HELMET

Environment Health Safety

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SAFETY AWARDS

Celebrating the Safety Performers of 2025!

A LEAP FORWARD IN SAFETY

VISION KNOW HARM BACK TO BASICS

EMPOWER | ENABLE | ETHICAL - BUILT INTO EVERY TASK

Strengthening EHS across the L&T Group

Luc Herwin
Head – EHS, L&T Group

Introducing Luc

Appointed in October 2025 as the Group EHS Head, Luc Herwin brings over 35 years of global experience in EHS, security, and risk management across the construction, mining, and manufacturing sectors. His career spans Europe, Australia, Asia, the Middle East, and Africa, where he has led the development and implementation of EHS systems in major hazard facilities. Luc's strength lies in defining and communicating a clear strategic vision, fostering proactive leadership, and making safety personal and easy to understand. His approach ensures that EHS is fully integrated with business functions, enhancing organizational culture and resilience.

As L&T continues to expand across sectors, geographies, and new businesses, the diversity of EHS systems and practices has grown alongside. While this has fostered innovation, it has also led to variations in standards and reporting, resulting in challenges in achieving consistent improvement in our Serious Incidents and Fatality (SIF) rate. To address this, the role of Group EHS Head has been established, a pivotal step in unifying our approach and reinforcing L&T's minimum EHS standards.

EHS strategy and Lakshya

L&T's Lakshya 2031 includes a strategic safety initiative: EHS as a positive modifier. Supporting this are 3 key focus areas: value to our customers, successful execution, and accountable leadership.

A newly introduced set of predictive KPIs will assess the implementation success of these EHS strategies. These no longer just measure the 'luck' factor (using the traditional Lagging Indicators) but focus on the contribution of value through Predictive Indicators as they show the effectiveness of system implementation.

Strategic focus areas

Thorough analyses of past SIF events and audit feedback have pointed out ten key strategic focus areas for improvements:

1. Create minimum uniform EHS standards and methodologies across all L&T businesses
2. Establish a Daily Safety Cycle process
3. Create an EHS Effectiveness Model and components
4. Establish IC- / project-level heat mapping and risk rating methodology
5. Introduce a Project/Facility Maturity Model
6. Establish contractor maturity assessments and focused action plans
7. Develop a uniform event recording, reporting, and RCA process
8. Introduce an L&T-wide Culture Model
9. Optimise EHS structures and capabilities
10. Establish smart EHS systems and technologies

Each of these focus areas has detailed action programmes that will be developed by the Group EHS Team and deployed by each of the IC & SBG EHS Heads and their teams of EHS professionals.

Vision **KNOW** HARM

At the heart of our EHS strategy lies Vision KNOW HARM: *Knowledge of Hazard And Risk Management*, which translates to '*NO HARM* to people, the environment, and assets'. This vision is built on three principles: Empower | Enable | Ethical, measured through transformational indicators focused on risk prevention, EHS awareness, and accountable leadership. Businesses will adopt KPIs tailored to their risk profile, ensuring comparability and effectiveness across diverse operations.

Value to our customers

- Foster customer relationships through clear understanding of their EHS objectives and targets
- Increase collaboration with customers to enhance EHS activities
- Recognise EHS as a **value add**
- Apply active risk practices to all key pursuits and establish the application of **Smart EHS analysis** in field-level activities

Successful execution

- **Standardise** EHS operational controls & work methodologies
- Conduct **Daily Safety Cycle** for high-risk activities
- Improve EHS outcomes through **functional SIF awareness** for all facets of business undertakings
- Assist leadership with information that supports risk-based decision making

Accountable leadership

- Embed **EHS maturity** principles to enhance organisational decision making
- Roll out **KNOW HARM** programme with integrated human performance principles
- **Empower** employees and workers through the roll-out of a refreshed conversations programme
- Implement a **Safety Responsibility Leader System**

Contents

We will introduce 3 key strategies that support these principles and are focused on our activity risk cycles, unique to L&T:

- **Good to Go (G2G):** To achieve alignment between various stakeholders with respect to the expected safety culture
- **Good to Continue (G2C):** To mitigate human risks such as complacency, incremental focus drift, normalisation of signals of danger, repeated incidents, decreasing number of near-miss reports, and more
- **Good to Finish (G2F):** To control end-of-project risks like new hazards introduced in the transition from construction to production, good supervisors & workers being demobilised to other projects and people getting physically & mentally tired after having worked several years on the project or factory floor with only short breaks each year

These programmes will be tailored to customer-specific needs and existing EHS culture maturity levels and value systems, with an aim to encourage leaders to start conversations at all levels that reinforce safe behaviours; discuss the inclusion of safety in the design of work assets, systems, and processes; and challenge personnel and contractors on unsafe acts or conditions.

Vision KNOW HARM is about much more than just safety; it's about giving leaders the tools to deal with all different angles of safety. The knock-on effect of our associated culture-improvement programmes is the narrowing of the disconnect between senior managers and the operating conditions on site, allowing management to better understand the challenging conditions that on-site personnel face.

A collective responsibility

I would like to emphasise that EHS professionals are in the 'people business'; a strong, upfront commitment to work together should be our ethos. Success lies in deeper, more honest conversations, partnerships, and accountability, which will result in a more flexible EHS capability and better planning for adverse conditions. By empowering workers & leaders at all levels and enabling every individual, L&T will advance towards Vision KNOW HARM, delivering safety, resilience, and value across the Group.

L&T Group EHS Portal

https://larsentoubro.sharepoint.com/sites/Abhaya

Scan here to access EHS resources designed to strengthen awareness and promote a proactive safety culture.

A new chapter in L&T's safety journey

Safety has always been a core value at Larsen & Toubro, guiding how projects, factories, yards, and other workplaces are planned, executed, and delivered across diverse businesses. Over the years, we as an organisation have continuously strengthened our systems and culture to ensure that every employee and worker returns home safely.

In January 2026 – L&T's Safety Month – this commitment of ours entered a new phase with the launch of **Vision KNOW HARM**, marking the beginning of a renewed safety transformation journey across the organisation.

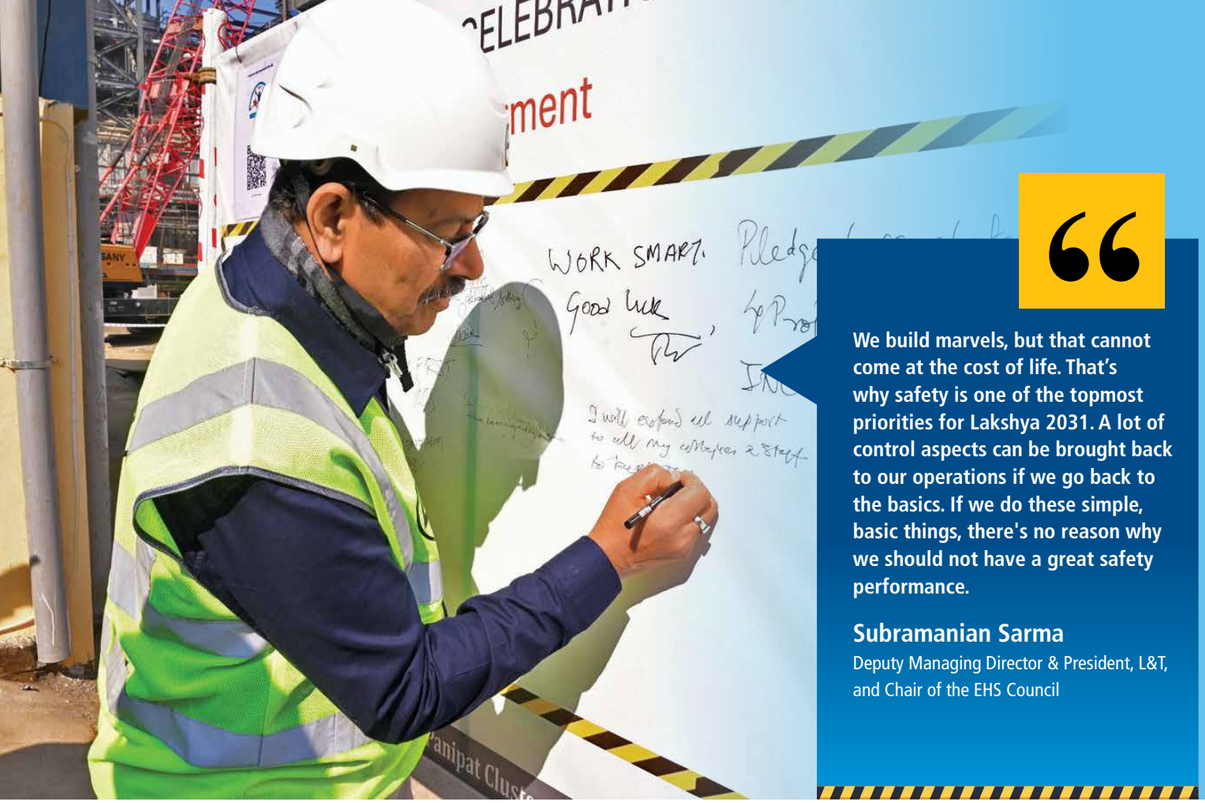
Serving as the launch platform for this transformation, for the first time, Safety Month was implemented across the L&T Group, bringing together projects, factories, yards, and offices across businesses under a unified theme and structured framework.

Supported by common guidelines, campaign materials, and leadership engagement, teams across locations embraced the theme and translated it into meaningful actions at the workface.

The concept behind Vision KNOW HARM carries a powerful dual meaning:

KNOW HARM
Knowledge of Hazard And Risk Management

KNOW HARM
NO harm to people, assets and environment



> **We build marvels, but that cannot come at the cost of life. That's why safety is one of the topmost priorities for Lakshya 2031. A lot of control aspects can be brought back to our operations if we go back to the basics. If we do these simple, basic things, there's no reason why we should not have a great safety performance.**
>
> **Subramanian Sarma**
> Deputy Managing Director & President, L&T, and Chair of the EHS Council

This shift encourages everyone – from leadership to the workforce – to move beyond reactive safety and develop a deeper awareness of risks in everyday work.

A structured campaign

Safety Month 2026 was designed around four weekly themes, each addressing a critical dimension of safety culture and performance:

- **BACK TO BASICS**
- **EMPOWER**
- **ENABLE**
- **ETHICAL**

Each theme translates the vision into practical actions across projects, factories, yards, and offices.

"We build marvels, but that cannot come at the cost of life. That's why safety is one of the topmost priorities for Lakshya 2031. A lot of control aspects can be brought back to our operations if we go back to the basics. If we do these simple, basic things, there's no reason why we should not have a great safety performance," implored Subramanian Sarma, Deputy Managing Director & President, L&T, and Chair of the EHS Council, during the Safety Month inauguration for L&T Energy at Vadodara.

Vision KNOW HARM reinforces a simple belief: Safety begins with understanding risks and managing them before harm occurs.

> Most accidents don't happen because we lack knowledge; they happen when we ignore the basics. Returning to fundamentals reminds us that no job is so urgent that it cannot be done safely.

S V Desai
Whole-Time Director & Senior Executive Vice President (Civil Infrastructure)

Week 1 Back to Basics

The campaign began by going Back to Basics, reinforcing the fundamental practices that prevent serious incidents.

"Most accidents don't happen because we lack knowledge; they happen when we ignore the basics. Returning to fundamentals reminds us that no job is so urgent that it cannot be done safely," S V Desai, Whole-Time Director & Senior Executive Vice President (Civil Infrastructure), emphasised at the Safety Month inaugural ceremony held at the Manapakkam Campus on 2 January.

Teams across locations revisited essential safety controls such as safe work procedures, permit-to-work (PTW) systems, and pre-start checks. A key highlight was the rollout of the L&T Life Saving Rules (LSRs), designed to prevent serious injuries and fatalities by focusing on the most critical risk exposures.

Supervisors and EHS teams conducted field verifications and walkdowns to ensure that these fundamentals were consistently practised at the workface.

Week 1 highlights

- Awareness sessions on Life Saving Rules
- Workface safety demonstrations
- PTW verification exercises
- Pre-start safety checks reinforced across projects

Strong safety systems begin with strong fundamentals practised every day.

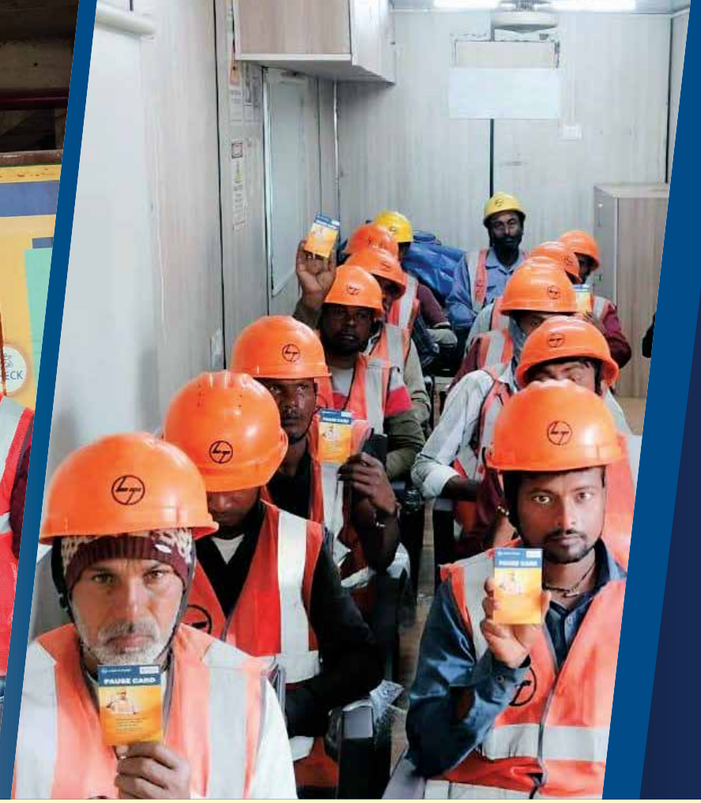
1,617 Leadership walkdowns

3,241 LSR self-verifications by leaders

158,081 Employees & workers trained

> The 'Back to Basics' initiative served as a vital reminder for our teams to simplify our processes and focus on foundational principles. It's essential to recognise that this approach is not about moving backwards; instead, it aims to reinforce the core values that sustain our operations and ensure safety.

Vikas Shetty P
Project Director – 2,000 MW Al Muwayh Solar PV IPP Project, KSA
Renewables IC



> **Empowerment begins with courage – the courage to pause work, speak up, and do what is right, even when no one is watching. When we act out of concern for one another, we create a workplace where every voice protects a life.**
>
> **T Madhava Das**
> Whole-Time Director & Senior Executive Vice President (Utilities)

Week 2 Empower

The second week focused on empowerment, encouraging individuals to take ownership of safety and intervene when risks are observed.

"Empowerment begins with courage – the courage to pause work, speak up, and do what is right, even when no one is watching. When we act out of concern for one another, we create a workplace where every voice protects a life," remarked T Madhava Das, Whole-Time Director & Senior Executive Vice President (Utilities).

Across locations, employees and workers participated in interactive discussions, role plays, and learning sessions that strengthened their confidence to raise concerns and prevent unsafe situations.

Worker competitions and safety quizzes were organised at several sites, serving as a lively and engaging platform to reinforce key safety messages.

