategies introduced to overcome different types of roadblocks. Progress monitoring is like clockwork, using S-curves and look ahead schedules to identify risks across various stages. The 'Know Your Target' initiative enabled micro-level planning by assigning individual targets and responsibilities. "I have always

followed the 'Optional Strategy' approach where if one strategy fails, you are immediately ready with an alternative," he remarks smartly. "We saw foundations, pipe alignment, and tower locations being shifted, but we steadfastly co-ordinated with EDRC to obtain prior approvals for the deviations."

"Our decision to use 12 m pipes, instead of the usual 6 m, and lay them with 75 MT heavy-capacity cranes enhanced productivity and reduced labour requirement," informs Jassim. "We also faced a unique and challenging situation, of a Road Crossing with Horizontal Direction Drilling of a 2.7 m dia MS pipe, which was new to us for such a huge diameter." But the team completed the work quickly and to the client's satisfaction.

Apart from being the only Planning Manager, Jassim has additional responsibility of leading the team as the project neared completion, since the Project Manager was assigned to a new project. "I have always considered each challenge as a unique learning experience," he says earnestly, "and have learnt to adapt myself. As the saying goes, if we face our challenges, we grow; but if we avoid them, the challenges grow."

Jassim commends the senior management for their timely decision-making and openness to new ideas and suggestions. "Moreover, the degree of transparency in the organization makes me feel that my future is well secured," he remarks with a grateful smile.

A native of the Malappuram district in Kerala, Jassim is married to Dr. Fathimath Al Zahrath, a periodontist. Their daughter, Nehla, is in kindergarten. "My family has always been a reservoir of confidence and positive energy," beams Jassim, "and that has really helped me face my challenges." Describing himself as a workaholic, he insists that he will always remember commissioning the NLIS project. "As the water was pumped to the Delivery Chamber, we were seen as angels fulfilling a vital human need. Every time L&T commissions a water project, there is an unparalleled feeling of being a part of a nation-building initiative."



PLANNING THE FINAL COUNTDOWN

Abhijeet Prakash Potdar

Construction Manager (MECH), WET IC

WET IC's Coronation Pillar project involving the construction of India's largest STP is in its final stages of completion and Planning In-charge, Abhijeet Potdar is busy putting finishing touches to the project. Although there is a 10-year O&M contract, final delivery is important and as he says the team is in full action mode. "We are monitoring & controlling costs, scheduling project activities, processing client & subcontractor bills timely, preparing JCRs, updating data in EIP, and updating all the relevant stakeholders of our progress," he says, reeling off this large to-do list. But the going has been tough especially over the last two years due to the pandemic, and the resultant labor shortage and disrupted supply lines. "Delhi was a hot zone for the virus, so we were severely hampered and added to all this, the Delhi Pollution Control Committee stopped work for 5 weeks due to the pollution in the Delhi-NCR region," laments Abhijeet.

The team is however forging ahead to commission the sludge line for which the balance works have been divided into 4 zones - the Liquid line, the Sludge line, the Power Generation zones and other ancillary works such as road, drain & boundary wall works. "We have made separate teams for civil finishing works, electromechanical installation and commissioning works by listing down each and every balance activity, distributing it teamwise and monitoring progress with target completion dates," he assures. "At the same time, we are micro-planning and focusing on those activities that are critical for project commissioning and will fetch us higher invoicing." Daily reviews by the site leadership, constant interaction with all the stakeholders, both internal and external, are keeping everyone on their toes.

"Our Client (Delhi Jal Board) regularly visits the site to ensure quality and safety of works as per SOPs to achieve targets while the Delhi Pollution Control Committee (DPCC) team keeps checking our preventive measures to reduce air pollution," informs Abhijeet. "We use an antismog gun and take several other precautionary measures as per their guidelines."

A native of Kolhapur, Maharashtra, Abhijeet joined L&T in April 2010 with his first posting at the Allahabad Water Supply scheme. "Professionally, one of my most memorable moments was to successfully commission and hand over that project," he says with a sense of achievement. "I love the work culture at L&T that allows you the freedom to work independently and explore one's limits to take responsibilities."



On the home front, Abhijeet is married to Pankaja, a homemaker, and they are blessed with one son, 5-year-old Gandharv, whose birth is his most cherished personal moment. He relaxes, when he can, either with a book or listening to music.

I love the work culture at L&T that allows you the freedom to work independently and explore one's limits to take responsibilities.

Much to Abhijeet's delight his Coronation Pillar project was inaugurated on March 5th, 2022 by Delhi's Water Minister.



PERFORMING IN A FRIENDLY WORKING ENVIRONMENT

The initial plan was to design and construct 2 ESRs at two different locations but with proper planning we could meet the requirements by constructing a single ESR which reduced our overall cost, material requirement & maintenance time.

Shyam Kumar M

Construction Manager (MECH), WET IC

Shyam Kumar is a busy man at the Balasore Package 1 project that aims to provide piped drinking water under the Rural Water Supply & Sanitation (RWSS) programme to the districts of Balangir and Puri. "I am Project In-charge for both the 3.9 MLD Balangir scheme and the 5.9 MLD scheme for Puri, handling all the civil, mechanical and electro-mechanical activities," he shares, "and responsible for monitoring the civil works for the intake well, WTP, ESRs and laying of DI pipeline of 24 km for raw & clear water transmission network covering 71 villages and a distribution network to supply clear water with HDPE pipeline of 240 km and 12,250 FHTCs." Earlier, he was Section In-charge to lay and commission 40 km of MS Pipeline Dia 700 to 1300 mm and monitor the commissioning of 50 km of DI Pipelines from Dia 100 to 400 mm and 200 km of PVC pipeline from Dia 63 mm to 140 mm of CWSS to Vellore Package-III.

Having joined L&T in March 2013, Shyam finds himself in a friendly working environment that has helped him to develop



as a construction professional. "I get adequate support from my seniors and team members, and I think we have some very good HR practices," he remarks.

To overcome the difficulties thrown up by the pandemic of mobilizing workmen from outside the state, the team identified and engaged local gangs for some of the activities like FHTC that are improving productivity and reducing overall expenses. "Even for pipe laying, we are asking our subcontractors to deploy local supervisors for speedy and proper work," he says.

Regular meetings, both online and physical, are keeping the team updated of planned v/s achieved status. "Our client has engaged third party agencies for field verifications and regular project reviews that are also helping us to regularly monitor and track completion of milestones," Shyam says. In terms of innovations, he shares proudly, "The initial plan was to design and construct 2 ESRs at two different locations but with proper planning we could meet the requirements by constructing a single ESR which reduced our overall cost, material requirement & maintenance time."

A native of Kerala, Shyam is married to Revathy, a homemaker, who is busy looking after their son, Shriram. During his free time, Shyam reads and listens to music. He fondly remembers the Best Performer Appreciation Certificate he received after completing the Vellore Water Supply project, his first with L&T. Of course, his marriage and his son's birth are also cherished memories.

LIVING HIS PARENTS' DREAM

Pradeep Muram Reddy

Manager (Civil) – Planning, WET IC

Although Pradeep Reddy had dreamed of joining L&T for 8 years, it was also his parents' dream, and he has been living their dream from July 12th, 2017. "It was my best personal moment when I received my offer letter from L&T," he shares excitedly and since has been at the Bansujara Micro Irrigation scheme, which he proudly states, is Asia's first micro irrigation scheme that will irrigate 75,000 CCA area. Initially, Pradeep joined L&T as Assistant Manager (O2 cadre). In 2019, he was promoted to Assistant Manager (M1A) with Planning In-charge responsibilities. In January 2022, he has been promoted to Planning Manager (M1B) and is currently working with a team of two to close out the project.

"Two aspects impacted our deadlines," he shares. "One is the remoteness of our site with very limited access and the other has been COVID-19." With movement restricted, the site sought to mobilize local workmen but equipping them with the required skill sets has been extremely challenging. "As per our project plan, we required highly qualified welders to weld 3.15mm plate MS pipes for approximately 237 km. So together we contacted all the vendors in our database and mobilized the required number of welders within time to accelerate progress across various work fronts."

As for his contribution, Pradeep mentions the new monitoring formats he has introduced to track progress by collecting daily assignment data sheets from all engineers to update the master data sheets. "These are then compared with the metrics, along with our plan, monitored fortnightly based on which meetings are conducted to highlight the bottlenecks," he points out. "These are used to track progress of engineers and vendors too. Those not

meeting the required asking rate are highlighted in orange and red zones and we step in with additional support for them to catch up," he highlights.

In addition, Pradeep assists the project team to maintain smooth flow of required materials by raising timely material indents and mobilize skilled manpower using his previous network of contacts to drive progress. "I also closely monitor material utilization and optimization of material usage with by providing alternative solutions inline to the existing SOPs" he adds.

Pradeep recognizes Planning Manager, Mr. L Balaji as his mentor and guide, and is thankful for the support of his colleagues, especially Sahim Attar and Aman Katiyar. Hailing from Guntur in Andhra Pradesh, Pradeep's hobbies include playing cricket, badminton, reading and graphology. "In engineering and construction, nothing is impossible for L&T-ites, and after joining L&T, I am experiencing it 100%," he concludes proudly.

In engineering and construction, nothing is impossible for L&T-ites, and after joining L&T, I am experiencing it 100%.



"WHEN EVERYONE MOVES FORWARD TOGETHER, SUCCESS TAKES CARE OF ITSELF."

Prakhar Singh

Assistant Construction Manager (Civil), WET IC



Hailing from Lucknow, Uttar Pradesh, Prakhar Singh is a thorough team player, which is apparent in the way he talks about his Kanpur Water Carrier System project: "Under the fine leadership of our Project Manager, Mr. Shinde Vilas Ramji, we won WET IC's Timely Completion Award, with the rest of the site leadership and team contributing hugely for this success. I strongly believe that when everyone moves forward together, success takes care of itself."

A GET from the batch of 2015, Prakhar's first stint in the Industrial segment was the Kanpur project, with its major scope of 45 km of Twin DI Pipe Laying along the left-hand side of NH-34. The project team got going even while the ROU clearances were still underway. "Since we had planned for the delivery and unloading 75% of the DI Pipes during the land acquisition phase, it helped our cash flow and pipes were readily available," beams the astute Prakhar.

The planning team was digitally proactive when it came to monitoring, and Prakhar ticks off on his fingers the various digital solutions implemented: "BIM 3D, EIP Pragati, GIS Survey, P&M IOT & GPS, SafeArmZ and QIR." Other novel ideas were forthcoming



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from Prakhar's team. "We went for trenchless methodology for the town area, which helped us complete the pipe laying in time and increased the gross margin," he states. "We also showcased operational excellence in Welding Quality Measures and Hydrotesting by Dummy Fabrication."

He remembers the exact dates of his most memorable professional moments: "14th March 2020, the day we discharged water into the reservoir and commissioned the project after long and tireless efforts; and 4th January 2022, when our project got the Timely Completion Award." He credits these achievements to the organization's friendly and open environment: "L&T always stands by your side and supports young minds, which gives rise to new innovations and ideas that can be implemented in projects."

The day he married Kavya Rajpal is another one Prakhar will never forget. He describes her as "the love of my life who has always been by my side and taken care of me. She is a professional Kathak dancer and teacher and is currently pursuing Dance Movement Therapy." His hobbies are singing, acting, watching movies and sports, and reading novels. "I make my own time for my hobbies as they are an integral part of my well-being," he adds emphatically.





BEING PREPARED IS HALF THE BATTLE WON

I feel Digitalization, Safety, Quality and completing a project on time makes me proud to be a part of this organization.

Aman Singh Engineer (Civil), WET IC

Aman Singh at WET IC's Package 5 (CDS-02) to construct a Cluster Distribution System for 119 villages & dhanies (other habitations) of Makrana Tehsil to assist the Rajasthan Rural Water Supply & Fluorosis Mitigation Project (Nagaur) is an example as to why L&T Construction is one of India's premier construction organizations. He is focused, clear of his objectives and deliverables and approaches every task with planning and preparation. "Before starting any job, I ensure that the workplace is safe and the required materials, tools and P&M are readily available to achieve best quality by updating SEC & RFI," he shares in a very matter of fact tone. "Pep talks and training to workmen are equally important for their continuous improvement in quality & safety," he adds, nodding for emphasis.

Aman joined L&T in December 2017 at the CDS-05 Ladnun project as Site Engineer, after which he was made responsible as Site In-charge (Civil) at the CDS-02 Makrana project. "In Rajasthan, this is the first such project providing house connections but due to the pandemic, arranging labor and convincing the house owners to enter their houses was challenging. Yet we completed our task on time," he says with a determined look in his eyes. "We engaged an NGO to spread awareness amongst the people about the importance of the project for them and also engaged multiple local agencies to help us complete the work in time."

Out-of-the-box thinking always fetches good results and Aman mentions the introduction of a manual Buggi method to lay the pipes in the villages. "This saved us time and labor of breaking the road and also minimized the disturbance to people during the pipe laying activity." Digitalization, he agrees, has helped improve their efficiency. "We are using the ePragati App to daily monitor

project progress across zones and to prepare a look ahead or catchup plan for timely completion of the project," he informs. "ViewEHS used for EHS implementation across sites has also helped us to complete execution as per schedule with safety and quality."

Aman recognizes the support and motivation from his seniors and team members in his success. "I specially thank my Project Manager, Hemkant Sharma Sir, for his support, guidance and belief in me," he says with feeling.

A native of Ghazipur in Uttar Pradesh, Aman is married to Kjal Singh, a homemaker, and they are blessed with a son, Arijit. In his free time, he enjoys playing cricket.

"I feel Digitalization, Safety, Quality and completing a project on time makes me proud to be a part of this organization," he concludes, as unassumingly as he began.



DRIVING QUALITY FOR GREATER EFFICIENCIES

PT&D IC launches a 'Behaviour Based Quality' programme

Developing the 'People side of Quality' is critical to develop a strong positive quality culture in an organization. Quality Behaviour is a collaborative problem-solving approach involving management and employees to identify a set of critical-to-quality (CTQ) and at-risk (AR) behaviours that become the basis for employees to systemically monitor and observe their colleagues' on-going quality behaviour, daily, in an empowering environment. Towards this end, PT&D IC launched a unique and first-of-its-kind training programme on 'Behaviour Based Quality' on 24th–25th January 2022, which was attended by 24 Project Managers.

"This programme is the result of a collaborative effort involving our Quality, HR, and CTEA Mysuru teams, which proposes to cover all site-based staff across domestic locations in batches," remarked Amit R Guha, Head – Technical Services. "The objective of the programme is to provide an overview of how behaviour affects quality, sensitize managers on the impact of human behaviour on quality, and improve their ability to ascertain possible deviations by associates in their behavioural aspects," he added.



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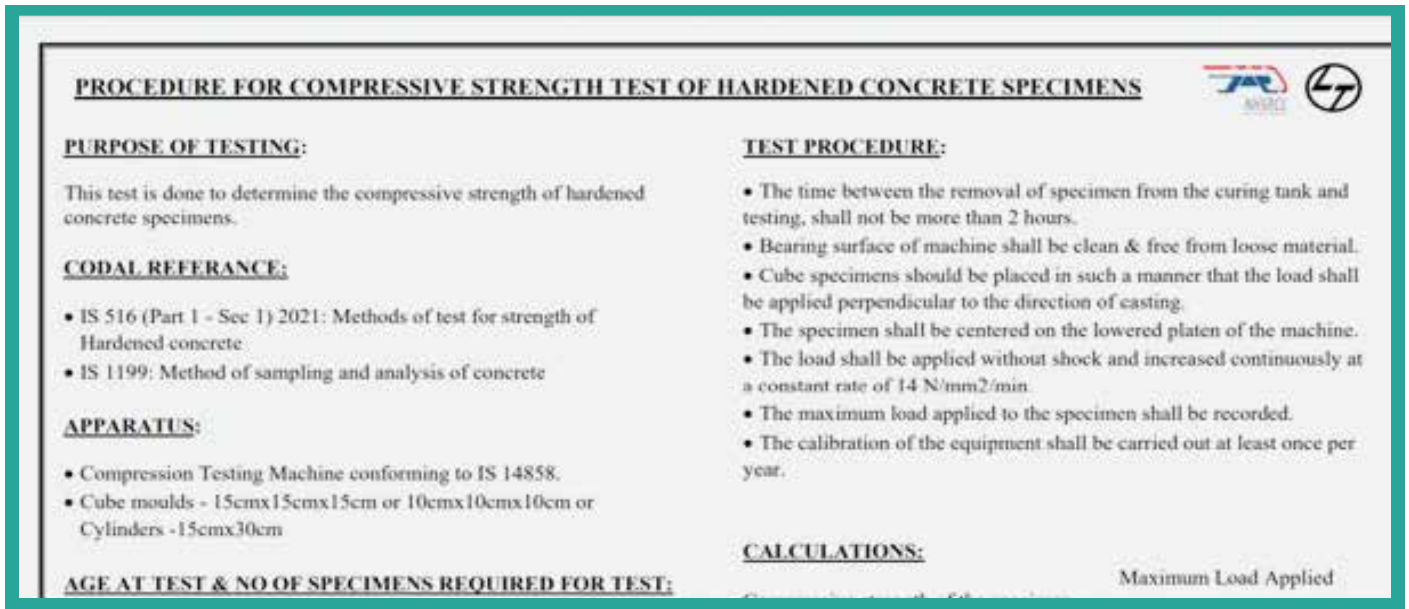
Amit R Guha,
Head – Technical Services

MAHSR-C4 launches Quality App to smoothen approval processes

On 30th November 2021, the last day of World Quality Month, the Mumbai–Ahmedabad High Speed Rail (MAHSR) project's Package C4 introduced a unique, technologically advanced Quality App exclusively for the project, to help preserve all testing

and inspection data as well as SOPs at one location. Accessible to both contractors and engineers, the mobile app will enable them to review and approve reports on the fly, making approvals easy, timely and seamless. Given the massive size of the HSR project,





with 5 sections & 15 laboratories across a 236 km stretch, the app will simplify and speed up data collection and storage and provide seamless statistical analysis instantly, for example, on different grades of concrete and construction materials to bifurcate them manufacturer-wise, product-wise, or under several other heads as required.

This app monitors quality checks and tests frequency checks for materials & products such as concrete, cement, aggregates, reinforcements, HT strands, bearings, seismic stoppers, soil, and several others and creates 'Big Data', useful for upcoming mega projects.

HCI IC launches PRATHAM – Quality-conscious behaviour

Heavy Civil Infra IC's 'PRATHAM', an initiative focusing on quality-conscious behaviour, was launched by S. V. Desai (SVD), Whole-Time Director and Senior Executive Vice President (Civil Infrastructure), and R. Anbalagan, Executive Vice President & Head – Heavy Civil SBG, on 9th December 2021. PRATHAM, meaning 'first', is the result of a comprehensive, scientific, large-group, data-led observational study on quality-conscious behavioural issues and solutions to address them. A customer-centric initiative, PRATHAM aims at removing non-conformance.

Adopting a behavioural science approach, the programme has conducted an observation-based study on a thousand QA/QC managers, executives, and supervisors for clear granular data to identify reasons why a person chooses not to maintain quality even though he/she is aware of it. Twelve possible reasons emerged, which were grouped into three buckets – Personal, Organisational, and Reporting Relationship – from which action-based focus areas were derived like thorough planning, respecting instructions, paying attention to stages of tasks, creating a collaborative culture, ceasing to work hastily, and maintaining the reputation of the organization.

ECC News, October 2021 - March 2022



"Quality is an important organisational value and behaviour is directly linked with it," remarked SVD. "Quality is a fundamental discipline for the employees at all levels because trust and reputation are built on Quality. We should follow a mantra of right care, right conditioning mind and right conditioning operations."