Week 2 highlights

- Safety competitions and quizzes for workers
- Interactive sessions on risk identification
- Supervisor–worker safety conversations
- Sharing of safe work practices

When people feel empowered to speak up, risks are addressed before they become incidents.

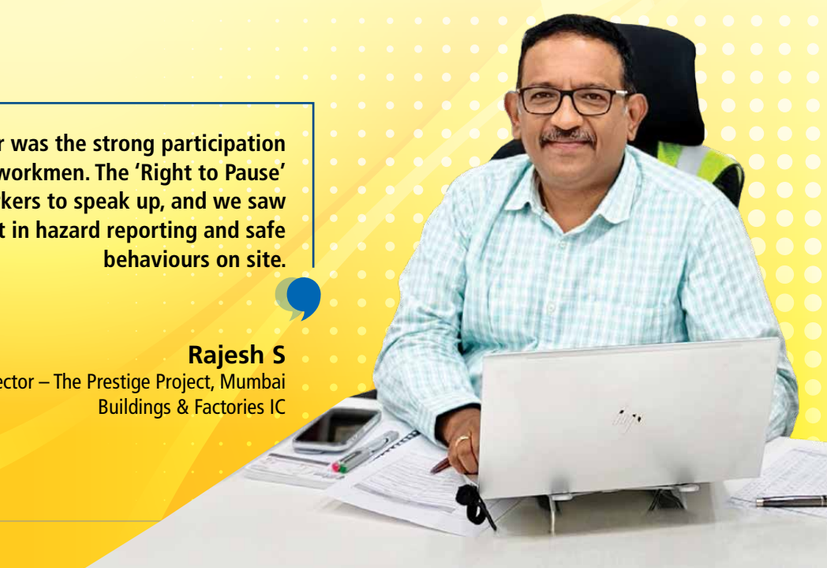
8,806

Pause Cards issued by employees & workers

2,627

Roleplays on 'How to intervene' showcased to workers

> **What stood out this year was the strong participation from supervisors and workmen. The 'Right to Pause' initiative encouraged workers to speak up, and we saw a visible improvement in hazard reporting and safe behaviours on site.**
>
> **Rajesh S**
> Project Director – The Prestige Project, Mumbai
> Buildings & Factories IC



Week 3 Enable

The third week focused on recognising that safe work requires the right skills, knowledge, and support.

"A truly safe workplace is one where the environment itself guides people towards safe choices. Through planning, training, and thoughtful design, we make safety the natural outcome of how we work," said Sthaladipti Saha, Member of the ECOM, Senior Vice President & Head – Buildings & Factories IC.

Training programmes, coaching interactions, and practical demonstrations were organised across locations to strengthen workforce capability in managing risks. Safety demonstrations and mock drills were conducted at several projects and facilities to reinforce preparedness and response capabilities.

These initiatives ensured that teams were equipped not only with awareness but also with the competence required to perform tasks safely.

Week 3 highlights

- Safety demonstrations and mock drills
- Practical safety training sessions
- Coaching interactions between supervisors and workers
- Reinforcement of critical safety procedures

We enable safe work when people have the right skills, tools, and confidence.

> **A truly safe workplace is one where the environment itself guides people towards safe choices. Through planning, training, and thoughtful design, we make safety the natural outcome of how we work.**

Sthaladipti Saha
Member of the ECOM,
Senior Vice President & Head – Buildings & Factories IC

14,429 Employees trained across **50,359.25** training hours

125,056 Workers trained across **398,930** training hours

> **The Safety Month campaign was successfully driven through mass awareness sessions, practical demonstrations, and continuous supervision across all work fronts. With a strong focus on hazard identification & risk management, we observed improved reporting of unsafe conditions and increased safety ownership among workers, strengthening the overall safety culture at site.**

Bikash Parida
EHS In charge – 435 KTPA BALCO Smelter Expansion Project, Korba
Minerals & Metals IC

> **Safety is proven not when things are easy but when the pressure is highest. In our organisation, we never trade lives for progress; if a task cannot be done safely, it will not be done, because every person's return home matters more than any deadline. Delays can be justified, but the loss of a life never can.**
>
> **K Bhavani**
> Executive Vice President & Head – Heavy Civil Infrastructure IC

Week 4 Ethical

The final week of the campaign focused on ethical decision making, a defining element of a strong safety culture.

"Safety is proven not when things are easy but when the pressure is highest. In our organisation, we never trade lives for progress; if a task cannot be done safely, it will not be done, because every person's return home matters more than any deadline," K Bhavani, Executive Vice President & Head – Heavy Civil Infrastructure IC, stressed at the inaugural ceremony, closing with a powerful message: "Delays can be justified, but the loss of a life never can."

Leadership teams conducted safety walkdowns and field verifications, engaging directly with workers and supervisors to validate safety controls and reinforce responsible decision making.

At several locations, positive safety behaviours were recognised and celebrated, reinforcing the importance of making the right choices even under operational pressures.

Week 4 highlights

- Leadership safety walkdowns
- Field-level safety verification
- Recognition of positive safety behaviours
- Reinforcement of ethical decision making

Doing the right thing – even when under pressure – is the foundation of a strong safety culture.

6,317
Line managers participated in activities

21,213
Random validations of PTW & pre-startup checks

14,836
TBT effectiveness evaluations performed

Due to the impact of the campaign, toolbox talks (TBTs) became a two-way communication, with Site Engineers being much more confident while delivering their talks. Unanimously, site teams have found workers capable of identifying Unsafe Acts & Unsafe Conditions (UA/UCs), showing real improvement in hazard recognition and proactive reporting.

> **Safety Month has reinforced our commitment towards Vision KNOW HARM by strengthening basic safety practices and improving workforce engagement. The structured weekly themes helped in driving focused interventions and measurable improvements at site.**
>
> **K V Satyanarayana Murthy**
> Project Director – Mumbai Versova–Dahisar Bridge Project
> Transportation Infrastructure IC

Leading the transformation with 'My Commitment'

Leadership participation was a defining feature of Safety Month 2026. The campaign was launched with messages and participation from leadership at all levels, reinforcing the importance of Vision KNOW HARM as a key step in the organisation's safety transformation journey.

To make safety more actionable, the erstwhile Safety Pledge took on a new form. Senior leaders across businesses participated in inauguration events and administered the 'My Commitment' pledge, reaffirming personal accountability for safety.

Leadership engagement continued throughout the month through safety conversations with workers and field-level verifications of safety practices. These interactions strengthened the connection between leadership intent and workface implementation.

The journey continues

Safety Month 2026 was only the beginning. With the positive momentum generated by the Vision KNOW HARM initiative, the real success of this new chapter lies in sustaining these principles throughout daily operations.

MY COMMITMENT
is to act safely,
protect health,
care for the environment,
and support others.
I practice safety not as a requirement,
but as an ethical choice
I make with pride.

Each Life Saving Rule will be the anchor for the rest of the eleven months; 'Fit for Duty' was the central point in February, while March focused on 'Risk Management'. The newly formed Group EHS Team has developed detailed LSR toolkits that include posters, example job hazard analyses & frontline risk assessments, self-verification checklists, safety moments, TBTs, and more.

"The LSRs define the non-negotiable controls for managing our most critical risks," explains M Nachiappan, Senior DGM, Group EHS. "By focusing on one rule each month, we aim to establish uniform minimum expectations across all businesses and work locations. This approach is aligned with global best practices adopted by leading organisations and industry bodies, where LSRs form the foundation for controlling high-risk activities. Benchmarking with such practices helps strengthen consistency in how work is planned, supervised, and executed. Ultimately, the structured reinforcement of LSRs will play a key role in preventing Serious Injury and Fatality (SIF) risks and events across the Group."

Vision KNOW Harm is not just a campaign; it is the beginning of a lasting transformation in how we understand and manage safety.

Guided by **Vision KNOW HARM**, supported by **Life Saving Rules**, and strengthened through the principles of **Back to Basics, Empower, Enable**, and **Ethical**, the organisation continues to move forward in building a safer workplace.

"With Vision KNOW HARM serving as the North Star for workplaces across all Group businesses, we have our sights set on the safety initiative that is a part of Lakshya 2031: EHS as a positive modifier," says Luc Herwin, Group EHS Head.

Together, leadership and the workforce are shaping a culture where safety is not just a priority but a shared value embedded in every task.

RECOGNISING EXCELLENCE IN SAFETY

Navi Mumbai International Airport (RBF SBG)

2,000 MW Al Muwayh Solar PV IPP, KSA

Mecon Roundabout Flyover Project, Ranchi

1,425 MW Al Kahfah Solar PV IPP, KSA

380/132 kV BSP #9084 Al Ghat Wind, KSA

Toyota Kirloskar Motor P3 Project, Karnataka

ESTIDAMA 220 kV SS & OHL, Abu Dhabi, UAE

RVNL Project, Chennai

Safety takes flight at NMIA

Navi Mumbai International Airport

RBF SBG, Transportation Infrastructure IC

When aircraft lift off from the runways of the Navi Mumbai International Airport (NMIA), they carry an invisible legacy: 18.7+ million safe working hours achieved, 88,128 training hours clocked, and 81,275 toolbox talks (TBTs) conducted by the project team.

At NMIA, the directive was clear from day one: safety would not run alongside operations, it would run through them.

In an environment involving various stakeholders alongside major activities like blasting, airside infrastructure works, underground utility installation, echelon paving, structural development, and a fleet of heavy equipment operating around the clock, the risk landscape was as complex as the project itself.

"Achieving over 18.7 million safe working hours stands as a testimony to the continuous vigilance, commitment, and coordination demonstrated by our workforce, engineers, supervisors, subcontractors, and safety professionals," Project Director Arvind Kumar Jha affirms. "Winning the Safety Award twice in a row further validates this commitment."

Building a proactive culture

The safety philosophy at NMIA was anchored in a simple but powerful conviction: all incidents are preventable when safety becomes a shared responsibility. The Pause Work Authority, granted to every individual on site regardless of grade or tenure, gave workers the power to halt any operation they judged unsafe, without fear of reprisal. This single empowerment measure transformed safety from directive into shared ownership.

Complementing this were behaviour-based safety programmes, pre-job risk assessment workshops, simulation training for airside operations, and near-miss reporting campaigns. Over 62,473 Reverse the Risk (RTR) checklists were submitted and 16,713 unsafe acts & unsafe conditions (UA/UCs) proactively captured and corrected.

Every activity commenced only after a rigorous sequence of proactive controls. Hazard Identification & Risk Assessments and Job Safety Analyses were developed in direct

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Arvind Kumar Jha
Project Director

> Third-party certifications, operator competency checks, AI-enabled monitoring systems, rear-view cameras, and safe start mechanisms were standard practices for all activities. Maintenance activities strictly followed Lockout-Tagout protocols, resulting in zero major plant- & equipment-related incidents.
>
> **Manoja Kumar Pradhan**
> Head – P&M

consultation with frontline teams. Safe Work Methodology documents were reviewed and signed off before mobilisation, while the Reverse the Risk daily verification checklist ensured ground-level controls were in place at the start of every shift. TBTs, a permit-to-work (PTW) system, and competency verification ensured no high-risk task began without the right controls and the right people in place.

Safety across every function

The Plant & Machinery team ensured that safety remained integral to all equipment operations. "Third-party certifications, operator competency checks, AI-enabled monitoring systems, rear-view cameras, and safe start mechanisms were standard practices for all activities," explains Manoja Kumar Pradhan, Head – P&M. "Maintenance activities strictly followed Lockout-Tagout protocols, resulting in zero major plant- & equipment-related incidents."

The design team addressed hazards at the drawing board through risk assessments, BIM clash detection, temporary works stability reviews, and safe access planning. PASCHAL formwork systems were introduced to enhance structural stability and reduce manual handling risks for repetitive drainage construction tasks, optimising cycle time and reducing material wastage.

"On the runway and taxiway, echelon paving technology minimised man–machine interface. AGL electrical work was executed with full discipline, with Lockout & Tagout (LOTO), barricaded trenches, and insulated tooling, while Traffic Management & Airside entry passes and Permit to Commence Work (PERCOWs) with FOD management were implemented as per ICAO compliance," explains A Vijayakumar, Head – Landside.

> The SHEILD app and Inspect Before Use (IB4U) system gave us visibility across every work front. GPS tracking reduced on-site traffic incidents, digital permit tracking replaced paper with incident notification through SHEILD, and VR-based EHS training let workers experience and learn from hazards before they were ever real.
>
> **Yerawar Shivanand Suryakant**
> Manager – EHS

Procurement too carried a safety obligation, with vendors prequalified on EHS criteria. "We onboarded subcontractors through dedicated safety kick-off meetings, and every RFQ carried contractual safety requirements," mentions Abhinav Agarwal, Head – Planning.

Digitally, the project made a conscious shift from reacting to predicting. "The SHEILD app and Inspect Before Use (IB4U) system gave us visibility across every work front. GPS tracking reduced on-site traffic incidents, digital permit tracking replaced paper with incident notification through SHEILD, and VR-based EHS training let workers experience and learn from hazards before they were ever real," says Yerawar Shivanand Suryakant, Manager – EHS.

> A dual-crushing setup with a single loading hopper reduced unnecessary man–machine contact, while machine guards, strict LOTO compliance, and layered dust suppression through fog cannons and covered conveyors kept the operation incident free throughout.
>
> **Girish Krishnamurthy Nandyal**
> Head – Quarry, Mining, & Crusher

The team redesigned a high-risk crushing environment by switching from diesel to electric crushers, cutting both emissions and fire risk. "A dual-crushing setup with a single loading hopper reduced unnecessary man–machine contact, while machine guards, strict LOTO compliance, and layered dust suppression through fog cannons and covered conveyors kept the operation incident free throughout," elaborates Girish Krishnamurthy Nandyal, Head – Quarry, Mining, & Crusher.

A 1 MW captive solar plant generated approximately 42.82 lakh units of renewable energy, cutting carbon emissions by an estimated 3,823 MT. Biodiesel blending and wooden pallet alternatives reduced emissions by a further 761 MT.

Pramod Kumar Behera
Head – EHS

Wellbeing and environmental responsibility

Worker wellbeing was treated as a safety pillar: "We held 14 health check-up camps, 22 awareness sessions, and 5 basic life support programmes to keep physical wellbeing in focus, while stress management sessions ensured mental health received equal attention," adds Santhosh Kumar P V, Head – FA&A. Safe behaviour was recognised through monthly motivational awards, and events like Safety Week, Labour Day, and Environment Day were treated as genuine engagement opportunities.

Environmental responsibility mirrored the same ethic: "A 1 MW captive solar plant generated approximately 42.82 lakh units of renewable energy, cutting carbon emissions by an estimated 3,823 MT," shares Pramod Kumar Behera, Head – EHS. "Biodiesel blending and wooden pallet alternatives reduced emissions by a further 761 MT." A 500 KLD Sewage Treatment Plant recycled treated water for dust suppression, while rainwater harvesting, ambient air quality monitoring, and mass tree plantation drives completed the sustainability picture.

Apart from winning the L&T Construction Safety Award in both 2024 and 2025, the NMIA Project has also won the International Safety Award from the British Safety Council, the OHS&E Excellence Award 2025 from the World Safety Organization, the Global Safety & ESG Award from the OHSSAI Foundation, the Environmental Excellence Award in 2025, and TI IC's LIFE Award (Platinum Category) & RBF SBG's Carbon Neutrality Award in consecutive years.