PREPARING LEADERS OF TOMORROW

One aspect about L&T that I am proud of is the freedom to work independently. The freedom to take decisions and implement new ideas in the interest of what's best for the project.

Mohammad Waseem Akram

Assistant Construction Manager (Civil), RREC

A positive fallout of the pandemic is that several employees down the line have had to shoulder new and greater responsibilities, tackle emerging situations sometimes without the help of seniors and, in the process, have got the opportunity to take decisions and take baby steps towards becoming leaders of tomorrow. Mohammad Waseem Akram's is a good case in point. "One aspect about L&T that I am proud of is the freedom to work independently," he says with josh. "The freedom to take decisions and implement new ideas in the interest of what's best for the project." He is presently working at the EDFC CP-303 project under Vikram Kohli and Arun Kumar Singh, responsible for formations at the P-3 stretch. Previously, he had worked as Senior Engineer in the WDFC Project PKG-A, looking after detour section of Rewari in formations again.

To get things back on track post the pandemic, the task before Waseem and the project team was to remobilize labor, resources, subcontractors and ensure a continuous supply of bulk materials. "It was very important for us to retain our workmen to maintain progress, so we kept a daily track of them, educating and motivating them to follow the strict SOPs and work according to the guidelines laid down by the government." He adds that motivating the subcontractors to resume work in tough conditions was an uphill struggle too. The team was however helped by an understanding client. "Our client, DFCCIL, helped to get our invoicing targets bifurcated invoice item wise, to maintain cash flow and also ensured that special passes were issued from the local administration to work during and after the lockdown."

Other steps taken by the team included separating the workplace from the local villages by providing rest sheds at site with all

the necessary arrangements to control the spread of the virus. Online training programmes were conducted for skill and knowledge development.

Waseem is particularly appreciative of his Project Manager, Vikram Kohli and the other leaders at site. "They are the team leaders, leading from the front," he says, "and always inculcating leadership skills in juniors like me. They listen to our suggestions, face the challenges with us and maintain the strength of our team to perform better."

Still single, Waseem hails from Lucknow, Uttar Pradesh and during his free time when he is not driving himself at site, loves to play cricket and listen to soft music.





TAKING THE HIGH ROAD TO COMPLETION

Accelerating works across various fronts is the core aspect of my job and I am under tremendous pressure to achieve the targeted schedule. So I made my team to work in shifts with optimum numbers in various locations with full safety precautions and protocols.

Rakesh KR Nanda

Assistant Construction Manager (MECH), RREC

At his Mumbai-Vadodara Expressway project, Rakesh Nanda is determined to push his project to completion, overcoming all the roadblocks that the pandemic has placed for him and the project team. "Accelerating works across various fronts is the core aspect of my job and I am under tremendous pressure to achieve the targeted schedule," he explains, "so I made my team to work in shifts with optimum numbers in various locations with full safety precautions and protocols." The project involves erecting 1,350 RCC/PSC & composite steel girders, with work happening at heights of 20 m and more, hence safety was equally important with speed. "I have effectively utilised our manpower, equipment and other resources to accelerate progress."

Having joined L&T in 2013 as a Senior Engineer (Mechanical), Rakesh has worked at a series of projects before assuming his present assignment in 2020 to be greeted by the pandemic-related crises of labour, and disrupted supply chains. "Based on the project look ahead programmes, we finalise and monitor progress for which three teams have been formed, with work split between them on a shift basis for their respective areas of work," Rakesh shares their work approach. "We have open discussions every alternate day to resolve bottlenecks and plan further action." Rakesh is pleased with the good relations he has forged with the client especially with Western Railway and GETCO teams that have eased approvals and removed bottlenecks in the composite steel girder fabrication and erection activities for the Rail Over Bridge. "In fact, we saved time completing the ROB because of close co-ordination and good relations with these stake holders," he affirms.

Being a greenfield project, it is difficult to develop areas for erection due to canals, valleys, gas pipelines, highway crossings and overhead

electric lines along the alignment. "With the help of the design and safety teams, we prepared erection schemes to execute safely. To lift girders over canals and gas pipelines, we pre-positioned and synchronized the cranes before final erection," explains Rakesh. The same MO was used when tackling highway crossings over NH8 & NE1 and overhead lines. "I gave continuous technical guidance and training to the composite steel girder fabrication agency to complete fabricating the 2000 MT composite steel girder while Toolbox meetings and training programmes have helped to safely erect the 1350 girders," he says triumphantly.

Hailing from Cuttack, Odisha, Rakesh is married to Amrita, a homemaker, and they are blessed with a daughter, Aradhya, whose birth is his happiest moment. Listening to music and playing cricket are his release activities. Joining L&T was his passion and aspiration, and he is proud to be a part of the company that makes things that make India proud.



ON THE HIGH ROAD OF PROGRESS

Veeranjaneyulu Gangineni

Assistant Construction Manager (Civil), RREC

"I am presently working at the Mumbai Vadodara Expressway project," says Veeranjaneyulu Gangineni, "and, as of now, things are moving along smoothly with no major challenges." While we wish Veera and his team continued smooth riding, he is quick to mention that the going was not always so easy. "During the initial stages of the pandemic, it was difficult to organize manpower," he says, with a frown, "and there were challenges of having to interact with lots of people at site, touching various types of equipment and getting the workmen to follow the strict COVID protocols."

He is happy that, along with the project team, he was able to encourage, motivate and train the workmen to improve their productivity. "They have shown a great deal of dedication and commitment that have helped us make so much progress," he remarks. "To achieve and maintain progress, we have divided the project into various work zones and ensure that the work is constantly supervised and monitored through regular meetings." At the same time, the team has been adhering to all the requirements of their client, vendors, and associates to ensure that their targets are achieved in line with the SOPs. "Our coordination has been very good because we have successfully and safely completed the execution of the pile, pile cap, pier, pier cap of the obstructed locations at CH. 361+034 (ROB) within one month," he shares. In terms of digital initiatives, Veera says that with the EHS Department, they have introduced various tools to fill up checklists & permits, train workmen through AR & VR for better understanding of hazards present at work sites.



Our coordination has been very good because we have successfully and safely completed the execution of the pile, pile cap, pier, pier cap of the obstructed locations at CH. 361+034 (ROB) within one month.



After joining L&T in October 2012, Veera has been involved with a series of projects including the KMDA and the BBT projects both in Kolkata, the APCRDA project in Amaravati, a 4-month stint at the BIAL project and since 2020, he has been at the MVEP. Veera has enjoyed his tenure, reflected in his statement, "I love the teamwork and the working culture at L&T and my most memorable moment is when I joined L&T." He is extremely appreciative of the guidance and support he has been receiving from his seniors. "They talk to me from time to time and help me to better myself, to maintain standards of quality and safety with training and other supports to accomplish my goals. They have always motivated and applauded my performance even when I thought of giving up," he says with a lot of feeling.

Veera hails from Ongole in Andhra Pradesh and is married to Vasavi, a homemaker. "My hobbies are listening to music and watching movies that I follow on weekends."



BUSY CONVERTING IMAGINATION INTO REALITY

Ravi Sehwat
Manager (Civil), Railways SBG

Working at the Dhaka Metro project since April 2018, Ravi Sehwat describes himself as the Track Planning and Interface Manager for Track, OCS, Power Supply, Signaling, Telecom, Lift & Escalator, Automatic Fare Collection and Platform Screen Doors. He gives credit to his Project Director, Sunil Khattar, for developing a very good habit: "Work is half done when you put a plan on paper, until then it is just fantasy!" Ravi's task therefore is to convert imagination into a plan and deliverables.

“Our idea is to bring ownership for each work, make the Site Engineers leaders at their fronts and involve them in our overall strategy development.”

The last six years since he joined L&T in May 2015 in Divisional Corporate, Chennai, as Assistant Manager, Global Strategic Sourcing has been interesting. In 2016, he was on a secondment to various government ministries through the Quality Council of India, in November '17 he joined the Railways business in business development and soon found himself at the Dhaka Metro project. "Ballastless works is a specialized works being constructed in Bangladesh for the first time, so the required skillsets were unavailable. Travel restrictions were making life really difficult and terribly delaying procurement of material from India," he shares



his challenges. "Of course, motivating our staff and workmen to work with the safety norms and SOPs finalized by the site management is another huge task".

Convincing the client to procure the Ballast material from Vizag instead of Pakur was a huge triumph for the team to rapidly execute the Depot Track. For the Viaduct Ballastless Works, "our hybrid model of planning part works through a mix of departmental, supply and measurement basis has helped us to push productivity and exceed client expectations and by regularly recalibrating our strategies we are able to stay ahead of the curve." Ravi refers to extensive interface with multiple civil subcontractors and proper delegation of work that have ensured efficiency. "Our idea is to bring ownership for each work, make the Site Engineers leaders at their fronts and involve them in our overall strategy development."

To monitor progress centrally for each activity, the team extensively uses Strip Chart with daily feedback from the site engineers and structured DPRs for daily communications with them to ensure productivity. "Emtrack has helped us to keep up with the material tracking efficiently giving clear indications of the material stock to plan timely interventions," Ravi adds.

A native of Delhi, Ravi's better half, Preeti, was a teacher till she had to move with him to Dhaka and they are blessed with a son, Vivaan, whose birth is his most cherished personal moment. Movies, football and travelling are his hobbies. "Completing the Ph-1 Viaduct and Depot works at Dhaka Metro as per the commitment to the Management was a wonderful professional moment," he recalls. Clear direction from the management and freedom to take decisions are what impresses him about L&T.





'DIVIDE & RULE' TO DELIVER

Debashis Manas Ranjan Aich

Construction Manager (ELEC), Railways SBG

A characteristic of Debashis Aich is that he coins catchy terms to describe his special initiatives. "We use the technique of 'Divide and Rule'," he explains, "wherein the entire work is broken down into minor units and controlled by different stakeholders. Strategically, we prepared a 3-month look ahead plan too with targets that are being continuously monitored." Debashis is presently Planning Head at the CORE EPC-7 project at Trichy, Tamil Nadu, "involved," as he says, "in smooth coordination and advance planning to execute and commission 440 TKM in the shortest time span."

Debashis joined L&T as part of the GET batch of 2011 and has, over the past decade, been involved in other Railway projects including the 10MTPA RC Project, Jamshedpur, the Gr.167 Railway Electrification Project, Rayagada, Odisha and the MPL Railway siding, Dhanbad, Jharkhand with a stint in between at the Eastern Cluster, Jharsuguda, Odisha where he was responsible for coordination with the customer to close various legacy projects. At his present assignment, during and post the pandemic, his major headaches have been resource mobilization and disruptions in the supply of critical materials like mast, copper, steel, SPS, etc.

"Our strategic approach is based on 'First Time Right' to reduce time cycle and avoid rework especially in post wiring activities,"



We use the technique of 'Divide and Rule', wherein the entire work is broken down into minor units and controlled by different stakeholders. We have implemented a 'When & Where' concept with cost benefit analysis for material supply.

he points out. "Being an EPC and electrical project, cost plays a more vital role than perhaps in some of our other projects and hence we have implemented a 'When & Where' concept with cost benefit analysis for material supply," he shares one more of his catchy terms. "Through 'TILOS, we see the baseline and planned productivity compared to actual progress and our action plan is related to finance and physical execution with each concerned stakeholder responsible to monitor progress in their respective areas." Transparency, continuous communication and frequent visits to the base line schedule followed by healthy and open discussions keep everyone on the same page, focused on delivery. WISA, PROCUBE, mTrack, PREPS are some of the other digital tools being used at site.

"Our Cluster head, Phanendra Kumar, has a vision to make this project a benchmark one in cost optimization, dynamic planning, avoiding 11th hour rush and we have converted his vision into strategy," he affirms.

Hailing from the village of Agarpada in Odisha's Bhadrak district, Debashis is married to Prangyasmita Sahoo, who, he shares, "is a graduate in B. Tech (Electrical) and was a Lecturer at an Engineering college in Odisha till 2015 but is now a homemaker with me at site looking after our three-and-a-half-year-old son, Medhansh." Music, traveling, and gardening destresses him.

In conclusion, Debashis says, "I am proud that I am able to channelize the knowledge and skills I am gaining at site for the benefit of the organization."



HARD WORK KEEPS YOU ON THE RIGHT TRACK!

Restrictions in train movement meant more traffic blocks, which we effectively utilized to quickly complete track-dependent OHE works. We also engaged local agencies who had been involved in other building projects to take up OHE foundation works.



G. Karthikeyan
Assistant Construction
Manager (ELEC), Railways SBG



G. Karthikeyan is proud of being an L&T-ite, for here, in his own words, “hard work is shaped into national infrastructure that changes people’s lives.” Starting his career in June 2010 as a DET, his journey has passed through some significant stations, each contributing to the improvement of India’s railways infrastructure: 25 kV Rigid Overhead Conductor System for an Underground Section of 36 km, Provision of Doubling of Track between Ariyalur and Valadi (63 tkm), and Provision of Doubling of Track between Vridhachalam and Ariyalur (64 tkm).

Presently at the EPC-07 Railway Electrification project for Southern Railway as Site In-charge & Planning Engineer, Karthikeyan has put in place strategic systems and processes to observe construction work. “We prepare and continuously monitor a 3-month look ahead plan. Moreover, we have been firm in dealing with vendors only after verifying their ability to deliver.”



While the pandemic certainly brought with it the expected complications, Karthikeyan is grateful for the client’s understanding during these tough times. “They readily agreed to online discussions and processed all our drawings digitally. Every stakeholder understood and accepted these new ways to connect and communicate.” He reveals that the project team made the best out of the situation: “Restrictions in train movement meant more traffic blocks, which we effectively utilized to quickly complete track-dependent OHE works. We also engaged local agencies who had been involved in other building projects to take up OHE foundation works. There was a scarcity of skilled labour, but we took this as an opportunity and hired local workmen who were unemployed due to the prevailing economic situation.”

Digital tools have kept the EPC-07 chugging along. “We have implemented ‘TILOS’, a digital initiative to compare baseline and planned productivity against actual progress,” informs Karthikeyan. “Other tools implemented are WISA for labour management, PROCUBE for daily progress monitoring, eMtrack for material management, and the safety app ‘PREPS’.”

A native of Trichy, Tamil Nadu, he is married to Pavithra, a home maker, and they are blessed with a son, Krishwin. Karthikeyan loves listening to music and playing cricket. “But it’s very difficult to get time for outdoor sports nowadays,” he rues with a hint of nostalgia. His most memorable personal moment is receiving the Best Outgoing Student Award at his college graduation. Professionally, he is most proud of commissioning 215 tkm in a span of 18 months.



— M&M SBG —





RE-START TO RE-BUILD AND DELIVER

A Dhanasekar

Project Manager (MECH), M&M SBG

Though a veteran at L&T having completed two dozen years with the Company, nothing would have prepared A Dhanasekar for the setbacks caused by the pandemic. "Our Blast Furnace-2 for JSW Steel Works as part of the Dolvi projects is a unique one with NIPPON design for the critical shapes in BF proper and hot stove shell and piping design for the furnace, the first of its kind we have experienced," he shares about his present project, hinting at the severity of their challenges. "We were literally back to square one," he shakes his head, "but keeping in mind the scarcity of resources and logistical issues, we aligned our strategy to achieve more in less time with less resources. We also prepared an alternate plan in case of further eventualities and the approaching monsoon after the restart of works post the lockdown."

Everything from execution to delivery was planned in line with the project dependencies for plant commissioning, maintaining a buffer of consumables to ensure smooth operations. "We ensured productivity as per our established norms and monitored progress daily to achieve break-even after the restart," he points out. "Timely payment to the vendor and subcontractors helped them keep their storefronts while we simultaneously tried to figure out an optimum credit cycle to improve our cash flow management." BF Proper was divided into 4 zones wherein the critical task of piping was addressed systematically while resources were deployed daily for cost-benefit analysis and cost efficiency. "We prioritized works in line with commissioning requirements and conducted regular meetings to establish a status quo between the teams," he adds.

Post the lockdown, the team faced a huge challenge in the delivery of certain piping items that were super critical for the furnace proper. "We visited vendor workshops during the pandemic, deputed material chase at shop to follow up and expedite final deliverables," shares Dhanasekar, proud of their achievement. "On the execution front, we relied heavily on modularisation to

save time and cost, consulted the CMPC to deliver the foundations on a war footing and coordinated with the clients and consultants to discuss the construction feasibility in line with the approved construction methodology to ease execution and handover of sequential activities," he observes practically. "Success of the project is totally attributable to the team who have worked 24x7 during the last lap!"

"We were literally back to square one, but keeping in mind the scarcity of resources and logistical issues, we aligned our strategy to achieve more in less time with less resources."

Hailing from Tirunelveli in Tamil Nadu, Dhanasekar is married to Parvathy Devi Kumari, a homemaker, and their two sons are D Arun Prakash and D Karthik Raj. Singing and listening to music are his favourite pastimes. "The day I first met my life partner and the day the Bhushan Steel Blast furnace#2 was blown in were music to my ears," he smiles in delight. "I am privileged and proud to be a part of this organisation for 24 years and will continue to contribute till my destined time," he rounds off.



A VETERAN PULLING HIS WEIGHT AND HOW

T S Muraleedharan

Chief Project Manager, M&M SBG

Having joined L&T in 1998 with already 6 years' experience in the erection of electrostatic precipitators & material handling, T S Muraleedharan has since worked across business divisions, functions, and geographies. Till recently, he was pushing to complete the Steel Melt Shop #2 for JSW, Dolvi and has just taken over as Chief Project Manager for Dry Circuit System, Kirandul, Chhattisgarh for Client NMDC. With characteristic fastidiousness, TSM (as he is better known as), shares his main challenges due to the pandemic. "The client did not accept any revision in the target completion dates, we were afraid of cost overruns, had to make do with lack of skilled and unskilled manpower and there were fears of being infected."

With a methodical approach, TSM convinced the client to first focus on Stream 1 for hot commissioning and production, then attack Stream 2, with the assurance that the team would be able to work on Stream 2 with Stream 1 under operation with the required barricades and permits. "We involved the client in our Project Management in the interest of progress," he remarks, "to plan and coordinate for other agency jobs and to identify the client's missing or non-traceable items required for commissioning." TSM got the client to depute area wise In-charges to address and decide on issues like material supply, accesses, permits, shutdowns along with the project team. "With targets fixed and mutually agreed, chances of idling of resources were eliminated as all the stakeholders were involved," he elaborates. "P&M was deployed as per day-to-day requirements; targets closely monitored, and corrective actions



With targets fixed and mutually agreed, chances of idling of resources were eliminated as all the stakeholders were involved. P&M was deployed as per day-to-day requirements; targets closely monitored, and corrective actions taken wherever necessary.

taken wherever necessary. Delays from client were separately monitored, regularly recorded, and discussed with them. We even managed the Oxygen crisis by using client's oxygen plants."

TSM is proud of some of their unique initiatives. "With heavy duty cranes available at site and later the plant was operating with 550 MT EOT, all bunkers and other structures were assembled at ground level and erected as single lifts with each lift ranging to 100+ MT while we resorted to electric chain blocks, orbit welding in ducts and the like to increase productivity." The team involved CMPC to plan all lifts and adopted several productivity improvement measures initiated at the engineering & planning stages. "I was given full freedom, recognition and respect to act in the interest of the project and progress," he says with fervour.

Hailing from Palakkad in God's own country, TSM is married to Remadevi, a homemaker, and they are blessed with two children. Daughter Anjana is studying first year MD, Anaesthesia and son, Abhinav is doing computer science engineering. Networking is his hobby. He has several professional 'highs', like getting additional and overstay claims from an international job, Safety bonus from a domestic client and regular additional works certifications even while the job is ongoing.