"We did not just build a runway," Arvind remarks with pride. "We built proof that the highest standards of safety and the most ambitious infrastructure goals are not in conflict. They are, in fact, the same aspiration."

Safety that stays relentless over road and railway

Mecon Roundabout Flyover Project, Ranchi

RBF SBG, Transportation Infrastructure IC

PERFORMERS LEAGUE 2025

Every morning, hundreds of workers would arrive at one of Jharkhand's most complex construction sites to build bridges over a busy railway junction, working above live traffic and erecting cable-stayed structures that had never been attempted in this state before. The team at the Mecon Roundabout Flyover Project (MRFP) in Ranchi made a quiet, unwavering promise to every single one of them: you will go home safe.

Traffic volumes had outgrown the city's roads, and the Mecon Roundabout had become one of its most congested flashpoints. Responding to surging traffic volumes, the Road Construction Department commissioned this elevated corridor to enhance road capacity and facilitate safer, more efficient traffic flow. The MRFP features Jharkhand's first cable-stayed bridge, extending 2.34 km from Siramtoli Chowk to Mecon Chowk via Rajendra Chowk, with an exit ramp towards Nepal House.

The sheer scale of the work meant safety couldn't just be a checklist. The team managed the construction of two major cable-stayed bridges: a 248 m structure stretching 132 m over the Ranchi Railway Junction and a 226 m bridge with a 94 m span over the Harmu River. Construction involved erecting a Road Over Bridge (ROB) across active railway tracks and managing live traffic on the existing Harmu River bridge operations, where a single lapse could prove catastrophic.

Despite these high-risk conditions, the project maintained a watertight safety record from its November 2022 commencement through its successful operational handover on 5 June 2025.

A committed leadership

Project Manager Tej Bahadur Singh led safety by bringing the conversation to the ground, engaging directly with the workers most exposed to risk.

"We focused strongly on leading indicators and proactively communicated safety messages to ground-level staff and workers," he says. "Continuous engagement, awareness initiatives, and consistent

We focused strongly on leading indicators and proactively communicated safety messages to ground-level staff and workers. Continuous engagement, awareness initiatives, and consistent motivation were provided to ensure that every individual understood their responsibility towards safety.

Tej Bahadur Singh
Project Manager

motivation were provided to ensure that every individual understood their responsibility towards safety."

The consistent focus on strengthening leading indicators played a vital role in proactive risk management. Tej strongly encouraged all employees to report unsafe acts, unsafe conditions, and near-miss incidents, ensuring potential hazards were identified and mitigated at the earliest stage. Regular safety programmes, active worker participation, and recognition initiatives fostered a strong safety culture where the workforce took ownership of safety.

Through regular training and open conversation, the team moved past compliance into a real culture of care, not just following rules but owning them.

Engineering controls: The first line of defence

The project team's commitment to engineering controls was the primary defence against hazards. All safety initiatives were aligned with engineering control principles to isolate the hazards or the people.

"We implemented Work Permit Systems and 'Reverse the Risk' principles, which were highly effective in controlling hazards and instilling a positive health & safety culture" informs Pankaj Kumar, EHS In-charge. "To ensure uninterrupted flow of traffic, we rigorously enforced IRC:SP:55 and IRC:67 standards."

The project team had to navigate two big hurdles: working over live traffic and active railway lines. "When working directly above commuters, there is no room for a 'bad day'," Pankaj remarks. "We deployed double-layer safety nets and strict traffic protocols to ensure everyone below reached their destination safely. To manage works close to railway operations, which was the highest-risk zone, we strictly implemented Hazard Identification and Risk Assessment (HIRA) and SOPs."

To ensure uninterrupted flow of traffic, we rigorously enforced IRC:SP:55 and IRC:67 standards. We deployed double-layer safety nets and strict traffic protocols to ensure everyone below reached their destination safely. To manage the railway, which was the highest-risk zone, To manage the railway, which was the highest-risk zone, we strictly implemented HIRA and SOPs.

Pankaj Kumar
EHS In-charge

Technology-driven safety

Biometric safety controls: Biometric systems were installed on bar-bending equipment, preventing unauthorised access and ensuring only trained personnel operated machinery, thereby reducing accident risks.

Fatigue management: Even the most careful person can have a tired moment. Anti-sleep alarms in vehicles alerted drowsy operators before fatigue could cause harm.

Enhanced illumination: Motion-sensing solar lights kept elevated work areas visible through the night, while timers managed electricity consumption efficiently across various locations.

Heavy equipment safety: Buzzers and limit switches on dumpers alerted operators and prevented accidental contact with overhead power lines.

Holistic worker wellbeing

With the belief that safety is more than just physical risk controls, the MRFP team organised regular medical check-up camps that included vaccination and blood donation drives. "Such programmes promoted a healthy and safe working environment, contributing to us winning the NSC Merit Certificate in 2025 and TI IC's LIFE Award 2024," says Pankaj.

By maintaining focus on operational control and worker engagement, the MRFP team achieved 5 million safe working hours without a Reportable Lost Time Injury (RLTI). Handed over on 5 June 2025, the project stands as a practical benchmark for managing high-risk infrastructure within a congested urban environment, proving that even the most complex engineering challenges can be delivered with a consistent safety record.

Weathering sandstorms to perform

380/132 kV BSP #9084 Al Ghat Wind, KSA

Power Transmission & Distribution IC

In the early hours of 29 December 2025, the team at the 380/132 kV BSP #9084 Al Ghat Wind Project assembled for a milestone: the energisation of the substation, a critical step for the project. The atmosphere on site reflected the mix of anticipation and discipline that such moments demand. The preparations had been meticulous: every panel, cable termination, GIS compartment, Substation Automation System (SAS) unit, and fire-protection interface had gone through systematic checks; every team member knew their role.

After the client completed all pre-energisation inspections, reviewed the system readiness, and granted approval to proceed with power injection, the team monitored the process closely from the control centre. The energisation unfolded just as planned: no trips, alarms, or abnormalities. When the system went online, the sense of achievement was felt across the site. For the team, the celebration that followed was not just about reaching a milestone but doing so with zero incidents.

Project Manager Vijayakumar Ramasamy summarises it simply: "From the beginning, we set out to build a project where safety was not just a requirement but a core value guiding every decision. Winning the 2025 Safety Award is a proud milestone for our entire project team, reflecting the discipline, teamwork, and commitment shown by every individual on site."

The journey to energisation was shaped by months of planning, training, and an unwavering focus on EHS standards.

Navigating a landscape of sandstorms

The Al Ghat region is known for its unpredictable sandstorms. For a project involving heavy equipment, cranes, precision lifting, and sensitive electrical installation, this presented a serious challenge.

"Reduced visibility during storms meant that movement itself could become a hazard," says Muhammad Nawaz, EHS In-charge. Crane operations were especially vulnerable; even minor drops in visibility could escalate the risk of collisions or falls. Exposure to fine sand particles also created respiratory and eye-related discomfort, affecting concentration and slowing down work.

"To address this, we implemented a Sandstorm Work Suspension Protocol with clearly defined visibility thresholds," Muhammad explains. "We paused work the moment conditions dipped below safe limits, monitored the weather daily using anemometers to anticipate changing conditions, shifted critical lifting activities to early mornings when winds were calmer. Designated shelters provided respite for workers caught in sudden sand movements."

Equally important was protecting the sensitive GIS and electrical equipment. Temporary dust-proof doors; sealed,

> **From the beginning, we set out to build a project where safety was not just a requirement but a core value guiding every decision. We introduced directional antennas, a Wi-Fi mesh network, and long-range outdoor access points to build a stable digital communication backbone.**
>
> **Vijayakumar Ramasamy**
> Project Manager

climate-controlled storage containers; cleanroom-level inspections; and dry-air blowers for cleaning equipment became standard routine. These measures ensured that installation quality remained uncompromised despite the harsh environment.

Strengthening communication

The site's remote location brought with it the challenge of limited mobile network coverage. At a project where multiple contractors, equipment operators, and EHS personnel needed to coordinate constantly, weak communication channels had the potential to delay emergency response or disrupt daily logistics.

"We introduced directional antennas, a Wi-Fi mesh network, and long-range outdoor access points to build a stable digital communication backbone," informs Vijayakumar. For emergency teams, satellite phones were kept on standby. Walkie-talkies and strategically placed emergency call points ensured that every worker had a means to reach help when required. Periodic drills simulated zero-network scenarios to prepare teams for worst-case conditions.

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Muhammad Nawaz
EHS In-charge

Managing interfaces across multiple contractors

One of the most complex aspects of the Al Ghat project was managing overlapping work areas: civil excavation near energised components, steel erection while cable laying was underway, and simultaneous crane operations & scaffolding work. With multiple contractors bringing in their own machinery, workforce, and schedules, this interface management required careful control.

"The site team developed a detailed interface matrix that clearly mapped ownership of every activity and boundary," says Alaa Mohamed Shebl Ibrahim Shahin, Head – EHS (PT&D Middle East 2). "Joint scope-review workshops before mobilisation ensured that each contractor understood how their work aligned with the others, and weekly interface coordination meetings & four-week look-ahead schedules helped synchronise work fronts and reduce conflicts."

Physical zoning plans, a robust permit-to-work (PTW) system, and unified safety inductions made sure all teams followed the same standards. A dedicated Workfront Coordinator was appointed to streamline daily access and prevent incompatible operations from occurring side by side.

Executing high-risk activities with care

Much of the project involved high-risk tasks like heavy lifting, work at height (WAH), and high-voltage installation. Muhammad, & team planned each activity with precision.

"Lifting operations were especially challenging due to space constraints and shifting ground conditions," he recalls. "Our team prepared engineer-approved lifting plans, conducted pre-lift briefings, monitored wind speed continuously, and used crane mats and load-bearing checks to stabilise lifts." Tag lines, spotters, exclusion zones, and radio protocols provided an additional layer of control.

Work at height was managed with full-scaffolding arrangements, anchored fall-arrest systems, guardrails, and tool-tethering to prevent dropped object incidents. All workers underwent WAH training before being deployed, and operations were halted during high winds.

Strict lockout/tagout (LOTO) procedures, insulated tools, flame-resistant clothing, and clear barricading ensured that

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> Head – EHS (PT&D Middle East 2)

electrical work went on safely. "We gave extra attention to the cleanliness of terminations and insulators, given the dusty environment," Muhammad adds.

Building a safety culture

Beyond systems and protocols, the project's real achievement lay in its people. "One of the most important steps we took was investing in safety education and awareness," remarks Muhammad. "Through continuous training, toolbox talks, and targeted campaigns, we empowered our workforce to recognise hazards early and take action confidently."

Training programmes at the site covered hazard recognition, safe lifting practices, electrical safety, emergency response, and environmental protection. Daily toolbox talks and weekly awareness campaigns reinforced expectations. Regular walkdowns, weekly safety reviews, and recognition of safe behaviours ensured that safety remained at the forefront every day.

Workers were not only instructed to follow rules but also encouraged to speak up, pause unsafe work, and look out for one another. "As a result, our team became more vigilant, more responsible, and more proactive in identifying and controlling risks," reflects Vijayakumar.

An exemplary EHS performance

The project's environmental stewardship supported national sustainability goals through initiatives for waste management & recycling, dust & noise control, spill prevention measures, and protection of local ecosystems.

With zero LTIs, a high number of working hours without incidents, 100% safety induction compliance, and strong audit scores, it is no surprise that the Al Ghat Project has bagged the Safety Award at the Performers League 2025 – an acknowledgement of a system built on discipline, education, planning, and consistent on-ground vigilance.

As the team looks back, the award serves not just as a symbol of success but as motivation to maintain the same standards through commissioning and beyond, reinforcing a culture where safety continues to shape every step forward. ■

Energising with safety at the core

ESTIDAMA 220 kV SS & OHL, Abu Dhabi, UAE

Power Transmission & Distribution IC

On 13 January 2026, PT&D IC's ESTIDAMA 220 kV Substation and its associated Overhead Line (OHL) network were successfully energised. While the event marked a major operational milestone, the true success of the project lies in the discipline maintained across its lifecycle. Navigating a landscape of complex regulatory frameworks and stringent safety protocols of the Abu Dhabi National Oil Company (ADNOC), the project team delivered a critical piece of infrastructure while maintaining an exemplary safety record.

The team achieved 5 million safe working hours, under challenging environmental conditions and complex regulatory frameworks. The project's commitment to operational excellence has been validated by several accolades, including the prestigious RoSPA Gold Award and Best Contractor Awards & Waste Management Champion Award from the client – with the EHS Excellence Award, PT&D Safety Runner-Up Trophy, and, more recently, Safety Award at the Performers League 2025 being further validation of the EHS team's efforts in running a safe and secure site.

With strategic foresight and structured governance, we established a clear performance framework right from the early stages, aligning engineering, procurement, construction, and safety teams under unified milestones and measurable deliverables.

Joydip Saha
Project Manager

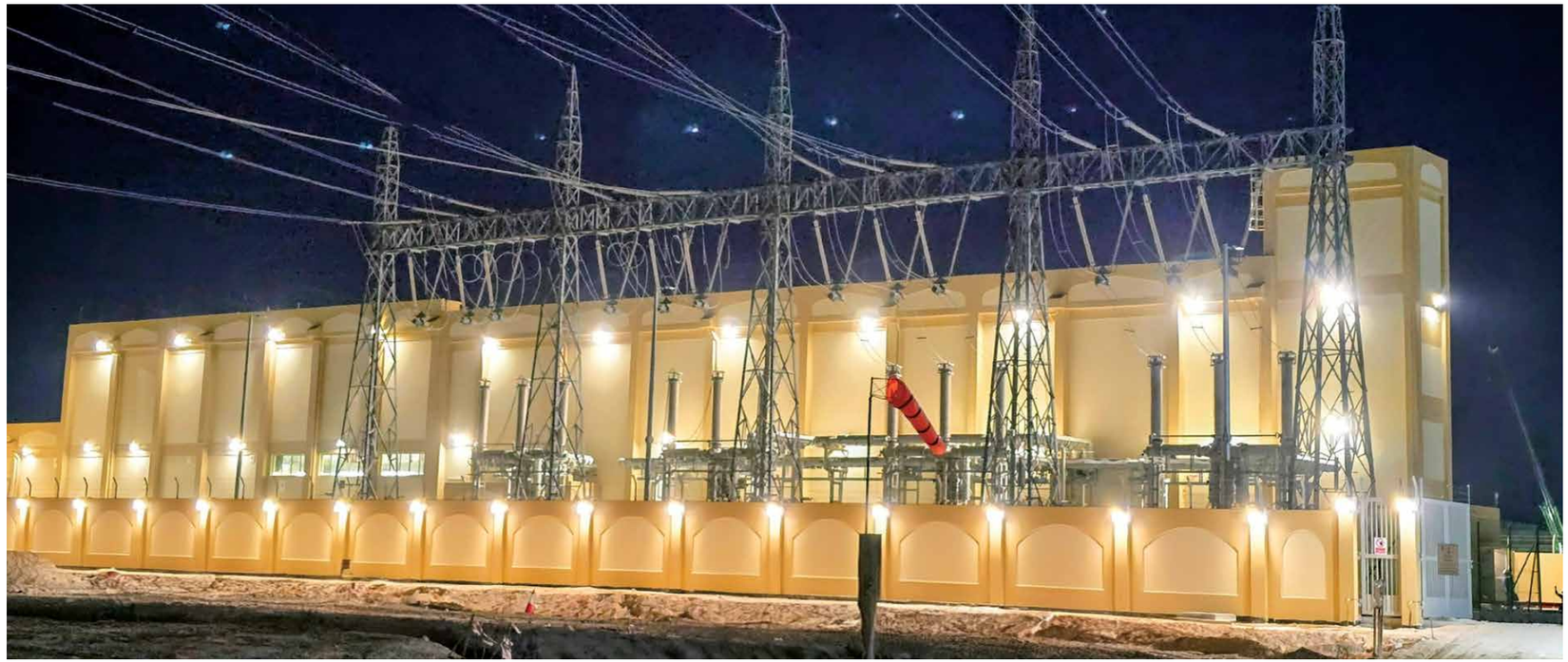
Discipline as a foundation

For the ESTIDAMA team, the energisation was the result of a culture built on planning and resilience. Joydip Saha, Project Manager, views the achievement as a reflection of the team's collective mindset: "Energisation is not just the completion of infrastructure; it is the culmination of discipline, resilience, and collective commitment."