AN ADVOCATE OF MECHANIZATION TO IMPROVE EFFICIENCIES



“To keep things rolling we work on multiple fronts, adopt modular erection & digitization, improve the knowledge of front-line engineers in terms of contractual obligations to accelerate works.”

Arup Kumar Ray

Project Manager, M&M SBG

As Project Manager for M&M projects in the Eastern Region, Arup Kumar Ray's focus is on detailed planning of activities and timely resource mobilization to achieve his targets. "To keep things rolling we work on multiple fronts, adopt modular erection & digitization, improve the knowledge of front-line engineers in terms of contractual obligations to accelerate works," he explains. "I go for frequent site visits to understand the ground issues and solve them then and there as they crop up and conduct daily meetings on Teams to monitor progress."

Post the pandemic, Arup has had to contend with issues of higher labour attrition and increase in commodity prices. To address the first issue, it was important to take care of the workmen, he remarks, by improving their living conditions at the labour colony that has yielded significant results. "At the same time, I am emphatic about reducing the dependency on workmen by adopting various mechanization methods," he points out.

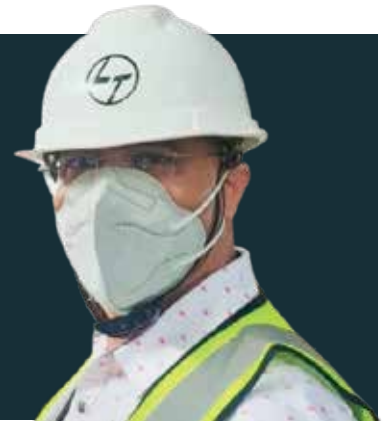
"We have saved significant amount of time in terms of progress monitoring and digital tools like chatbots, QR codes & WISA app are what I personally use and am benefitting from." He mentions modular formwork and modular rebar works as some of the unique approaches he has adopted to expedite the progress.

Arup is a deep-rooted L&T-ite having served the organization in various capacities after joining in 1990 and earmarks some of the projects where he has worked in a leadership capacity. He was Project Manager at the Bhushan Steel Plant, Tata Steel Works, Kalinganagar, Odisha, Hindustan Zinc, SK Mines, Dariba, Rajasthan and Dolvi Projects, inside the JSW Plant, at Dolvi, Maharashtra and presently is the Project Manager (Civil) at NTPC & Coal India. "It has been a very fulfilling journey thus far," he says thankfully, "and my seniors and team members have been extremely supportive and understand my genuine efforts to implement my innovative approach to resolve problems. What makes me proud of being an L&Tite is L&T's brand name and its attitude of caring for the staff," he flags off.

Arup's native place is the village of Bangalpur in West Bengal and his life partner, Anima Middya Ray, is a teacher at the West Bengal Board of Secondary Education. They are blessed with two daughters, Dr Aranya Ray and Aishee Ray. About his hobbies, Arup laughs, "I am a travel buff and whenever I find time in between my hectic work schedule, I take my family along with me for an energising tour." His personal high is the birth of his first daughter. "Professionally, completing the 17 Lac cum of concrete at the Bhushan Steel Plant as Project Manager is a moment I will always cherish in my life," he smiles with a thumbs up.

PASSIONATE ABOUT PHOTOGRAPHY AND WORK

Jagadish R Shenoy
Project Manager, M&M SBG



Passionate about photography, Jagadish Shenoy, finds time to follow his other passion too, managing construction projects. He joined L&T in April 2004 already armed with 10 years' experience in construction and has been at a series of projects. Presently, he is Project Manager (Mechanical) at the Steel Melt Shop #2 for JSW, Dolvi, busy handing over various systems of the plant. "We were really hard-pressed to complete the project to timelines as workmen retention at site was a problem, we faced shortage of skilled workmen, multi-skilled manpower was missing with the result maintaining continuity of the job to gain momentum was difficult," he points out.

Not one to be deterred by challenges, Jagadish put his mind to overcome them. "We divided work areas into zones, led by senior persons, for a more focussed approach, resources were carefully mobilised to ensure maximum productivity and as the plant was congested due to the functioning of various activities, we clearly dedicated works, discipline wise for faster completion," he ticks off. The team adopted an approach of maximum assemblies of structures that were at higher elevations to save on overall completion time and ensure safety.



“
We succeeded because we worked as a team constantly discussing plans to achieve targets month on month with Individual in-charges having defined plans and responsibilities. Client relationship was given due importance too, and considering our constraints we worked together to attain our targets.
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"Of course, we introduced several innovations at site," he nods vigorously. "We controlled and monitored assemblies of high-rise structures, and cooling stacks, to take advantage of heavy-duty cranes. In terms of mechanisation, we used orbital welding machines in ducts, utilised electrical hoists to feed material and PTFE-coated rollers to erect pipes in the racks." The 130T Caster Turret assembled consisted of seven separate segments. "We succeeded because we worked as a team constantly discussing plans to achieve targets month on month with Individual In-charges having defined plans and responsibilities," he says with vigour. "Our seniors empowered us totally, objectives were well defined that I could percolate them down to the team. Individual responsibilities were fixed, and efforts recognized. Client relationship was given due importance too, and considering our constraints we worked together to attain our targets," he adds.

Jagadish hails from Coimbatore, Tamil Nadu, is married to Priya, a homemaker, and their son, Vishal is pursuing his Doctorate programme at the University of Colorado, US. Jagadish has several memorable moments to share, both personal and professional. "One was when my son cracked his GRE paper that was a dream come true for us. Another was when my birthday was celebrated throughout the day in one of the sites that made me emotional and the days when me and team worked tirelessly to successfully commission the SK Mines project with all timelines strictly adhered to are still fresh in my mind."

Jagadish loves the empowerment and recognition one enjoys at L&T.

EXPERIENCING THE ENTIRE LIFE CYCLE OF A PROJECT

Mohammad Meher Rizwan

Senior DGM (EPC Interface), M&M SBG

As Project Manager - E&I at the Mansourah Massarah Gold Project, in Riyadh, Saudi Arabia, Mohammad Rizwan is delighted for the opportunity to experience the entire lifecycle of a project. "Starting with business development ensuring prequalification within Maaden, I led the tendering team to bag this prestigious project ensuring the SBG's entry into KSA," he shares proudly. "Thereafter, I continued as Interface Manager taking care of the interface issues with the employer during the engineering phase, led the procurement activities for the E&I items including mega packages like the 50 MW Power Plant, 6 MW Solar Plant, 10 Prefab substation packages and all other standard electrical items. Presently, I lead the site as E&I Manager."

Advance planning with clear-cut responsibilities is key for site operations and Rizwan mentions that despite the pandemic, the team ensured material availability by engaging multiple local vendors both from KSA and UAE. "We ensured one of the best E&I subcontractors to mitigate the team's mobilization from our Indian head offices," he informs. "As Plan-B, other subcontractors were engaged for separate smaller packages that was vital to ensure workforce availability at site. On the technical front, we introduced the concept of Prefab substations that has significantly reduced the timeline to achieve milestones while on the HR front, job rotation and vacation policy for the E&I staff have been meticulously planned," he adds.

While identifying and engaging subcontractors was a major issue, communicating with them and making them deliver was another. "We had continuous reviews with them to plan our work," says Rizwan. "We divided the project into zones with dedicated Zone In-charges focusing on achieving their respective targets."



Starting with business development ensuring prequalification within Maaden, I led the tendering team to bag this prestigious project ensuring the SBG's entry into KSA.

Our 3-week look ahead schedules had starting and finishing dates that were reviewed every week." For supply items, weekly reviews with the dedicated package managers identified E&I items with necessary action taken in case of discrepancies and/or delays. For engineering issues at site, the team ensured the availability of EDRC's engineers for immediate solutions. "The ACONEX platform is being used for the entire data exchange and document submission with the employer," informs Rizwan of the digital interventions, "while for the engineering services and to ensure better visibility/ understanding of site works, the AVEVA 3D platform has been extensively used."

From Kolkata, Rizwan is married to Shumael Fatma, who he describes is "an MBA Finance, working earlier with Price Waterhouse Coopers in India but now into a teaching job with Gems Millennium School, Sharjah, UAE." They are blessed with two children, Md. Rayyan Meher and Zunairah Meher. Cooking and cricket are his favorite hobbies.

He loves L&T because "of the freedom to work as per your areas of interest with lots of learning at grass root level supported by opportunities to hone and display leadership skills."

AT INDIA'S BIGGEST BLAST FURNACE PROJECT



Sandeep Kaul

Senior Construction Manager (MECH), M&M SBG

My most memorable moment has to be the commissioning day of the F BF upgradation project at Tata Steel, Jamshedpur, in 2001, one of the greatest projects ever executed by M&M and completed in a record time of 105 days.

Sandeep joined L&T in July 1998 as a DET and has been a part of a slew of major Blast Furnace projects over the past two decades. "My most memorable moment has to be the commissioning day of the F BF upgradation project at Tata Steel, Jamshedpur, in 2001, one of the greatest projects ever executed by M&M and completed in a record time of 105 days," he shares excitedly. At the JSW VML Bellary Blast Furnace #5, a greenfield project, Sandeep is the Project Manager for one of the biggest Blast Furnace projects (5,339 cum. volume) currently being executed in India.

Sandeep and team have focused on achieving operational excellence through micro planning and two-way feedback mechanisms among all the teams. "With the never-before-seen COVID situation, managing the workforce has become challenging," he says. "But we mobilized workmen with the desired skill set,

even air-lifting them for immediate deployment." Erection schemes were redrafted by implementing modularizations to the maximum extent to avoid working at heights.

Digital aids are a major factor in monitoring the project's progress, Sandeep reveals. "We track progress both ways, i.e. qualitatively and quantitatively. Variance analysis is being monitored by a well-established scheduling team, and all verticals and work locations are being constantly monitored to achieve planned targets."

Sandeep has spearheaded various initiatives to keep his team charged and ready to overcome challenges. When only limited resources were available in the immediate post-lockdown period, the balance work was re-prioritized to achieve maximum productivity. "We dealt with critical areas on priority and meticulously identified, sorted, and shifted the items to be erected," he explains, before adding with a smile, "Any support required at a time of need, be it personal or professional, was organised to the best of my ability."

Sandeep is indebted to his seniors. "My immediate Project Director, Mr. B P Singh, not only believes in my capabilities but also motivates me personally and professionally when I was hospitalized with severe COVID symptoms." He is grateful too for the strength he has received from his team members. "In the end, it was a successful combination of collective team efforts and able guidance from senior management."

Sandeep loves reading and collecting books and likes to follow sports when he gets the time for it. Hailing from Srinagar, Kashmir, he is married to Menakshi, a freelance educationist. They are blessed with a daughter, Rudrika, who is 13 years old. "The day I became a father remains the best day of my life," he reminisces with a smile. "The fantastical moment when I held Rudrika for the first time . . . it is difficult to express in words."



A LIFE-CHANGING EVENT HAS MADE HIM STRONGER

Basant Kumar

Senior Manager (P&M), M&M SBG

"I met with a major road accident on October 19th, 2006, at Chittorgarh, fractured my cervical and was paralyzed. It was my Amma who gave me the emotional and inspirational support to be able to walk again," shares an emotional Basant Kumar. "At the same time, I cannot forget how my company helped me. I was air-lifted by air ambulance from Udaipur to Apollo Gandhinagar that saved my life. That day I realized the vision of our great founder Mr. HHL that 'People is the true asset' and I am proud that I belong to the L&T family." A veteran who has been with L&T from July 1997 when he joined as a DET at the Adani Port project at Mundra, Basant has been at a whole host of projects and is presently heading P&M at the Mansourah Massarah Gold Project at Riyadh in Saudi Arabia.

Mobilizing P&M and workmen with the requisite skillsets were his main challenges at a remote site other than ensuring optimum resource utilization for maximum output, operating within the COVID protocols. "We adopted a three-pronged strategy to address our issues," informs Basant, "by promoting Brand L&T, better collaboration and adequate knowledge sharing and training." Through various digital conferences among vendors and suppliers, the team reached out to KSA's equipment rental market and successfully registered 50+ vendors to quickly mobilize equipment for seamless P&M operations. "We identified and transferred surplus equipment and P&M manpower from other L&T ICs to save time, cost and cash outflow and with knowledge sharing and on-the-job training developed 25 competent man lift operators and 10 electricians," he shares, proud of their achievement.

Daily coordination with zonal in-charges, regular capture of equipment performance, constantly monitoring equipment



I cannot forget how my company helped me. I was air-lifted by air ambulance from Udaipur to Apollo Gandhinagar that saved my life. That day I realized the vision of our great founder Mr. HHL that 'People is the true asset' and I am proud that I belong to the L&T family.

availability & reliability and appropriate & prompt action to rectify issues are how Basant and team keep the project ticking over. "Apart from online inspections of equipment deployment, we have mobilized the vendor's maintenance facility with competent technicians at site with fast moving spares inventory to minimize down time," he says. To protect the environment, 110% spill trays have been provided for all type of chemicals and noise levels of all equipment are recorded and monitored to reduce noise pollution. In terms of digital tools, Basant mentions WRENCH, synchronization of all high-capacity power generators for optimum use & better fuel efficiency and IoT-enabled anemometers for safe crane operation.

Basant is from Hargaon Sitapur, Uttar Pradesh, and married to Reena Devi, a homemaker. Their son, Pranay is studying business at Nirma University, Ahmedabad. Meeting and interacting with people are what excites him. He flags off several professional highpoints at L&T, the most recent being the timely setting up and commission of the batching plant at his remote present MMGP site.

A photograph of Shastha Kiran Manai, a man with glasses and a yellow safety vest, sitting at a desk with a laptop. The background is a plain wall.

ALWAYS KEEPING A CLOSE EYE ON PROGRESS TO SUCCEED

We constantly analyse productivity vis-a-vis cost and the established norms to extract the maximum output and ensure payment to subcontractors within our approved scope and rate of works.

Shastha Kiran Manai

Senior Construction Manager (MECH), M&M SBG

As Planning Manager for the JSW Steel, Dolvi projects, Shastha Kiran Manai's prime focus is to keep a close eye on project progress and resource deployment to ensure better utilisation and coordination. "We constantly analyse productivity vis-a-vis cost and the established norms to extract the maximum output and ensure payment to subcontractors within our approved scope and rate of works," he shares purposefully.

To combat the various challenges posed by the pandemic, Shastha's mitigation plan is to prioritize activities based on the critical path, with a ready alternate plan to manage time in difficult circumstances. "Since labour has been a huge issue, we meticulously plan workmen mobilisation," he remarks. A vital aspect of his and his team's POA is continuous follow up with competent subcontractors, close coordination with all stake holders to debottleneck challenges to ensure timely arrival of workmen at site. "We continuously follow up with the customer too at various levels for contract amendments and payments to reduce processing time and escalate issues to the Project Director's or BU levels and the client's highest hierarchy for swift results on various issues to cut down processing time and ensure good working capital." His determination to get the job done is undeniable. "We immediately intimate our customer of all constraints to project progress to speed up balance work and demobilize resources as soon as possible to control project cost."

Shastha is extremely appreciative of his Project Director Mr. B. P. Singh's constant guidance and support for decision-making. "As a Planning Manager, I need to be aware of the challenges beforehand to be able to take remedial measures, and all the Project Managers have been prompt in alerting me and my team

that has helped us to sail through," he says with a nod, referring to initiatives like proactive manpower planning, quick and prompt bill submission to the customer, collection of ad-hoc payments to ensure a healthy cash flow and inventory tracking of consumables on a daily basis due to supply-chain issues to ensure availability for smooth operations. "Yes, digital solutions are strengthening our hand in project monitoring and control," he agrees, "and has helped us in a big way to create a database for our ongoing projects, perform various kinds of analysis to critically examine and optimise project variables."

"I hail from Mangalore, Karnataka," he informs, "and my wife, Dhixa, has done her graduation in BE Electronics and Communication but stopped working post COVID and is now a full-time homemaker," he smiles. "We have two cute daughters, Ridhi and Ruhani," Exploring new places, playing, and watching cricket and movies are what keeps him going during his free time, of which he has very little.





USING THE FREEDOM TO INNOVATE

Kaushik Mitra

Senior Construction Manager (MECH), M&M SBG

"L&T always provides enormous freedom to its employees to execute a job, and innovative ideas are always welcomed," begins Kaushik, referring to his project at Tanda, Ambedkar Nagar, in eastern Uttar Pradesh, where NTPC Limited is setting up a thermal power plant of 2x660 MW capacity. "We have secured both the CHP and AHP packages under a competitive international bidding process," he informs.

"The first wave of the pandemic had eaten up a significant amount of project duration," he comments with a shake of his head. "We were able to retain fifty-odd workmen during that period, but it was difficult to return to pre-COVID levels. Once the lockdown was lifted and manpower was available at site, we planned and completed all possible heavy structural assembly jobs to minimize execution time."

The second wave of the virus brought with it challenges of a different nature. The scarcity of oxygen due to the spread of the Delta variant was a big challenge, with casualties in local areas rising alarmingly. "To overcome the hindered supply of industrial oxygen, we used the existing plasma cutting system for structural work," says Kaushik. "The impact of the virus is still there, with frequent changes in rules and regulations regarding issuance of gate entry passes for workmen and special agencies (for performance testing) that causes considerable delay in the workmen engaging with the job after arriving at the project location."

"L&T always provides enormous freedom to its employees to execute a job, and innovative ideas are always welcomed."

Having entered L&T in June 2005, Kaushik has worked at several plants over the years. "My first project was Lafarge Shella Bazar, Meghalaya. The successful commissioning of its long-belt conveyor, the longest single-belt cross-country conveyor in the world, is a moment that will remain with me always," he says, his eyes shining.

At the Tanda site, digital solutions push the project forward: PROCUBE to monitor progress, EHS app to ensure safety, barcoding and scanning of documents for digital preservation, and more. "The CHP and AHP jobs both have a lot of small components," explains Kaushik. "RFID tracking has immensely helped us to trace materials, for faster execution."

The project team had jointly agreed with the client and vendors for virtual inspections of critical equipment at vendor workshops. "We set up high-resolution cameras at the workshops, that avoided having to halt the supply chain," he confirms. "Thanks to the extraordinary support of the senior management and the wholehearted contribution of our team members, our project has achieved milestones especially during the period following the first wave," he adds with a smile.



Hailing from Newtown, Kolkata, he is married to Debasri, a home maker. For Kaushik, the birth of their daughter, Aishika, is the most memorable moment in his life thus far. He loves reading, photography and travelling to new places.

"I TREASURE THE FREEDOM AND EXCELLENT SUPPORT"

All my team members contributed extraordinarily well to achieve milestones. Most of all, I treasure the freedom that we get in L&T and the excellent support that we receive from the senior management.

Gokulan S

Senior Construction Manager (MECH), M&M SBG

S Gokulan has been a part of several JSW Steel projects since joining L&T in November 2006, with the latest being Project Manager at Phase 2 of the 3 MTPA Coke Oven Project. "I have had the opportunity to work at different projects like blast furnace, DRI, cross-country conveyor, and coke oven," he says, "and feel proud when a project gets commissioned and is dedicated to the nation. During the Coke oven Battery D's first push, JSW's senior management appreciated the entire L&T coke oven team for our timely completion and positive approach, which was a special moment for me."

The main strategy at the project was to focus on critical path structures first, such as refractory, battery machines, anchorages, and gas lines. Next, followed preparations for interface issue-related activities to help start the work immediately after front release. "Client priorities may change from time to time, but our focus is to fulfil their requirements," Gokulan remarks smartly. "At the same time, we have to control cost and time."

Gokulan and team monitored the coke oven in four zones: coal handling, battery proper, coke handling, and by-product plant, with critical path structures identified for each zone. "The client assisted us with timely approval from technology providers for our major schemes and methodology, which saved time," he reveals.