"We have set new benchmarks in performance-driven safety and engineering excellence through strong coordination, disciplined execution, and a culture of accountability," he continues. "With strategic foresight and structured governance, we established a clear performance framework right from the early stages, aligning engineering, procurement, construction, and safety teams under unified milestones and measurable deliverables."

The scope involved securing multiple NOCs for intricate underground and overhead utilities, navigating environmental constraints across OHL corridors, and executing critical crossings, including the Etihad Railway and major roadways, during stringing operations.

"The true test of electrical engineering lies not in drawings but in delivering a system that performs flawlessly under load," says Sunil Kumar K, Site Manager. "From equipment erection to final readiness checks, we ensured that



every component met design intent and operational standards. Transformer installation, GIS/AIS assembly, control panel wiring, cable routing, and termination works were executed under strict quality surveillance to guarantee long-term performance integrity."

Navigating high-risk operations

The OHL component of the project required flawless execution of high-risk activities, including extensive work at height and heavy lifting operations. Stringing across critical infrastructure and conducting live station works at remote ends demanded a level of precision that left no room for error.

"To manage these risks, we adhered strictly to ADNOC's safety protocols," notes Haji Ali Heerajan, EHS Lead. "Structured planning reviews and daily briefings ensured that every member of the workforce understood the specific hazards of the day's task. We managed nightshifts with a specific focus on illumination standards and fatigue management to ensure that vigilance did not waver during extended operations."

Executing works within energised environments required meticulous planning, strict isolation protocols, and precise sequencing of activities. "Every switching operation, shutdown coordination, and system interface was reviewed in detail to eliminate risk and prevent disruption to existing networks," says Jijesh P, Commissioning Manager.

Operating under constrained timelines and critical network conditions, the team ensured zero deviation from approved procedures. Night work and synchronised shutdown windows were executed with precision to maintain system reliability while progressing towards commissioning targets.

"Working inside a live station environment demands more than technical knowledge; it demands discipline, clarity, and absolute respect for safety systems," remarks Jijesh, who oversaw remote end integration and live station works to ensure seamless coordination between construction, testing, and operational teams during the final stages leading to energisation.

The true test of electrical engineering lies not in drawings but in delivering a system that performs flawlessly under load. From equipment erection to final readiness checks, we ensured that every component met design intent and operational standards. Transformer installation, GIS/AIS assembly, control panel wiring, cable routing, and termination works were executed under strict quality surveillance to guarantee long-term performance integrity.

Sunil Kumar K
Site Manager

The scope involved:

- Integration of 220 kV systems with existing live infrastructure
- Close coordination with operation and control room teams
- Detailed method engineering for live interface activities
- Strict adherence to Permit to Work (PTW), Lockout/ Tagout (LOTO), and switching procedures
- Verification of protection schemes, interlocks, and SCADA integration
- Monitoring of pre-commissioning and final energisation protocols

Proactive engagement to instil accountability

The project's safety strategy was characterised by a high volume of proactive interventions. Over the course of the project, the team conducted:

- 12 comprehensive mock drills simulating high-risk construction and emergency scenarios to ensure response readiness
- 9 focused safety campaigns targeting critical risk themes
- Behavioural safety interventions and supervisor coaching sessions

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Haji Ali Heerajan
EHS Lead

- Structured and impact-driven toolbox talks (TBTs)
- Pause Work Authority empowerment programmes

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>
> **Jijesh P**
> Commissioning Manager

"True safety leadership is visible when high-risk milestones are delivered incident-free," notes Haji. "Our aim was to move safety from a top-down requirement to a shared personal responsibility."

Setting a benchmark

By embedding safety into every planning review and performance evaluation, the ESTIDAMA project stands as a benchmark for PT&D operations. The successful energisation serves as a testament to the effectiveness of a system where structured planning and unwavering commitment are the standard.

Post energisation, Joydip and team's performance is proof that technical complexity and high-risk milestones can be managed through a resilient, proactive, and incident-free safety culture. ■

Safety the prime focus

2,000 MW Al Muwayh Solar PV IPP Project, Saudi Arabia

Renewables IC

The Al Muwayh Solar PV IPP Project stands as one of the largest and most ambitious renewable energy initiatives in the Kingdom of Saudi Arabia. With a total capacity of 2,000 MW, the project is strategically aligned with Saudi Arabia's Vision 2030, contributing significantly to the nation's renewable energy mix while navigating the complexities of large-scale solar deployment across a demanding desert landscape.

As the project progresses, safety has remained the primary objective. The team has clocked 11 million safe working hours, backed by 53,937 training man-hours and 33,966 proactive observations. These efforts have helped the project secure the top HSSE position among more than 100 ACWA Power construction and operation projects worldwide under the Synergi Life scorecard.

For Project Director Vikas Shetty P and his team, the Safety Award at the Performers League is not just a trophy but a validation of a system built on digital innovation and rigorous operational control.

A leadership-driven safety culture

"The management's mandate has been clear," begins Vikas Shetty P, Project Director. "Focus on three things: Safety, Safety, and Safety. While progress and deadlines matter, every decision we make and every action we take puts safety first; because without it, no progress is truly meaningful."

To cultivate this culture, the management team introduced 'first-hour site inspections' and on-the-spot risk assessments. By leading from the front during the first hour of work, the management has encouraged execution teams to actively report observations and maintain a proactive stance towards hazard identification.

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>
> **Vikas Shetty P**
> Project Director

Digital driving safety

A key differentiator for Al Muwayh is its full-scale digital transformation. "This site is the first in Renewables IC to fully implement the SHEILD Digital PTW (Permit to Work) and Observation System," informs Audrius Gudeika, Head – EHS, Renewables IC. "Their digital-enabled safety management has seen over 10,000 permits issued and more than 33,000 proactive observations reported through the platform."

"This has streamlined HSSE operations, enhanced monitoring, and reinforced a proactive safety culture across the project," adds M Vasudevan, Senior HSSE Manager. "All permit records are stored digitally, ensuring they are readily accessible for instant retrieval and audit."

Managing site traffic presented a significant challenge during the project's peak phase, which saw 783 pieces of equipment operating simultaneously. To address this, the team deployed the Proximity Warning

SHEILD Digital PTW dashboard

Alert System (PWAS) and the In-Vehicle Monitoring System (IVMS). “These systems provide real-time monitoring and seamless communication between operators and management, effectively removing the need for over 400 manual flagmen and achieving zero manual intervention in traffic control,” notes Vasudevan, pleased with the outcome. “This was further supported by a strict one-way traffic system implemented across the site to reduce congestion and accident risks.”

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>
> **Audrius Gudeika**
> Head – EHS, Renewables IC

Rigorous operational control

Behind the digital systems lies a robust framework of planning and compliance. The project has developed and implemented more than 60 HSSE plans and 150 inspection forms to ensure systematic control of every site activity. No task is initiated without a thoroughly reviewed and approved Method Statement, ensuring that hazard identification and risk evaluation are conducted well before execution.

“We strictly implemented full compliance with Method Statement & Risk Assessment (MSRA) requirements and conducted joint risk assessment workshops with all concerned departments before commencing any activity,” Vasudevan explains the rigour of their planning. “These structured frameworks streamlined all HSSE operations, enhanced monitoring and accountability, and ensured that site activities were executed in a safe, organized, and efficient manner. As a result, the system functioned effectively on site, reinforcing proactive risk management and operational excellence throughout the project lifecycle.”

Resourcefulness and sustainability

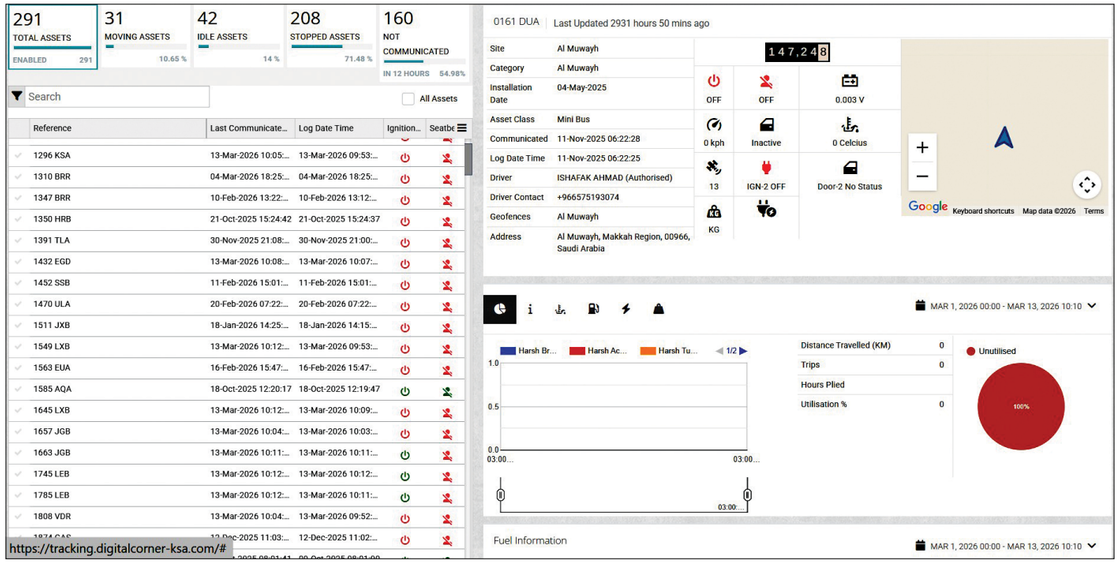
The project’s commitment to environmental responsibility is seen in its innovative pallet reuse initiative. Instead of sending used wooden pallets to landfills, the team dismantles, inspects, and reassembles them to create durable and highly visible safety fencing and barricades.

“This approach serves a dual purpose: it promotes sustainability by reducing waste and enhances site safety by providing cost-effective, reliable barriers that delineate work zones and protect personnel,” notes Vasudevan – a practical example of how simple initiatives can improve both operational efficiency and environmental stewardship.

Prioritizing worker wellbeing

Any project’s success is built on the wellbeing of its workforce, a fact reinforced by the client, ACWA

The PWAS in action



The IVMS dashboard

With 783 pieces of equipment operating simultaneously, the PWAS and IVMS effectively removed the need for over 400 manual flagmen, achieving zero manual intervention in traffic control. This was further supported by a strict one-way traffic system implemented across the site to reduce congestion and accident risks.

M Vasudevan
Senior HSSE Manager

Power, recognizing Al Muwayh as the best project for worker welfare and camp facilities. The camp is designed to provide both physical comfort and psychological support, which is critical in remote and high-stress environments. To promote a healthy, safe, and supportive living environment, the camp is equipped with adequate recreational facilities.

Facilities at the camp include the following:

- Fully equipped gyms, playgrounds with cricket pitches, and recreational areas
- Weekly recreational trips to nearby cities and social events like birthday celebrations and food parties
- Medical campaigns, including seasonal vaccinations and regular health check-ups

On-site medical readiness is also a priority. "We operate two clinics staffed with qualified doctors and nurses, equipped with automated external defibrillator (AED) kits for critical incidents," he adds. "Two dedicated advanced life support (ALS) ambulances are on standby to guarantee immediate medical attention and safe transport when required."

A track record of excellence

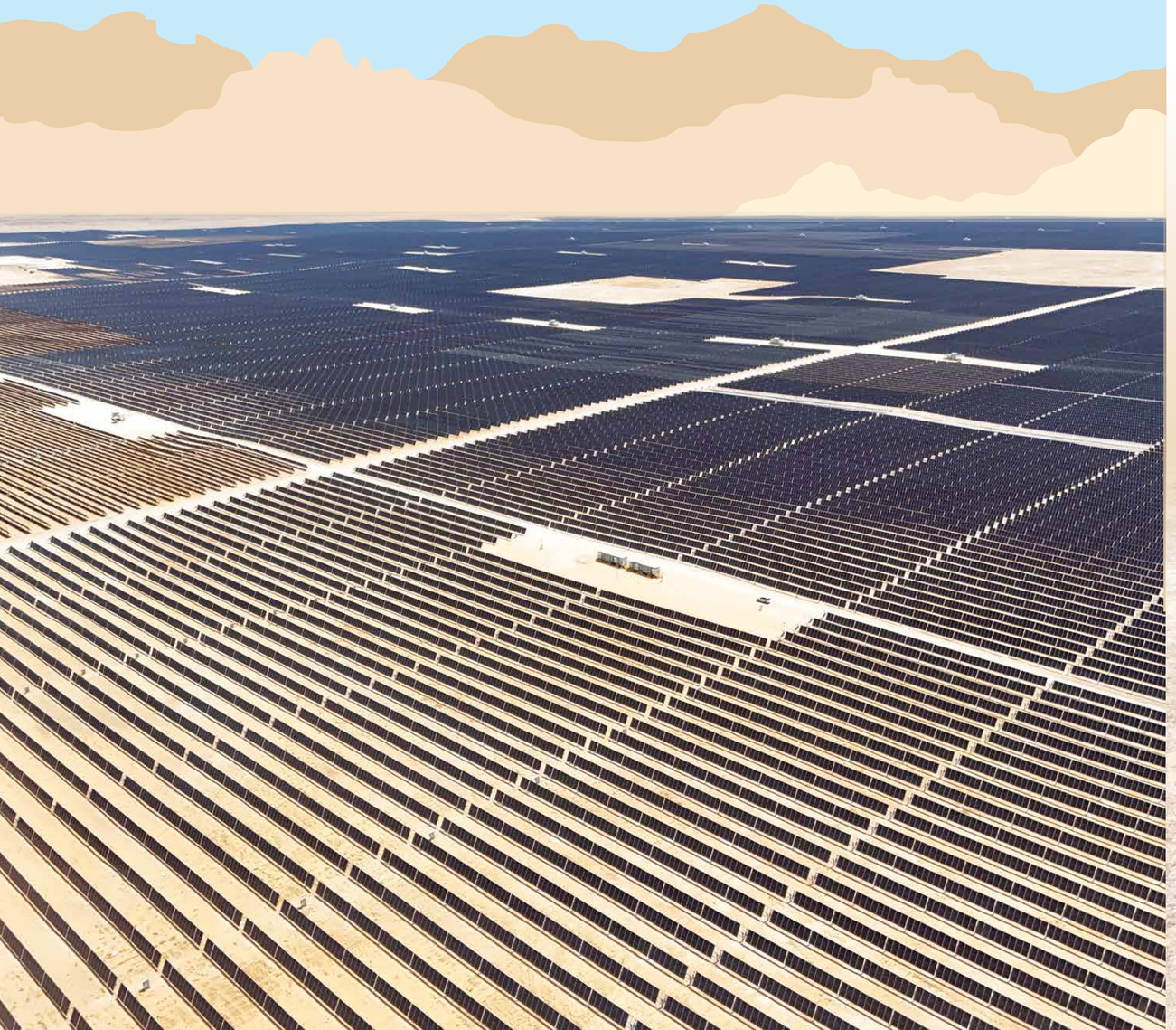
The collective efforts of the Al Muwayh team have been recognized through several prestigious awards, including the Renewables IC Safety Excellence Award for 2025. Another recent key achievement is winning the Best Digitized Project at the Performers League 2025.

Throughout 2025, the project successfully navigated all quarterly third-party audits with no major observations or non-conformities, a testament to Vikas & team's commitment to setting new benchmarks for safety, digital innovation, and workforce wellbeing in the renewable energy sector. ■

Strengthening safety through strategic action

1,425 MW Al Kahfah Solar PV IPP Project, Saudi Arabia

Renewables IC



Located in Saudi Arabia's Eastern Province, the 1,425 MW Al Kahfah Solar PV Project is a cornerstone of KSA's National Renewable Energy Program, aligned with the Vision 2030 roadmap for a sustainable, diversified energy future.

At the Performers League 2025, the project won both the Safety and Timely Delivery Awards, demonstrating a strategic embedding of safety into leadership governance, operational planning, and workforce culture. “We treated safety not as a compliance function but as a business enabler supporting productivity, quality, and stakeholder confidence,” says Abdul Hanif Khan, Project Director. “Through structured systems, digital innovation, and deep workforce engagement, our team established a mature HSE ecosystem that proactively managed risk while reinforcing organisational resilience.”

By systematising safety at every level, the project integrated rigorous safety standards as a non-negotiable core value, demonstrating that efficiency is impossible without total worker protection.

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Abdul Hanif Khan
Project Director

Prevention, not reaction

Safety at Al Kahfah started with a moment of reflection from the team: ‘Do we truly know what is happening on this site at this very second?’ The answer was the catalyst for everything that followed.

“We developed a Power BI–based dashboard that pulled together incident data, unsafe condition observations, Corrective Action and Preventive Action (CAPA) closure status, permit-to-work (PTW) compliance, training coverage, equipment calibration, and occupational

Our Power BI–based dashboard helped us in flagging recurring unsafe acts, thereby enabling quicker response with refresher briefings, supervisor-led toolbox talks, and targeted field verifications. Repeat observations fell measurably in the weeks that followed.

Rajasekaran N
EHS In-charge

health metrics into a single, real-time window," says Rajasekaran N, EHS In-charge. "This real-time visibility to data helped us in flagging recurring unsafe acts, thereby enabling quicker response with refresher briefings, supervisor-led toolbox talks, and targeted field verifications. Repeat observations fell measurably in the weeks that followed."

When the CAPA dashboard revealed delays in corrective action closures among specific contractors, leadership stepped in directly. "With data directing our response, we revised accountability timelines and our closeout efficiency improved," Rajasekaran points out.

The dashboard also helped manage heat stress. By correlating medical visits, idle equipment hours, and peak temperature data, the team could optimise work–rest cycles and hydration deployment before productivity or wellbeing was impacted.

Safety owned

"Dashboards can show you the data, but only culture can change behaviour," reiterates Amit Sundriyal, Project Manager. At Al Kahfah, daily safety became a shared responsibility. "Our supervisors did more than just 'check' tasks; they engaged with the people performing them, ensuring that the nuances of every hazard were understood." Site walkdowns became a forum for frontline feedback, and by communicating in every language spoken at the site, the team ensured that the right to be safe was never lost in translation.

When the site hit major safe working hour milestones, the team celebrated through site-wide engagement programmes, strengthening morale and reinforcing collective accountability. "We localised all our safety messaging using visual tools and multilingual communication to ensure clarity across a diverse workforce," notes Amit.

Ready when it matters

Emergency preparedness at Al Kahfah moved beyond routine drills to performance-evaluated readiness. "We trained zone-based emergency response teams and assessed them through scenario-based simulations including medical emergencies, fire response, and evacuation coordination," informs Rajasekaran. In addition, mock heat-stress response drills conducted during peak summer months identified gaps in communication flow and ambulance misalignment. "These findings helped us revise emergency call protocols, enhance first-aider deployment, and improve access routes for emergency vehicles," he adds.

Regular review of the health surveillance data enabled the team to identify patterns in fatigue-related visits, prompting shift adjustments and the addition of shaded rest areas.

A clean, green, and safe site

Environmental stewardship was embedded into the site's daily operations through initiatives aimed at minimising emissions and resource wastage. A 'Stop Idling' campaign for construction vehicles and heavy equipment helped in delivering measurable reductions in fuel consumption and emissions, while strengthening waste segregation improved recycling rates and reduced landfill disposal.

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Amit Sundriyal
Project Manager

"We evaluated environmental KPIs alongside safety metrics in every leadership review," reveals Abdul. "It helped us align closely with the project's renewable energy objectives and ESG commitments, resulting in enhanced stakeholder confidence."

With the safe, timely delivery of the Al Kahfah Project, Abdul & team have demonstrated that when safety is strategically embedded, it enhances productivity, strengthens stakeholder trust, and safeguards both people and performance. ■

A culture of care, not just compliance

Toyota Kirloskar Motors P3 Project, Karnataka

Buildings & Factories IC

At the Toyota Kirloskar Motors Limited (TKML) project, safety isn't just a box to tick; it's built into every decision, right from the first day on site.

On the last Thursday of every month, without exception, the project's senior leadership sits down with functional heads and workers' representatives – to interrogate trends, surface concerns, and decide what needs to change.

"We use the inputs from the Predictive Analytics dashboard to focus on critical work locations," says Project Director V K Natarajan, "and ask ourselves how we can strengthen EHS implementation there. Every Saturday morning, we conduct a walkdown to review the status of EHS implementation first-hand and engage directly with frontline teams."

This disciplined rhythm, visible & relentless, became the heartbeat of a project that has clocked 6 million safe working hours to date.

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V K Natarajan
Project Director

Planning before doing

The TKML project site is a constant flurry of activity: nearly 2,000 workmen on site, over 20 cranes in operation simultaneously, 250-plus vehicles and equipment in constant motion. Getting safety right at that scale requires decisions made long before mobilisation.

Every vehicle passes a joint fitness check before it is cleared to operate, pedestrian routes are kept strictly separate from machine movement zones, and skid steer loaders are fitted with proximity sensors to mitigate man–machine interface risks.

"Digital tools give us the larger picture," say Siva Nanda Reddy and Brighten Ananth from the EHS team. "Through the SHEILD app, we can track inspections, observations, and incident trends in real time, helping the team identify risks early and close them out quickly."

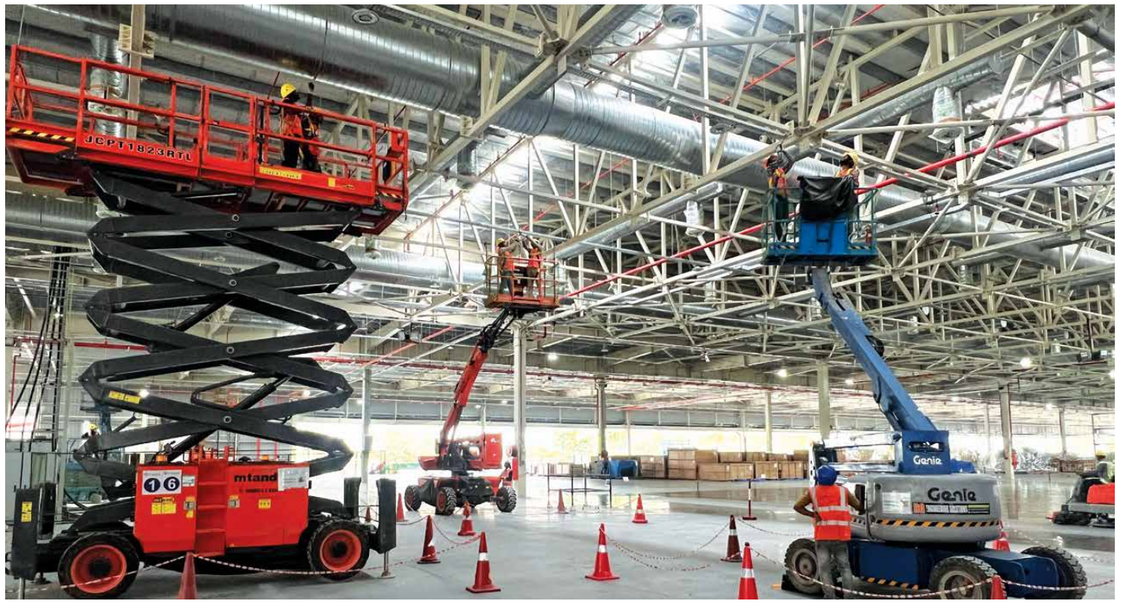
With an eye on environmental footprint, the project team has deployed electric boom lifts, scissor lifts, and material trolleys in place of diesel-powered alternatives, while translucent roof sheets bring natural light into the stores.

"We have mapped out dedicated unloading zones and positioned materials close to installation points to cut down on repeated handling," explains Sridhar. "We stabilised the entire site terrain using granular sub-base before commencing superstructure works. This significantly improved ground conditions and enabled safe movement of cranes, heavy vehicles, and transport equipment even in adverse weather."

More than 50 structured kick-off meetings were held with vendors and subcontractors before work commenced. This early engagement ensured that every partner entered the project ecosystem with a shared safety vision.

"Effective safety management is largely about planning and integrating requirements before start of operations, which the team has instituted throughout the project," says R Rajkumar, Cluster EHS Manager. "Holistic verification and confirmation during work preparation have significantly reduced concerns, and extensive use of equipment for work at height and engineering controls have reduced risk exposure."

EHS Committee members (in green helmets) in the midst of a walkdown



MEWPs: A safer alternative for work at height

Rethinking how people work at height

The project's most visible innovation was also its most consequential. During the erection of pre-engineered buildings (PEBs) involving over 25,000 metric tonnes of structural steel, the team abandoned the conventional beam top working practices. "In its place, we deployed over 200 boom lifts and scissor lifts, or mobile elevating work platforms (MEWPs), giving every worker a guarded platform, thereby significantly reducing the chance of a fall," reveals Siva. Advanced engineering controls are integrated into the MEWP to reduce fall exposure and improve ergonomic safety; biometric access systems ensure only trained operators can start the machines; and proximity sensors provide real-time alerts when equipment move near structural obstructions, particularly valuable during the complex tangle of MEP works overhead.

We stabilised the entire site terrain using granular sub-base before commencing superstructure works. This significantly improved ground conditions and enabled safe movement of cranes, heavy vehicles, and transport equipment even in adverse weather.

Sridhar
EHS Incharge

"We rigged catch nets beneath roof sheeting and mezzanine areas as a secondary layer," informs Brighten, "and all fall protection arrangements like handrails, floor opening grills, and edge protection are tracked live through a 'BIM for Safety' model" – turning what is usually a paper-based compliance check into a dynamic, digital picture of site-wide exposure.

"No lifting activity commences without confirming readiness across load calculations, equipment suitability, and operational sequencing," says Project Manager Kouser Ahmed. "Every lift is governed by a detailed scheme."

Every worker is assigned a unique ID on the WISA platform, creating a digital training passport. More than 2,264 skilled workers have undergone competency verification against standardised formats before deployment, and over 12,000 hours of structured training have been logged, with deployment decisions tied to verified records. The result? A competent workforce who can be trusted with tough jobs.

Building a safety culture

Perhaps the most telling indicator of the project's safety culture is the number of Pause Work Notices issued: over 30 by line managers and EHS personnel who spotted unacceptable risk and intervened.

No lifting activity commences without confirming readiness across load calculations, equipment suitability, and operational sequencing. Every lift is governed by a detailed scheme.

Kouser Ahmed
Project Manager

In many workplaces, a junior engineer stopping a crane lift would invite a sharp conversation about productivity. Here, it's the system working exactly as designed. Pause Work Authority is exercised, repeatedly, by people who trust that leadership would back them up.

That trust has been further strengthened through consistent engagement. Site engineers conduct 'Touch the Heart' sessions where they sit with workers to

Holistic verification and confirmation during work preparation have significantly reduced concerns, and extensive use of equipment for work at height and engineering controls have reduced risk exposure.

R Rajkumar
Cluster EHS Manager

Catch nets installed before the start of roofing

hear about working conditions, personal concerns, and what could be better. Such initiatives have helped the project team strengthen the connection with workers and get a real-time understanding of how safety is practised on site.

"The true measure of the safety culture is visible in everyday decisions at site, which includes how work is planned, how risks are addressed, and how confidently people intervene when they see something unsafe," says P Nagarajan, Head – EHS, Residential, Commercial, & Factories (RCF) SBG.

Ten rest sheds have been established across shop floors, with RO drinking water always available at both the site and worker habitats. Recreational facilities like cricket, volleyball, carrom, and chess have kept the workforce morale high, thus helping improve retention while fostering a sense of care and belonging.

Floor edge barricades installed with toe boards

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>
> **P Nagarajan**
> Head – EHS, Residential, RCF SBG

The Sword of Honour from the British Safety Council has been a crowning glory for Sridhar and team, with the Safety Award at the Performers League 2025 being a further validation of their efforts. These awards reflect the strength of the leadership systems, workforce participation, and operational discipline demonstrated by the TKML Project team in making safety an everyday way of working. ■

LARSEN & TOUBRO

VISION
KNOW HARM
BACK TO BASICS

EMPOWER | ENABLE | ETHICAL - BUILT INTO EVERY TASK

L&T's 11 LIFE SAVING RULES

1 FIT FOR DUTY

I AM
FIT FOR
DUTY

I always ensure that...