A major challenge at the project was the monsoon with the site in a coastal region experiencing rain for 3–4 months every year. The team took initiatives to keep the project running. "We completed all underground pipeline work and the battery oven protection shed installation before the monsoon. During the monsoon, we executed most of the piping and structure pre-assembly work."



A double layer platform was introduced for the chimney refractory works, a first in coke oven chimneys. "With the support of our CMPC team, we completed the 150 m tall chimney refractory work in 75 days," comments Gokulan with gratitude, adding that digital initiatives such as PROCUBE, Conquer, EHS PTW app, and WISA app helped the project push forward.

Gokulan is grateful to Project Director Bhanu Pratap Singh for continuous guidance and for the motivation from the BU and Operations Heads. "All my team members contributed extraordinarily well to achieve milestones," he says with a smile. "Most of all, I treasure the freedom that we get in L&T and the excellent support that we receive from the senior management."

A native of Kanchipuram, Tamil Nadu, he is married to Revathi, and they are blessed with two sons: Mithran, who is 7 years old, and Pranav, who is 6 months old. His wedding day and the day he saw his sons after birth are Gokulan's most memorable moments. He enjoys reading books and listening to music.





SITTING ON A GOLD MINE

Ganesh Kumar Rajendran

Senior Construction Manager (MECH), M&M SBG



L&T provides opportunities for the younger generation to showcase our capabilities and create value for the company.

Ganesh Kumar might be working at a literal gold mine, at the Ma'aden Mansourah Massarah Gold Mine - the largest in Saudi Arabia - but he attributes the term figuratively to the organization: "L&T provides opportunities for the younger generation to showcase our capabilities and create value for the company," he beams with pride, adding that the day he was selected as EA to the CEO is one he will always remember though he did not relocate to Mumbai as the business situation during that time required his presence in KSA for the Ma'aden project.

Having entered L&T in July 2011, Ganesh, over the past decade, has worked at coal handling projects in Maharashtra, Vizag, Rajasthan, Malwa, and Oman. At the 4 MTPA Ma'aden Mansourah Massarah Gold Mine Project, his role comprises a host of responsibilities: business development, estimator, purchase, planning, and project coordinator. "I was a part of the tender team and had done all the costing for site services," he explains. "The project is in an extremely remote location, with very limited connectivity and no social life. The establishment of the camp and site office for around 400 staff and 4,000 workmen in a span of 6 months, therefore, was very critical to start project activities." Ganesh involved himself in selecting the best contractor within the budgeted cost. He reviewed and approved all drawings and expedited supplies to the site, which helped the team pour the first concrete one day before the scheduled date.

Daily meetings with the client help monitor progress, and weekly meetings with the supplier help expedite work at the vendor workshop. "This has helped us implement our plans accordingly and achieve our targets, especially for the structural and piping spool works, meeting the customer's expectations," Ganesh smiles. Modular fabrication to reduce site work such as pipe spooling fabrication, shop fabrication of tanks up to a transportable size,

3D frame fabrication of pipe rack; a detailed plan for subcontracting; and split ordering to expedite supplies have all contributed towards accelerating progress across various work fronts.

Pipe spooling fabrication was introduced for the first time in M&M, and Ganesh coordinated with the spool team, EDRC, fabrication shop, and site team to expedite more than 18,000 spools, reducing the fabrication work and manpower deployment at site. On the digital front, he is a part of the Synchro 3D team, which provides real-time feedback of progress with respect to the planned schedule.

Ganesh is a native of Karamadai, Coimbatore. "I love music and travelling," he says, "though I'm not able to allot much time to my hobbies currently." He feels that a defining moment of his life was when he decided to take up mechanical engineering.



BEING METHODICAL TO WIN THE DAY



“We implemented agile project management, focused on critical activities, prepared a micro plan as per the project completion schedule and gave daily tasks to my subordinates to be completed by EOD.”

Saroj Kumar Midya

Construction Manager (Civil), M&M SBG

There is a method, a plan, and a preciseness to Saroj Midya's approach to his work. He is presently at the 4.5MPTA Blast Furnace project for JSW Steel at Dolvi, Maharashtra and his challenges were much the same as for many others across the country of retaining the workforce, shortage of skilled workmen, price hikes and delays in delivery of material. “We implemented agile project management, focused on critical activities, prepared a micro plan as per the project completion schedule and gave daily tasks to my subordinates to be completed by EOD,” he shares his methodical approach. “The gang composition was rearranged based on the skill required to perform the given task and we developed some local vendors to supply consumable items like welding electrodes, oxygen, grinding/cutting wheels and the like.”

Saroj is a veteran at L&T having joined the company in March 2003 and has already worked on several projects with the SBG. He attributes a lot of his personal success to the support he has received from his seniors. “They have always helped me and my team throughout this project, even during the tough times of COVID-19,” he says, recalling those tough days. “Our management has kept our morale high and whenever we achieve any milestone, our seniors appreciate us for it. We were only able to successfully commission the blast furnace because of this high morale,” he emphasizes.

In terms of unique introductions at site, Saroj refers to the modular erection of the furnace tower structure as one. “We sealed the stove shells, and executed the refractory and structural works parallelly and started individual trial runs of the equipment without waiting for complete circuit readiness, which saved time for integrated trial runs and commissioning the Blast Furnace.” Several digital solutions are helping the team improve efficiencies including the Safety App, Conquer, IoT, PROCUBE, SLIM and WISA.

His small family is his life partner, Elora, a homemaker, and child, Piyusha. He hails from Hoogly, West Bengal. “I love to explore tourist places and read the newspaper,” he shares about his hobbies, “in fact, after I complete a project, I take off to a tourist place with my family,” he smiles. Saroj is obviously a family man for one of his most precious personal moments is the expression on his father's face when he held his granddaughter in his arms for the first time. “Commissioning the H Blast Furnace, my first EPC project, is a moment I will cherish for the rest of my life,” he says earnestly.





GROWING IN A GROWING ORGANIZATION

Maniyar Harun Faruk

Construction Manager (ELEC), M&M SBG

Recalling a particularly relevant professional triumph, Maniyar Harun Faruk shares, "I solved a long pending issue of data communication between ABB and Siemens PLC at the DPCL, Dhamra project, where I was posted earlier, with the help of several stakeholders that was extremely satisfying," he says with a sense of achievement. "It involved different teams of the Client (Project, O&M), Thyssenkrupp, ABB, Siemens, Nextgen Automation and L&T and I was able to manage these different stakeholders and complete the work which was linked with handing over of the project." This incident reflects Harun's growth in the organization that he joined as a GET in June 2014 and therefore it is no surprise when he says, "The freedom L&T gives to make decisions and supports it if something goes wrong is unmatched and is unique to this organization."

Harun traces his satisfying journey with L&T thus far. "Immediately after my induction, I was posted at the Reliance MHS project in Jamnagar where I worked for four and a half years, looking after the electrical installation works in the DTA part of the project with a senior. Post my training period, I was entrusted with the sole responsibility of completing the electrical works in the project's SEZ Material Handling System package." In 2018, he was transferred to BWSR Supply and Site Services Project at DPCL, Dhamra as E&I In-charge looking after installation, commissioning, and handling over of six Bucket Wheel Stacker Reclaimer Machines. "Since July'21, I have been at the Mansourah Massarah Gold Project in Saudi Arabia, working as E&I construction lead in leaching, adsorption and tailing management area of the gold processing plant."

Delay in the supply of material due to disruptions in the global supply chain and workmen mobilization were uphill struggles. "Clients and vendors side have become more conservative, and it is getting more difficult to achieve targets in line with the SOPs due to issues of mobilization," he points out. "I have used digital solutions

"The freedom L&T gives to make decisions and supports it if something goes wrong is unmatched and is unique to this organization."

to solve a lot of my issues," he says brightly. "The leadership right from the Project Manager to the Project Director at the business unit have been very supportive and have helped us with their vast network of experts from whom we were able to take help remotely and solve most of the issues."

Harun hails from Latur, Maharashtra and is single. "I like to learn about the history of the world and have a keen interest in European history and their dominance of the world," he shares. "Working at one of the remotest locations with long working hours and daily travelling hardly gives me any spare time to spend on anything apart from food and sleep," he laughs. Away from home, he fondly recalls a family trip to Ajmer.



TECHNOLOGY HELPING OVERCOME OBSTACLES

Lokesh Kumar Sain

Senior Engineer (MECH), M&M SBG



The pandemic has disrupted lives and businesses across the world, and it is no different for Lokesh Sain at his DPCL Dhamra project where the team's responsibility is to supply, erect, commission & PG Bucket Wheel Stacker Reclaimers and technology is coming in handy to make lives of people like Lokesh life easier. "Inspections that earlier required the physical presence of the customer and consultant is now virtual saving time, cost and accelerating our works," points out a glad Lokesh. "The various digital tools we have adopted like the rigging, quality and safety Apps and for work permits have all reduced time for execution and increased effectiveness."

"Our client and vendors were stringent about the movement of personnel during the pandemic, that could have adversely impacted our schedules and delivery," he explains, "but effective utilization of technology like virtual follow-up meetings with the client and other digital tools have helped us achieve our targets without compromising on time and quality." The team has started to procure material locally to avoid unwanted delay in delivery and local workmen are carefully placed in gangs to drive efficiency.

Lokesh is extremely proud of being part of the team that restored a collapsed Stacker Reclaimer for the first time at L&T. "Hit by Cyclone Bulbul, we dismantled it completely, thoroughly inspected it, re-erected it sequentially, commissioned and handed it over to the client," he says with a huge sense of achievement. He acknowledges the key role played by his seniors and team members not only in this achievement but in managing the challenges of the pandemic to keep their project on track.