- I am mentally and physically fit
- My work hours are planned to support adequate rest
- I am not under the influence of alcohol
- My competency has been verified by my Supervisor/ EHS Professional
- I am properly trained for even the smallest tasks

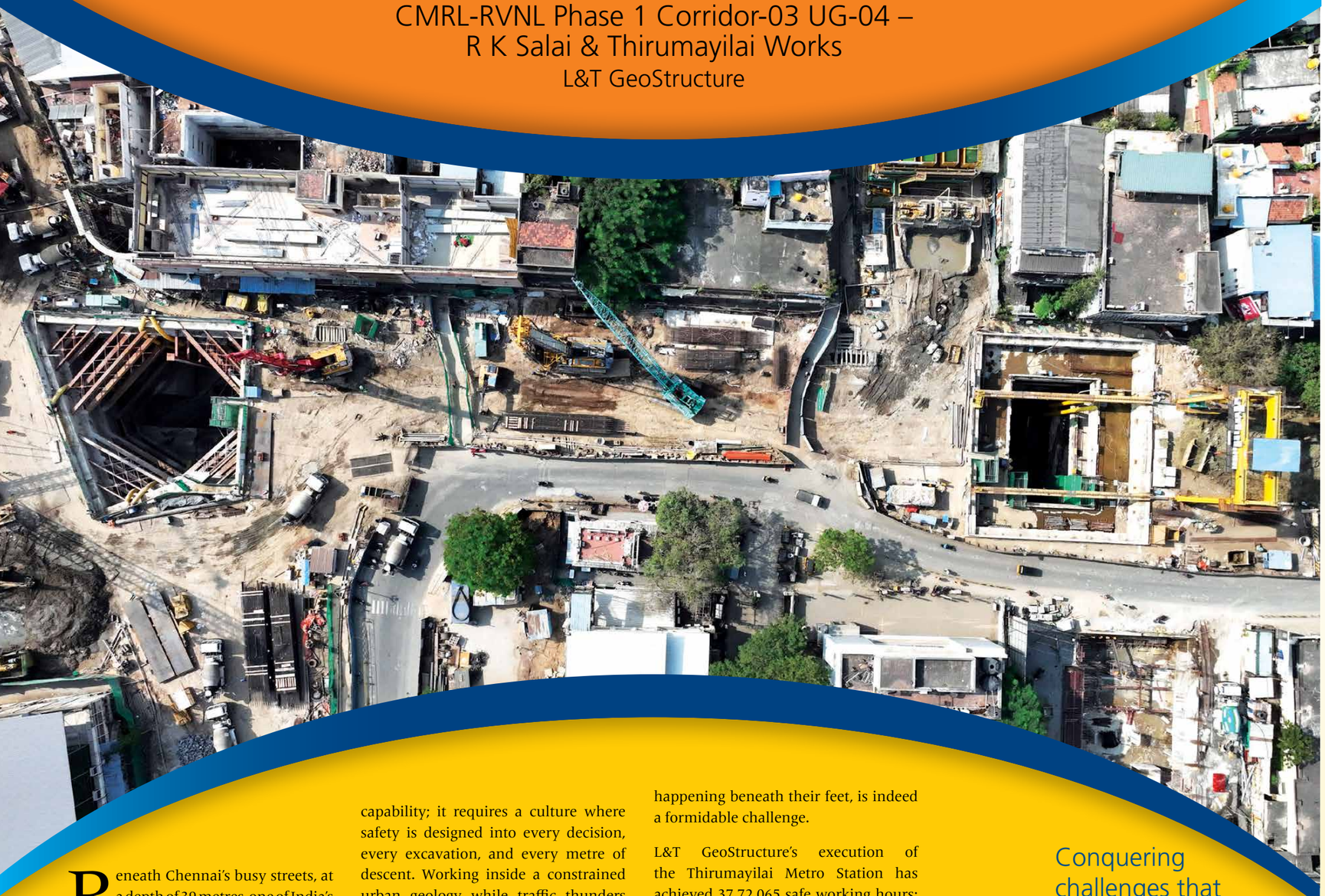
Everyone has the right to PAUSE unsafe work

L&T's all 11 Life Saving Rules are non-negotiable EHS standards and shall be complied with at all times.

Executing safely below a bustling city

CMRL-RVNL Phase 1 Corridor-03 UG-04 – R K Salai & Thirumayilai Works

L&T GeoStructure



Beneath Chennai's busy streets, at a depth of 39 metres, one of India's most complex urban engineering milestones is taking shape. Constructing the nation's deepest underground metro station demands more than technical capability; it requires a culture where safety is designed into every decision, every excavation, and every metre of descent. Working inside a constrained urban geology while traffic thunders overhead, live utilities thread through the excavation zones, and citizens go about their daily lives just metres above, entirely unaware of what is happening beneath their feet, is indeed a formidable challenge.

L&T GeoStructure's execution of the Thirumayilai Metro Station has achieved 37,72,065 safe working hours; the project's disciplined performance has earned it the Safety Award at the Performers League 2025 as well as the Gold Category Award for 2025 from CII.

Conquering challenges that ran deep

"Working at such depths presents hazards that can cascade and compound," explains Praveen Kumar Shetty, Project Manager. "Our approach has been to transform potential catastrophe into controlled execution by designing safety into the very sequence of work, ensuring every phase is meticulously planned before we hit the ground."

The technical execution managed several critical risks with the right measures:

- Proximity of utilities: Global underground safety protocols and rigorous permit systems eliminated unplanned strikes against live utilities threading through excavation zones.
- Deep shaft integrity: Engineered shoring boxes and detailed method statements ensure zero collapse incidents despite the constrained urban geology.
- Vertical hazards: Deep excavation work brings with it the challenge of significant fall hazards. "To mitigate fall risks at extreme depths, we combined primary and secondary arrest systems with specialised acrophobia screening and medical fitness certifications for all workers, protecting them in vertical environments, where a single lapse could prove fatal," Esakkimuthu Ayyappan, Site EHS Lead, elaborates. Constrained access and egress zones, where slip, trip, and fall risks complicate emergency response, have been made safer, thanks to engineered access systems, illuminated pathways, and caution boards in regional languages.

> **Working at such depths presents hazards that can cascade and compound. Our approach has been to transform potential catastrophe into controlled execution by designing safety into the very sequence of work, ensuring every phase is meticulously planned before we hit the ground.**
>
> **Praveen Kumar Shetty**
> Project Manager

Public safety above everything else

"We aren't just protecting our workers; we are safeguarding Chennai's citizens moving above us every day," says Lokeshwaran Balasubramanian, EHS Lead – Thirumayilai Metro Station, emphasising the dual responsibility of underground construction. Live traffic interface in one of the city's busiest corridors demanded that every

> **To mitigate fall risks at extreme depths, we combined primary and secondary arrest systems with specialised acrophobia screening and medical fitness certifications for all workers, protecting them in vertical environments, where a single lapse could prove fatal.**
>
> **Esakkimuthu Ayyappan**
> Site EHS Lead

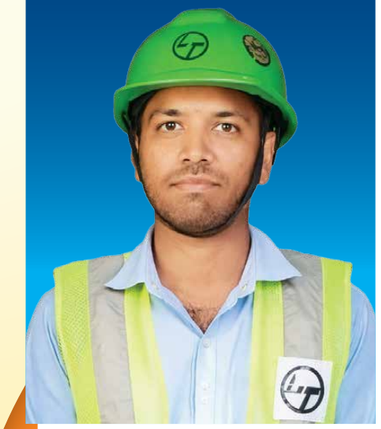
barricade, every marshal, every safety protocol function flawlessly.

"Safety extended beyond site hoardings through police-trained traffic marshals, solar blinkers, and comprehensive diversion plans. Deep underground, monitoring remote and lone working has been critical in zones where supervision gaps can delay emergency response," he adds. Safety is monitored through a sophisticated network of 19 bullet cameras and 6 PTZ 360° surveillance systems, ensuring rapid response capability.

A culture of precision

At the R K Salai Metro Station, the focus shifted to material handling in vertical work zones. "Every lift and movement was planned and monitored to prevent struck-by incidents," states Veeramani Balu, EHS Lead – R K Salai Metro Station. "This discipline earned us specific appreciation from CMRL for our demolition work on the R K Salai Bridge."

> **Safety extended beyond site hoardings through police-trained traffic marshals, solar blinkers, and comprehensive diversion plans. Deep underground, monitoring remote and lone working has been critical in zones where supervision gaps can delay emergency response.**
>
> **Lokeshwaran Balasubramanian**
> EHS Lead – Thirumayilai Metro Station



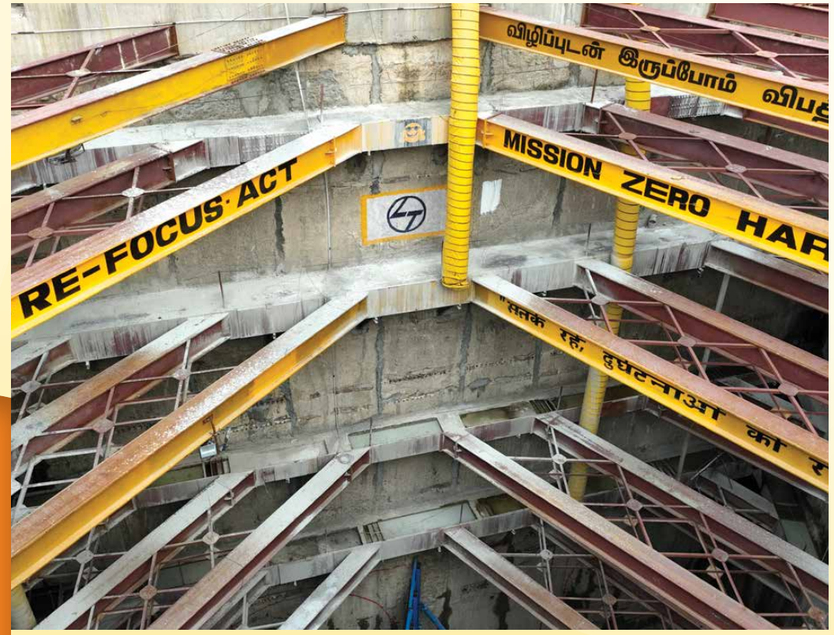
Even with engineering controls, human error remains a challenge. With sights set on Vision KNOW HARM, the project has implemented Life Saving Rules (LSRs) with a Zero Tolerance policy and Pause Cards to empower workers.

Pranav P R, Junior Safety Manager for Thirumayilai Metro Station, highlights the role of systematic tracking: "We have showcased 206 good practices across the project, each one a lesson learned and a safer way of working. We reinforce these lessons through visual tools, such as a site-based Snake & Ladder board that creatively illustrates the consequences of safe versus unsafe behaviours, helping workers understand how small unsafe actions escalate to incidents."

> **Every lift and movement was planned and monitored to prevent struck-by incidents. This discipline earned us specific appreciation from CMRL for our demolition work on the R K Salai Bridge.**
>
> **Veeramani Balu**
> EHS Lead – R K Salai Metro Station

Integrating EHS in every step

At the GeoStructure CMRL site, regular training builds capability at every level with enthusiastic participation. External training fills gaps with advanced skills & statutory requirements, ensuring that every worker understands their role in protecting collective safety.



Safety is embedded into daily operations through routine walkdowns, Monthly Audit Rating Score (MARS) verification, and independent external audits. "Our culture of care extends beyond the workplace," notes Esakkimuthu. "We have planted close to 600 saplings to date, and on World Environment Day, we conducted community awareness drives to spread the message of sustainability."

The RVNL Chennai Project proves that India's most complex underground infrastructure can be delivered without compromising worker safety or public wellbeing. By maintaining a 98% compliance rate across millions of working hours, L&T GeoStructure has established a replicable gold standard for deep-earth urban construction. ■

LARSEN & TOUBRO

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L&T's 11 LIFE SAVING RULES

2 RISK MANAGEMENT

I START WORK ONLY AFTER ASSESSING RISKS AND CONFIRMING CONTROLS

I ensure that the risk assessment is in place and implemented

I strictly follow the Daily Safety Cycle process

I personally verify risk controls before taking up new or hazardous tasks

I apply and actively share lessons learned from similar work activities

Everyone has the right to **PAUSE** unsafe work

L&T's all 11 Life Saving Rules are non-negotiable EHS standards and shall be complied with at all times.

MILLION
Safe Working Hours

Helmet congratulates the following sites for achieving million and more LTI-free Safe Working Hours

Heavy Civil Infrastructure IC

240 **Riyadh Metro, KSA**
Million Safe Working Hours
October 2013 to February 2026

51 **Vizag Vessel**
Million Safe Working Hours
April 2018 to February 2026

49 **KKNPP HTS, Phase II**
Million Safe Working Hours
November 2020 to February 2026

46 **MAHSR C4, Section 4**
Million Safe Working Hours
December 2020 to February 2026

43 **KKNPP 3 & 4, MPCW**
Million Safe Working Hours
November 2022 to February 2026

27 **Mumbai Metro, UGC01**
Million Safe Working Hours
January 2021 to February 2026

27 **MAHSR C4, Section 3**
Million Safe Working Hours
February 2024 to February 2026

21 **Varsha Inner Harbour**
Million Safe Working Hours
February 2018 to February 2026

20 **Bangalore Metro, RT02**
Million Safe Working Hours
January 2021 to February 2026

19 **KKNPP 5 & 6, MPCW**
Million Safe Working Hours
April 2025 to February 2026

16 **Kalpakkam FRP**
Million Safe Working Hours
June 2018 to February 2026

14 **MAHSR C3, Section 2**
Million Safe Working Hours
May 2024 to February 2026

13 **Gandhi Sagar HEP**
Million Safe Working Hours
April 2025 to February 2026

12 **BARC Tarapur**
Million Safe Working Hours
September 2021 to February 2026

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12 **MAHSR C3, Section 1**
Million Safe Working Hours
September 2024 to February 2026

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10 **RAPP 7 & 8, NDCT**
Million Safe Working Hours
December 2023 to February 2026

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10 **MAHSR C4, Section 2**
Million Safe Working Hours
May 2024 to February 2026

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8 **MAHSR C4, Section 5**
Million Safe Working Hours
April 2025 to February 2026

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7 **RVNL Package 02**
Million Safe Working Hours
November 2024 to February 2026

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7 **CMRL EV 03**
Million Safe Working Hours
April 2025 to February 2026

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6 **MAHSR C3, Section 4**
Million Safe Working Hours
April 2025 to February 2026

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6 **MAHSR C3, Section 3**
Million Safe Working Hours
April 2025 to February 2026

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6 **Dabhol Breakwater**
Million Safe Working Hours
April 2021 to February 2026

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4 **Thane Creek Bridge-III**
Million Safe Working Hours
January 2024 to February 2026

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4 **MAHSR C4, Section 1**
Million Safe Working Hours
August 2025 to February 2026

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4 **KKNPP 5 & 6, SFSF**
Million Safe Working Hours
February 2023 to February 2026

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4 **Dibang LOT-2**
Million Safe Working Hours
December 2024 to February 2026

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4 **Patna Metro**
Million Safe Working Hours
July 2025 to February 2026

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4 **Barapullah Bridge**
Million Safe Working Hours
March 2022 to February 2026

3 **MAHSR C5**
Million Safe Working Hours
August 2025 to February 2026

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3 **TWCC, Kanchipuram**
Million Safe Working Hours
September 2021 to February 2026

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3 **120 MW Lower Kopili HEP**
Million Safe Working Hours
July 2025 to February 2026

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2 **Lakhwar Project**
Million Safe Working Hours
January 2025 to February 2026

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2 **Pakaldul HRT – TBM Package**
Million Safe Working Hours
October 2025 to February 2026

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2 **Teesta Project**
Million Safe Working Hours
November 2024 to February 2026

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2 **CMRL EV01**
Million Safe Working Hours
November 2025 to February 2026

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2 **CMRL ECV 02**
Million Safe Working Hours
December 2025 to February 2026

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2 **Orange Gate**
Million Safe Working Hours
November 2025 to February 2026

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1 **Patna UG 08R**
Million Safe Working Hours
December 2023 to February 2026