Having joined L&T as a DET in 2011, Lokesh's first posting was at the Hindalco MAP Mahan project in Madhya Pradesh, where he worked as a trainee for 2 years. "My second assignment was at APSEZ Mundra, Gujarat where I was an Engineer for 3 years erecting and commissioning Stacker Reclaimers and this is my third assignment at DPCL Dhamra as Senior Engineer assigned to construct six Bucket Wheel Stacker Reclaimers," he shares his L&T journey thus far. "Being part of an organization known as 'builders to the nation' will make anyone proud," he smiles.

Lokesh is from Bundi, Rajasthan, his life partner is Pratiksha Sen, who is presently pursuing higher studies and they are blessed with a son, Vakshal, whose birth is a most memorable moment in Lokesh's life. During his spare time, he listens to music.



The various digital tools we have adopted like the rigging, quality and safety Apps and for work permits have all reduced time for execution and increased effectiveness.



THERE IS ALWAYS A BETTER WAY TO DO IT. JUST FIND IT.



We ensure smooth functioning of the site by maintaining sufficient stock of bulk materials, forecasting future requirements, planning well ahead and focusing on alternatives for unhindered progress.

Kaval Chhabra

Assistant Manager – QA/QC, L&T GeoStructure

When faced with any challenge, Kaval Chhabra resorts to that statement for a solution: *There is always a better way to do it. Just find it.* Presently, working at the Farakka project in West Bengal to construct a navigational lock, Kaval and the project team are heading towards the final completion of works. “Our immediate objective to complete the balance works is lock testing and dredging works,” says Kaval, who joined L&T with the 2016 batch of GETs. “During my training period, I was at multiple project sites and in various departments before I was finally absorbed post training in the QA/QC department at this project,” he shares about his early experiences with the organization that he is proud to be a part of. “One of the things I admire most about L&T is that lots of young talent are given the chance to lead.”

Workmen remobilization and supply chain disruptions were the major challenges for the team during the first COVID wave, but they primed themselves to restart operations on Day One post the relaxation of the restrictions. “Soon, after the unlock, we focused on critical activities like guide wall completion and bank protection works that had to be taken up prior to the onset of the monsoon and we achieved our targets,” he remarks. “We ensure smooth functioning of the site by maintaining sufficient stock of bulk materials, forecasting future requirements, planning well ahead and focusing on alternatives for unhindered progress.”

Kaval refers to a major challenge the team faced during the bank protection works. “The bed was unstable for block laying due to the changing strata of soil and water seepage because of a high water table. We even encountered a silver sand strata over a certain depth resulting in soil collapse and issues of over-excavation.” To maintain the soil bed slope, the over-excavated soil was used as backfill, but it collapsed easily due to water seepage. Concrete or mortar, though good for strength were still permeable. “After much brainstorming and discussions, our site and design teams finally come up with a solution to use ‘Pervious Concrete’ that not only enhanced product quality but also proved to be an efficient measure to reduce cycle time of block laying by weeding out the need for rework,” he shares, happy to be part of a vital breakthrough.

On his personal front, though single, Kaval says, “Since I had to move away at a very young age to pursue my education and then my career, it is always a pleasure to meet my parents whenever I go home to Jaipur, and I cherish the memories and good times I share with them.”





PLANNING CAREFULLY TO STAY ON TOP OF THINGS

Sachin Kumar Kesarwani

Senior Planning Engineer, L&T GeoStructure

It is my responsibility to take the necessary approvals, plan resources well in advance and ensure that they are utilized to the maximum extent possible.

Sachin Kumar Kesarwani is currently working at the World Bank funded flood protection measures on the left embankment at Rampur Khal involving flood walls, sheet piles including embankment strengthening and bank protection works on the riverside in the districts of Howrah and Hooghly-Packages-I, II, III and IV. "Post the pandemic, our main challenges were to mobilize new subcontractors and increase manpower," he points out, "but as of now everything is going on very well as we have mobilized enough manpower to execute the work."

Sachin's project is spread across a length of 122.4 km, divided into four packages, and the only way for the project team to catch up on lost ground was to start work simultaneously on all packages by engaging maximum number of subcontractors and workmen across different work fronts. "We have faced two floods in FY 21-22 because of which we are lagging in our invoicing vis-à-vis our time schedule," he grimaces, "but now as we have

opened multiple fronts, I can assure that we will achieve our targets as set by the management," he says resolutely.

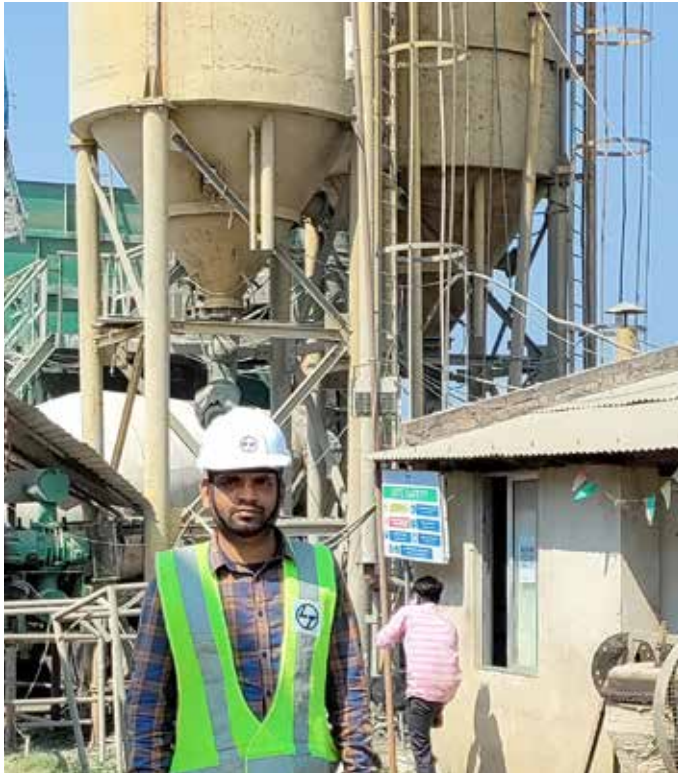
As Planning In-charge, Sachin must be in constant touch with all stakeholders to be on top of things. "I am in constant touch with the site people, and work on the project schedule to track progress. Along with this, we use drone technology to track live project progress," he shares. "Our client continuously monitors project progress at ground level by engaging sufficient number of their staff, helping us to resolve local issues and giving us timely approvals of drawings." The team is in constant touch with the vendors too, assigning them their targets for the day and delving into root cause analysis if their targets are not being achieved.

"It is my responsibility to take the necessary approvals, plan resources well in advance and ensure that they are utilized to the maximum extent possible," he says. "I ensure regular client correspondence to ensure that all hindrances are removed and that subcontractor manpower is mobilized within the scheduled time to engage them in construction works as per our approved rates."

Still single, Sachin hails from Prayagraj in Uttar Pradesh and spends his free time indulging in sports, reading, doing the gym, and travelling and particularly recalls enjoyable trips to Darjeeling and Gangtok.

After joining L&T GeoStructure in 2019, Sachin is already on his 4th project after stints at the Krishnapatnam port, the Panki Thermal Power Plant in Kanpur, and the Mumbai Trans Harbor Link projects before his present assignment. His most fulfilling professional moment was when he was selected for L&T and loves being a L&T-ite as the organization takes care of its people.





NEVER COMPROMISE ON QUALITY OR SAFETY



One thing that I have introduced at site is to conduct monthly meetings with subcontractors to discuss their set targets and develop plans to achieve them within the set time limit. The one aspect about L&T that I admire most is that quality and safety are never compromised. ”

Shreekant Kumar

Senior Engineer – QA/QC, L&T GeoStructure

An indication of the kind of opportunities one enjoys at L&T GeoStructure is well illustrated in the case of Shreekant Kumar, who joined the company in July 2019 through campus placement and is already onto his 4th project. “I started at the JSW Coal Berth Project, Paradip in Odisha, then was at the DCIS piling and stone column job again in Paradip, followed by the Pile, Pile Cap & Pedestal Work at the 660 MW Panki power plant for BHEL at Kanpur and presently I am at the Flood Protection Work project in Kolkata.” It has already been quite a journey for the young man and an even sterner test of character and ability due to the pandemic.

“These days, if someone has a minor cold or fever, they go on leave due to which work slowed down for some time,” he points out with a long face. “And, as I am in the QA/QC department, I endeavor to do every work in time so that overall progress is not hampered. I personally visit the site daily to check whether all the work is being done as per the approved methodology or not.” Shreekant adds that he is continuously in touch with the subcontractors with respect to the quality parameters, to help them reduce their number of defaults that would in turn help them achieve their targets decided at the monthly meetings. “Due to two continuous floods at our site, currently I am lagging behind on my target,” he admits, “but the plan is to make up lost ground over the next three months and I am doing the work accordingly,” he avers.

Quality never happens in isolation and Shreekant feels that success at site depends to a large extent on constant and clear communication. “I regularly interact with the different departments to ensure that we meet the set criterion by timely submitting all our reports to maintain and monitor progress. One thing that I have introduced

at site is to conduct monthly meetings with subcontractors to discuss their set targets and develop plans to achieve them within the set time limit. The one aspect about L&T that I admire most is that quality and safety are never compromised.” Spoken like a true Quality professional. “My seniors have guided me very well by teaching me how to handle site challenges, maintain workflow continuity without compromising quality of work.”

Hailing from Naugachhia, Bhagalpur in Bihar, Shreekant is still unmarried. His hobbies include playing cricket, reading religious books, and cooking vegetarian dishes. “No,” he shakes his head, “I do not get any time to follow them,” he says a trifle sadly.



Business Today

BEST CEO

INFRASTRUCTURE & ENGINEERING

SNS 'is constructing a new L&T that remains true to its core, yet takes on new stripes that make it a more relevant organisation for the times'; and his 'track record made it relatively easy for the jury to declare him the winner.'

– Business Today

Leadership prowess demonstrated in many ways: the rise of services business with margins beefier than the core business; the 2019 acquisition of Mindtree; the growth of the formerly tiny solar EPC, now winning GW-scale orders; and the growing infrastructure and hydrocarbon businesses

S N Subrahmanyam

Chief Executive Officer & Managing Director