Transportation Infrastructure IC – Roads, Bridges, & Formations SBG

52 **Delhi International Airport, Phase 3A**
Million Safe Working Hours
April 2019 to February 2026

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27 **Western Dedicated Freight Corridor, CTP 14**
Million Safe Working Hours
November 2020 to February 2026

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19 **Navi Mumbai International Airport**
Million Safe Working Hours
December 2021 to February 2026

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16 **Mumbai–Ahmedabad High-Speed Rail, C06**
Million Safe Working Hours
December 2024 to February 2026

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15 **Mej–Indergarh Expressway, P11**
Million Safe Working Hours
September 2020 to February 2026

14 **Kachchidargah JV – L&T Scope**
Million Safe Working Hours
September 2024 to February 2026

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10 **Pragati Maidan**
Million Safe Working Hours
December 2017 to February 2026

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9 **Veer (Wadpale) to Bhogaon Khurd Section**
Million Safe Working Hours
March 2020 to February 2026

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7 **Dholera SIR**
Million Safe Working Hours
September 2020 to February 2026

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6 **Western Dedicated Freight Corridor, CTP 3R**
Million Safe Working Hours
October 2024 to February 2026

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4 **Visakhapatnam International Airport (MVIAL Project)**
Million Safe Working Hours
March 2025 to February 2026

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4 **Mumbai–Ahmedabad High-Speed Rail, P4(X)**
Million Safe Working Hours
December 2021 to February 2026

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3 **Iswar Gupta Setu**
Million Safe Working Hours
January 2025 to February 2026

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3 **Majirgaon–Palasbari Bridge**
Million Safe Working Hours
April 2025 to February 2026

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3 **Madras Peripheral Ring Road, P03**
Million Safe Working Hours
January 2025 to February 2026

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3 **Meerut–Hapur–Ganga Expressway**
Million Safe Working Hours
April 2025 to February 2026

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3 **Mumbai–Ahmedabad High-Speed Rail, P4 (Y)**
Million Safe Working Hours
August 2024 to February 2026

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2 **Baharagora–Singhara Road**
Million Safe Working Hours
April 2021 to February 2026

Transportation Infrastructure IC – Railways SBG

12 **Delhi–Meerut RRTS Trackworks**
Million Safe Working Hours
December 2020 to February 2026

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11 **Dhaka Metro, CP 07**
Million Safe Working Hours
July 2018 to February 2026

7 **Mumbai–Ahmedabad High-Speed Rail, T3 Trackworks**
Million Safe Working Hours
June 2022 to February 2026

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6 **Western Dedicated Freight Corridor, STP 17**
Million Safe Working Hours
August 2016 to February 2026

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5 **Kanpur–Agra Metro Trackworks**
Million Safe Working Hours
February 2021 to February 2026

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4 **Bhatni–Aunrihar Package 2**
Million Safe Working Hours
June 2021 to February 2026

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2 **Bangalore Metro, Phase 2A & 2B**
Trackworks (T1 & T2)
Million Safe Working Hours
February 2024 to February 2026

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2 **Mumbai–Ahmedabad High-Speed Rail, EW 1**
Million Safe Working Hours
March 2024 to February 2026

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1 **Bhopal Metro Trackworks**
Million Safe Working Hours
January 2023 to February 2026

Power Transmission & Distribution IC

30 **TLTRS/TLT Factory, Pithampur**
Million Safe Working Hours
April 2021 to January 2026

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11 **GTC/735A/2015 – Phase 13 Substations, Qatar**
Million Safe Working Hours
July 2018 to January 2026

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11 **TLTRS/TLT Factory, Kanchipuram**
Million Safe Working Hours
April 2021 to January 2026

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9 **GTC/1069/2022 Substations, S1, S2, S3, & S4 Packages, Qatar**
Million Safe Working Hours
March 2023 to January 2026

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3 **400 kV D/C Barhabise to Kathmandu TL**
Million Safe Working Hours
March 2019 to January 2026

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3 **AADNOC ESTIDAMA Package 2 – 220 kV BABG Modification, 220 kV HGCP New Substation, & 220 kV OHTL**
Million Safe Working Hours
January 2024 to January 2026

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2 **400 kV OHL from 400 kV Shaleem GS to Dhofar GS, Oman**
Million Safe Working Hours
February 2024 to January 2026

220/33 kV GIS and UG Cabling, BMRCL Phase-II
Million Safe Working Hours
March 2019 to January 2026

Main Plant Electrical Works, KKNPP 3 & 4
Million Safe Working Hours
August 2018 to January 2026

230/132 kV ADB-3 Package
Million Safe Working Hours
June 2021 to January 2026

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765 kV BSTL Package 1
Million Safe Working Hours
March 2023 to January 2026

Qapco Electrical Network Upgrade Project, Qatar
Million Safe Working Hours
July 2023 to January 2026

500/230 kV Surat Thani GIS Substation
Million Safe Working Hours
September 2017 to January 2026

Aindar & Shedgum Gas Oil Separation Plant (GOSP), KSA
Million Safe Working Hours
May 2023 to January 2026

400/132 kV Duqm Industrial Grid Station & LILO from Suwayhat–Duqm 400 kV OHL, Oman
Million Safe Working Hours
July 2024 to January 2026

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765 kV BSTL Package 3
Million Safe Working Hours
March 2023 to January 2026

400/132 kV SHUROOQ Substation & Associated Modification Works, UAE
Million Safe Working Hours
March 2024 to January 2026

GTC/950A/2019 OHL Packages, Qatar
Million Safe Working Hours
September 2020 To January 2026

RDSS, Alwar
Million Safe Working Hours
March 2023 to January 2026

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132 kV S/C on D/C Tower Arunachal TL
Million Safe Working Hours
April 2021 to January 2026

UG Cabling, Nepal
Million Safe Working Hours
October 2020 to January 2026

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132 kV TL Associated SS Project at Rahughat and Dadakhet
Million Safe Working Hours
April 2024 to January 2026

380/132 kV Al Nazim BSP, KSA
Million Safe Working Hours
October 2023 to January 2026

500 kV HVDC COA-WOA P-03 Project, KSA
Million Safe Working Hours
September 2024 to January 2026

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765 kV BNTL
Million Safe Working Hours
March 2024 to January 2026

AL Khushaybi BSP #9074, KSA
Million Safe Working Hours
July 2024 to January 2026

RDSS, Jodhpur
Million Safe Working Hours
February 2024 to January 2026

Voltage Conversion Project, Phase-IV (VCN), KSA
Million Safe Working Hours
January 2024 to January 2026

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765 kV GIS Substation, Maheswaram
Million Safe Working Hours
May 2023 to January 2026

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765 kV Khavda SS01 – KPS 2 & 3
Million Safe Working Hours
January 2024 to January 2026

Renewables IC

NEOM Green Hydrogen Project – Solar, KSA
Million Safe Working Hours
September 2022 to February 2026

Amaala Utilities PPP, KSA
Million Safe Working Hours
August 2023 to February 2026

1,800 MW DEWA VI Solar PV, UAE
Million Safe Working Hours
January 2024 to February 2026

NEOM Green Hydrogen Project – Wind, KSA
Million Safe Working Hours
January 2024 to February 2026

1,425 MW Al Kahfah Solar PV IPP, KSA
Million Safe Working Hours
July 2023 to February 2026

2,000 MW Al Muwayh Solar PV IPP, KSA
Million Safe Working Hours
July 2024 to February 2026

1.8 GWp Sudair Solar PV IPP, KSA
Million Safe Working Hours
May 2021 to February 2026

2,000 MW Ar Rass-2 Solar PV IPP, KSA
Million Safe Working Hours
August 2023 to February 2026

1,500 MW Al Khushaybi Solar PV IPP, KSA
Million Safe Working Hours
July 2024 to February 2026

2 **Samarkand Projects, Uzbekistan**
Million Safe Working Hours
January 2025 to February 2026

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2 **185 MW Solar + 254 MWh BESS, BSPGCL, Bihar**
Million Safe Working Hours
September 2024 to February 2026

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2 **245 MW NTPC Solar PV, Nokh, Rajasthan**
Million Safe Working Hours
April 2022 to February 2026

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2 **120 MW GMP + 56 MW FSP, NTPC, Ramagundam**
Million Safe Working Hours
April 2024 to February 2026

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1 **3,000 MW Al Humaij Solar PV IPP, KSA**
Million Safe Working Hours
October 2025 to February 2026

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1 **3,000 MW Al Bisha Solar PV IPP, KSA**
Million Safe Working Hours
October 2025 to February 2026

International Water & Effluent Treatment SBG

7 **Integrated Industrial ETP, Qatar**
Million Safe Working Hours
January 2021to February 2026

2 **Rujewa WSS, Tanzania**
Million Safe Working Hours
April 2023 to February 2026

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1 **300 MLD Ras Mohaisen UJV, KSA**
Million Safe Working Hours
November 2025 to February 2026

Domestic Water & Effluent Treatment SBG

21 **Khatan Water Supply Scheme**
Million Safe Working Hours
September 2020 to February 2026

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19 **Mandya Rural Water Supply**
Million Safe Working Hours
November 2022 to February 2026

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18 **ISP – Kalisindh Ph I Micro Lift Irrigation Scheme**
Million Safe Working Hours
May 2018 to February 2026

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14 **Satna Multi-Village Rural Water Supply Scheme**
Million Safe Working Hours
August 2018 to February 2026

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12 **Keonjhar-III Water Supply Project**
Million Safe Working Hours
December 2019 to February 2026

11 **Rajghat Multi-Village Scheme**
Million Safe Working Hours
January 2021 to February 2026

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10 **ISP – Parwati Phase I & II Micro Lift Irrigation Scheme**
Million Safe Working Hours
May 2018 to February 2026

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10 **Keonjhar Water Supply Project**
Million Safe Working Hours
February 2019 to February 2026

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10 **Operation and Maintenance for Adilabad Project**
Million Safe Working Hours
April 2019 to February 2026

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9 **Amritsar Bulk Water Supply Scheme**
Million Safe Working Hours
March 2021 to February 2026

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9 **Payli Multi-Village Rural Water Supply Scheme**
Million Safe Working Hours
January 2019 to February 2026

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9 **Dholera SIR**
Million Safe Working Hours
February 2016 to February 2026

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8 **Operation and Maintenance for Khammam Project**
Million Safe Working Hours
April 2019 to February 2026

8 **BDA NPKL Package 1**
Million Safe Working Hours
January 2018 to February 2026

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8 **HRRL Water Block Package**
Million Safe Working Hours
September 2020 to February 2026

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8 **Kundaliya Multi-Village Rural Water Supply Scheme**
Million Safe Working Hours
August 2018 to February 2026

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8 **Integrated WS & WW, Sri Ganganagar Project (DB)**
Million Safe Working Hours
January 2017 to February 2026

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8 **Boudh Water Supply Project**
Million Safe Working Hours
March 2019 to February 2026

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7 **Mayurbhanj Water Supply Project**
Million Safe Working Hours
February 2019 to February 2026

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7 **Pune Elevated Storage Reservoir & Ground Storage Reservoir**
Million Safe Working Hours
August 2016 to February 2026

Water Supply Scheme to Erode Corporation
Million Safe Working Hours
July 2017 to February 2026

24×7 Belagavi DB
Million Safe Working Hours
April 2020 to February 2026

Kendrapda Water Supply Project
Million Safe Working Hours
June 2018 to February 2026

Operation and Maintenance for 24×7 Belagavi DB
Million Safe Working Hours
April 2020 to February 2026

Rehab Works at Colombo
Million Safe Working Hours
March 2015 to February 2026

Parwati – Phase III & IV
Million Safe Working Hours
February 2020 to February 2026

Cuttack Water Supply Project
Million Safe Working Hours
March 2018 to February 2026

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477 MLD Water Treatment Plant, Chandrawal Package 1
Million Safe Working Hours
June 2019 to February 2026

RODM with ZLD, CPU Package for LUPECH Project of IOCL Gujarat Refinery
Million Safe Working Hours
November 2022 to February 2026

Jharsuguda Water Supply Project
Million Safe Working Hours
August 2019 to February 2026

Operation and Maintenance for 24×7 Kalaburagi
Million Safe Working Hours
April 2020 to February 2026

Water Supply Project to Bargarh District
Million Safe Working Hours
December 2020 to February 2026

24×7 Kalaburagi DB
Million Safe Working Hours
April 2020 to February 2026

Madikheda Multi-Village Scheme
Million Safe Working Hours
January 2021 to February 2026

Dharwad Rural Water Supply
Million Safe Working Hours
March 2022 to February 2026

Patiala Water Supply Project
Million Safe Working Hours
October 2020 to February 2026

Jalandhar Water Supply Project
Million Safe Working Hours
September 2020 to February 2026

Gonda Tubewell Scheme, Package 1
Million Safe Working Hours
July 2021 to February 2026

RWTP, DM, CPU, ETP with ZLD & STP at Talcher, Odisha
Million Safe Working Hours
January 2022 to February 2026

Ranchi Urban Water Supply Scheme
Million Safe Working Hours
November 2014 to February 2026

Sone–Kanhar Garhwa Lift Irrigation Scheme
Million Safe Working Hours
March 2019 to February 2026

Seoni Multi-Village Water Supply Scheme
Million Safe Working Hours
January 2018 to February 2026

Hazaribagh Urban Water Supply & Sanitation
Million Safe Working Hours
November 2018 to February 2026

Tiruchirappalli Underground Sewerage Scheme, Phase III
Million Safe Working Hours
May 2020 to February 2026

Vellore Phase-III
Million Safe Working Hours
March 2019 to February 2026

Medinipur Drinking Water Supply Project
Million Safe Working Hours
September 2019 to February 2026

Tirunelveli Underground Sewerage Scheme, Phase II
Million Safe Working Hours
July 2018 to February 2026

Parasi & Belawadh Water Supply Scheme
Million Safe Working Hours
June 2020 to February 2026

Gond Devsar
Million Safe Working Hours
January 2021 to February 2026

NMDC Slurry Pipeline
Million Safe Working Hours
January 2021 to February 2026

Mejhia Distribution
Million Safe Working Hours
April 2019 to February 2026

Construction of Sewers for Bhubaneswar
Million Safe Working Hours
December 2019 to February 2026

BWSSB CP26 – K&C Valley
Million Safe Working Hours
June 2021 to February 2026

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20 MLD Common Effluent Treatment Plant, Dholera
Million Safe Working Hours
March 2018 to February 2026

Cuttack Sewerage Scheme, Phase 2
Million Safe Working Hours
March 2014 to February 2026

Prayagraj Tubewell Scheme, Package 6
Million Safe Working Hours
December 2021 to February 2026

Agar Malwa Multi-Village Scheme
Million Safe Working Hours
January 2021 to February 2026

CP-09 City Trunk Main along Eastern Route
Million Safe Working Hours
December 2019 to February 2026

Bandra Wastewater Treatment Facility
Million Safe Working Hours
July 2022 to February 2026

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50 MGD Water Treatment Plant, Dwarka
Million Safe Working Hours
July 2021 to February 2026

Operation and Maintenance for Bhagirathi Project
Million Safe Working Hours
August 2014 to February 2026

Varanasi Tubewell Scheme, Package 1
Million Safe Working Hours
July 2021 to February 2026

Dungarpur Water Supply Project, Package 01
Million Safe Working Hours
September 2018 to February 2026

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100 MLD Desalination Plant, Gujarat
Million Safe Working Hours
December 2019 to February 2026

Combined Water Supply Scheme to Sivagangai, Package III
Million Safe Working Hours
February 2021 to February 2026

Integrated Water Supply and Sewerage Works, Sirohi
Million Safe Working Hours
June 2020 to February 2026

Bankura–Indpur Rural Water Supply
Million Safe Working Hours
April 2019 to February 2026

Kirari Sewerage & Sewage Pumping Stations
Million Safe Working Hours
December 2020 to February 2026

Sewerage Network at Kuchaman
Million Safe Working Hours
May 2021 to February 2026

Tapi–Karjan LIS
Million Safe Working Hours
September 2020 to February 2026

Water Supply Project to Khordha District
Million Safe Working Hours
April 2021 to February 2026

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2 Nos. Individual Mini Protected Water Supply Schemes – Harbhanga Block of Boudh District
Million Safe Working Hours
November 2021 to February 2026

Medinipur Intake & Water Treatment Plant
Million Safe Working Hours
December 2019 to February 2026

Integrated Water Supply Sewerage Work, Sardarshahar
Million Safe Working Hours
June 2020 to February 2026

Effluent Treatment Plant for Numaligarh Refinery
Million Safe Working Hours
April 2022 to February 2026

Varanasi Tubewell Scheme, Package 2
Million Safe Working Hours
August 2021 to February 2026

Ballia Water Supply Scheme
Million Safe Working Hours
July 2023 to February 2026

Bankura–Taldangra Rural Water Supply
Million Safe Working Hours
April 2019 to February 2026

Bharatpur–Gangapur–Hindaun Sewerage Project
Million Safe Working Hours
April 2017 to February 2026

Masalia–Ranishwar Lift Irrigation Scheme
Million Safe Working Hours
May 2022 to February 2026

Prayagraj Tubewell Scheme, Package 3
Million Safe Working Hours
December 2021 to February 2026

Gurmura & Panari Water Supply Scheme
Million Safe Working Hours
November 2020 to February 2026

Amawar Water Supply Scheme
Million Safe Working Hours
November 2020 to February 2026

Firozabad Package-2
Million Safe Working Hours
July 2023 to February 2026

Ganjam Water Supply Project
Million Safe Working Hours
July 2023 to February 2026

Lower Suktel UGPL Irrigation Project
Million Safe Working Hours
September 2022 to February 2026

Micro Lift Irrigation Project, Cluster IV
Million Safe Working Hours
March 2019 to February 2026

Gonda Tubewell Scheme, Package 2
Million Safe Working Hours
August 2021 to February 2026

Varanasi Tubewell Scheme, Package 4
Million Safe Working Hours
December 2021 to February 2026

Parallel Carrier System to RGLC (RGLC Phase-III)
Million Safe Working Hours
May 2022 to February 2026

Rural Piped Water Scheme to Aul & Rajkanika, Kendrapada District
Million Safe Working Hours
April 2021 to February 2026

Shravasti Tubewell Scheme, Package 2
Million Safe Working Hours
December 2021 to February 2026

Shravasti Tubewell Scheme, Package 1
Million Safe Working Hours
December 2021 to February 2026

Mejhia Intake & Water Treatment Plant
Million Safe Working Hours
March 2019 to February 2026

Dhanbad 2 Water Supply Project
Million Safe Working Hours
October 2019 to February 2026

Navda to Chavand Bulk Pipeline Project
Million Safe Working Hours
October 2020 to February 2026

Sewerage Works at Ratangarh
Million Safe Working Hours
June 2020 to February 2026

Pune 24×7 Package 3
Million Safe Working Hours
February 2018 to February 2026

EPC Work for Northern Link Pipeline Project
Million Safe Working Hours
October 2022 to February 2026

Water Supply Project to Jagatsinghpur District
Million Safe Working Hours
August 2022 to February 2026

Sitapur Tubewell Scheme
Million Safe Working Hours
July 2021 to February 2026

Sitapur Tubewell Scheme, Package 2
Million Safe Working Hours
August 2021 to February 2026

Balrampur Tubewell Scheme, Package 1
Million Safe Working Hours
December 2021 to February 2026

Pune 24×7 Package 5
Million Safe Working Hours
February 2018 to February 2026

Gwalior Smart City
Million Safe Working Hours
January 2021 to February 2026

Prayagraj Tubewell Scheme, Package 4
Million Safe Working Hours
December 2021 to February 2026

24×7 Water Supply to Tumakuru City
Million Safe Working Hours
July 2016 to February 2026

Ferozepur–Fazilka Water Supply Scheme
Million Safe Working Hours
February 2022 to February 2026

Prayagraj Tubewell Scheme, Package 2
Million Safe Working Hours
September 2021 to February 2026

Sewerage Works at Ladnu
Million Safe Working Hours
May 2021 to February 2026

Operation and Maintenance for Moradabad Sewerage Scheme
Million Safe Working Hours
November 2013 to February 2026

Sitapur Tubewell Scheme, Package 5
Million Safe Working Hours
February 2023 to February 2026

CP-13
Million Safe Working Hours
October 2020 to February 2026

Micro Lift Irrigation Project, Cluster XIX
Million Safe Working Hours
June 2022 to February 2026

Prayagraj Tubewell Scheme, Package 5
Million Safe Working Hours
September 2023 to February 2026

Fazilka Water Supply Scheme
Million Safe Working Hours
February 2022 to February 2026

Sewerage Network at Makrana
Million Safe Working Hours
May 2021 to February 2026

Pune 24×7 Package 2
Million Safe Working Hours
February 2018 to February 2026

Pune 24×7 Package 6
Million Safe Working Hours
February 2018 to February 2026

Balrampur Tubewell Scheme, Package 3
Million Safe Working Hours
February 2023 to February 2026

Operation and Maintenance for Bhatapara Sewer Network & Treatment Facility
Million Safe Working Hours
August 2016 to February 2026

Gunjawani Lift Irrigation Scheme
Million Safe Working Hours
September 2019 to February 2026

Balrampur Tubewell Scheme, Package 2
Million Safe Working Hours
December 2021 to February 2026

Cuddalore Phase I
Million Safe Working Hours
March 2023 to February 2026

Operation and Maintenance for Ratangarh–Sujangarh Water Supply Project
Million Safe Working Hours
August 2017 to February 2026

Ghazipur Tubewell Scheme
Million Safe Working Hours
August 2021 to February 2026

Rengali Right Irrigation Project, Phase I
Million Safe Working Hours
August 2022 to February 2026

Ghazipur Tubewell Project, Package 2
Million Safe Working Hours
December 2021 to February 2026

Buildings & Factories IC

Navi Mumbai Airport
Million Safe Working Hours
June 2024 to February 2026

The Prestige City, Bengaluru
Million Safe Working Hours
January 2022 to February 2026

SCB Medical Expansion, Cuttack
Million Safe Working Hours
February 2022 to February 2026

CIDCO, Taloja
Million Safe Working Hours
November 2019 to February 2026

CAPFIMS, Delhi
Million Safe Working Hours
July 2019 to February 2026

Development at Ayodhya
Million Safe Working Hours
September 2020 to February 2026

Prestige Park Grove
Million Safe Working Hours
November 2023 to February 2026

Bhogapuram Airport
Million Safe Working Hours
December 2023 to February 2026

RLS, Nashik
Million Safe Working Hours
December 2022 to February 2026

Piramal Aranya, Mumbai
Million Safe Working Hours
September 2016 to February 2026

Prestige Cosmos, Mumbai
Million Safe Working Hours
November 2021 to February 2026

MSIL, Sonipat
Million Safe Working Hours
November 2022 to February 2026

IKEA GMP Package, Phase 2
Million Safe Working Hours
October 2022 to February 2026

MMCH, Kalapahar
Million Safe Working Hours
February 2022 to February 2026

Kiran Nadar Museum of Art, Delhi
Million Safe Working Hours
February 2024 to February 2026

MAHSR C4 Stations and Depot
Million Safe Working Hours
April 2021 to February 2026

MLCP & AC for Allahabad High Court
Million Safe Working Hours
October 2021 to February 2026

MHADA Rehab Tower, Naigaon, Mumbai
Million Safe Working Hours
April 2022 to February 2026

10 **Super Speciality Hospital, Warangal**
Million Safe Working Hours
June 2022 to February 2026

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9 **CIDCO, Kharkopar**
Million Safe Working Hours
October 2023 to February 2026

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9 **CIDCO, Navade**
Million Safe Working Hours
April 2024 to February 2026

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9 **Prestige 101, BKC, Mumbai**
Million Safe Working Hours
April 2022 to February 2026

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9 **Redevelopment of PMCH, Patna**
Million Safe Working Hours
November 2024 to February 2026

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9 **Semiconductor Fab Facility at Dholera**
Million Safe Working Hours
November 2024 to February 2026

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8 **AIIMS, Rewari**
Million Safe Working Hours
March 2024 to February 2026

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8 **Medical College at Jind, Haryana**
Million Safe Working Hours
February 2021 to February 2026

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8 **Phoenix H-10, Hyderabad**
Million Safe Working Hours
October 2021 to February 2026

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8 **LTR Powai Ph 3A & B, Mumbai**
Million Safe Working Hours
July 2022 to February 2026

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8 **AIIMS, Madurai**
Million Safe Working Hours
June 2024 to February 2026

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7 **RNSEL Glass Factory, Jamnagar**
Million Safe Working Hours
July 2025 to February 2026

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7 **Exide Energy Solutions Limited**
Million Safe Working Hours
April 2023 to February 2026

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7 **Govt. Medical College and Hospital, Dumka**
Million Safe Working Hours
March 2021 to February 2026

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7 **The Prestige Mumbai – Towers A, B, & C**
Million Safe Working Hours
August 2023 to February 2026

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7 **Asian Paints (Polymer), Dahej**
Million Safe Working Hours
March 2024 to February 2026

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7 **Prestige Lavender Fields, Bengaluru**
Million Safe Working Hours
April 2023 to February 2026

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7 **Grasim Paints, Kharagpur**
Million Safe Working Hours
July 2023 to February 2026

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6 **L&T Commercial Towers, Mumbai**
Million Safe Working Hours
June 2023 to February 2026

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6 **MAHSR D2**
Million Safe Working Hours
June 2023 to February 2026

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6 **Common Secretariat – Buildings 1, 2, & 3**
Million Safe Working Hours
August 2025 to February 2026

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6 **C- 65 Commercial Tower Main Package Works, Mumbai**
Million Safe Working Hours
November 2023 to February 2026

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6 **Toyota Kirloskar, Bidadi**
Million Safe Working Hours
August 2024 to February 2026

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5 **Equinix MB3 Data Centre, Mumbai**
Million Safe Working Hours
January 2023 to February 2026

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5 **Dr. Balabhai Nanavati Hospital, Mumbai**
Million Safe Working Hours
February 2023 to February 2026

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5 **Phoenix P25 Triton, Hyderabad**
Million Safe Working Hours
March 2023 to February 2026

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5 **MAHSR C6 Stations & Depot**
Million Safe Working Hours
February 2021 to February 2026

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5 **Oberoi Thane, Kolshet Road**
Million Safe Working Hours
June 2023 to February 2026

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5 **Raheja Building No. 1 – Mind Space, Hyderabad**
Million Safe Working Hours
October 2023 to February 2026

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5 **TSAT project, Jagiroad, Assam**
Million Safe Working Hours
November 2024 to February 2026

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5 **Technology Centre 4, Chennai**
Million Safe Working Hours
February 2023 to February 2026

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5 **GSMST, IIT Kanpur**
Million Safe Working Hours
October 2023 to February 2026

Minerals & Metals IC

31 **Alumina Refinery Expansion Work, VL, Lanjigarh**
Million Safe Working Hours
April 2022 to March 2026

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27 **Steel Melting Shop #4, JVML, Ballari**
Million Safe Working Hours
January 2023 to February 2026

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19 **Kansbahal Works**
Million Safe Working Hours
January 2019 to February 2026

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18 **SMP #3, AMNS, Hazira**
Million Safe Working Hours
February 2025 to February 2026

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18 **Fabrication Yard, AMNS, Hazira**
Million Safe Working Hours
December 2023 to February 2026

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16 **New Fabrication Yard, Kansbahal**
Million Safe Working Hours
April 2016 to February 2026

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15 **EWL, Kanchipuram**
Million Safe Working Hours
October 2020 to February 2026

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14 **Coal Handling Plant, NCL Dudhichua OCP**
Million Safe Working Hours
March 2021 to February 2026

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12 **Steel Melting Shop, TSL, Kalinganagar**
Million Safe Working Hours
January 2022 to February 2026

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11 **FRP (Phase-II), Aditya Aluminium, Lapanga**
Million Safe Working Hours
August 2022 to March 2026

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10 **2 MTPA Pellet Plant, NMDC, Nagarnar**
Million Safe Working Hours
July 2020 to February 2026

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8 **6 MTPA Iron Ore Slurry Preparation Plant, AMNS, Sagasahi**
Million Safe Working Hours
September 2022 to February 2026

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8 **PAP & DAP Projects, HZL, Chanderiya**
Million Safe Working Hours
May 2023 to February 2026

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7 **Blast Furnace #2, AMNS, Hazira**
Million Safe Working Hours
October 2025 to February 2026

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6 **Blast Furnace #3, AMNS, Hazira**
Million Safe Working Hours
June 2025 to February 2026

6 **Coal Handling Plant (Part-A), NTPC, Kerandari**
Million Safe Working Hours
October 2019 to February 2026

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6 **Blast Furnace #3 Upgradation, JVML, Ballari**
Million Safe Working Hours
January 2025 to February 2026

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5 **Roaster #6, HZL, Debari**
Million Safe Working Hours
January 2024 to March 2026

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4 **Pellet Plant, JSWUSL, Paradeep**
Million Safe Working Hours
Jan 2025 to February 2026

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4 **12 MPTA Dry Circuit System, NMDC, Kirandul**
Million Safe Working Hours
March 2024 to February 2026

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4 **Blast Furnace #3, JSW, Dolvi**
Million Safe Working Hours
September 2025 to February 2026

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3 **Basic Oxygen Furnace #3, JSW, Dolvi**
Million Safe Working Hours
April 2024 to February 2026

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2 **0.85 MTPA, Aditya Alumina Refinary, Kansariguda**
Million Safe Working Hours
March 2025 to February 2026

2 **FRP (Phase-II), Aditya Aluminium, Hirakud**
Million Safe Working Hours
August 2022 to March 2026

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1 **Coke Oven Battery #7, RSP, Rourkela**
Million Safe Working Hours
December 2024 to February 2026

L&T GeoStructure

4 **RVNL, Chennai**
Million Safe Working Hours
October 2025 to March 2026

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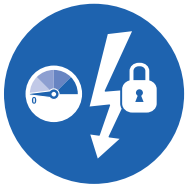
2 **TCL Mithapur, Gujarat**
Million Safe Working Hours
August 2025 to February 2026

Fit for Duty

Risk Management

Work Authorization

Driving



Energy Isolation

L&T's 11 Life Saving Rules

#JUSTLEAP

Confined Space

Hot Work

Line of Fire

Safe Lifting

Working at Height

Bypassing Safety Controls

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