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DON'T LIMIT
YOUR CHALLENGES

**CHALLENGE
YOUR LIMITS**

NCC

SHRADHANJALI



NCC family offers
its tribute to the braveheart

GENERAL BIPIN RAWAT

Chief of Defence Staff
of Indian Armed forces.

General Bipin Rawat took over the reins of the Indian Army on December 17, 2016, as the 27th Chief of Army Staff (COAS).

He was appointed the first tri-service chief with effect from December 30, 2019, after the government announced the creation of the Chief of Defence Staff (CDS) post.

Born in Pauri, Uttarakhand on March 16, 1958, his family had been serving in the Indian Army for multiple generations.

An alumnus of the National Defence Academy (NDA) and the Indian Military Academy (IMA), General Rawat was commissioned into the Indian Army in December 1978. He was also a part of the United Nations Peacekeeping Force.

He was instrumental in reducing militancy in the Northeast.

He was also part of the planning for the 2016 surgical strikes, in which the Indian Army went across the Line of Control into Pakistan-occupied Kashmir.

With vast experience in operations across a wide spectrum of conflict and terrain profiles, General Rawat commanded an infantry battalion, along the Line of Actual Control in the Eastern Sector, a Rashtriya Rifles Sector, an Infantry Division in the Kashmir Valley and a Corps in the North East.

During his service, General Rawat had been decorated with the Param Vishisht Seva Medal, Uttam Yudh Seva Medal, Ati Vishisht Seva Medal, Vishisht Seva Medal, Yudh Seva Medal, and Sena Medal.

His death is a great loss to the nation.

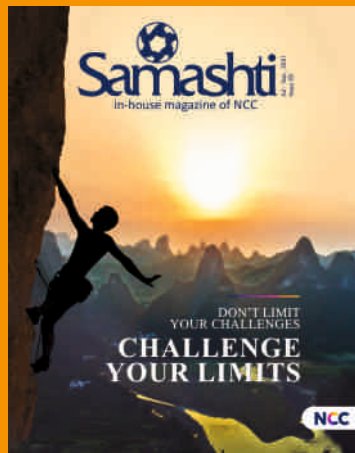
MAY HIS ATMA ATTAIN MOKSHA.

COVER STORY

A limitation only arises if you impose them upon yourself within your mind. Many limit themselves to what they can accomplish in the world because they are not aware. Almost all limitations are self-imposed. Don't limit your challenge sphere but challenge your limit graph. You will never know your limits unless you force yourself to them. The only way to discover the limits of the possible is to venture a little way past them into the impossible heights.

Everyone does have dreams and goals but very few persons actually achieve them as the majority of us let our limits hold us back all way.

Somewhere you have to overcome the desire to give up. This can be achieved by looking up to someone whose resilience you praise most such as your role model, a movie star, your parents, or your mentor. You do find yourself holding on for longer, train your head to become more optimistic, and eventually become strong enough to overcome your limit shot.



INSIDE

From the Managing Director's Desk	03
Associate Director Writes	04
Learning & Development (L&D)	06
HR Desk	07
HR Roundup	09
Happenings	15
EHS Happenings	19
Major Orders Received	20
Financial Highlights 2021-21	22
Site Watch	24
Health Matters	25
Your Page	26
Cookery Corner	31
Click... Click...	32
Cartoon Corner	32
Kids Corner	32
Guest Contribution	33
Made for Each Other	34
Many Many Happy Returns...	34
Chief Editor Writes	35

FROM THE MANAGING DIRECTOR'S DESK



Improvement in the Covid-19 situation and quicker rate of vaccinations have paved the way for economic activity to return to normal, leading to a rapid revival in the services sector and manufacturing activity. One of the biggest indicators of positive growth momentum is the improvement in business activity.

Dear Colleagues

It is good news that there is a momentum in the economic activity in the country. Nine organised sectors of the economy appear to have weathered the COVID second wave well, employing 3.08 crore in the April-June quarter, which is 29 per cent higher than the 2.37 crore people they had on their rolls in 2013-14 (according to the sixth economic census). India's economy has recovered swiftly after the second wave of the Covid-19 pandemic and data suggests that growth will be faster in the upcoming quarters, especially during the festive season.

Improvement in the Covid-19 situation and quicker rate of vaccinations have paved the way for economic activity to return to normal, leading to a rapid revival in the services sector and manufacturing activity. One of the biggest indicators of positive growth momentum is the improvement in business activity.

Consumer activity has improved substantially over the past few months which is a positive indicator for businesses ahead of the festive season. Higher bank credit is also an indication that more people are willing to spend more in the coming quarters. While these key indicators suggest that the country's economy is recovering swiftly, there are several challenges that remain including high levels of unemployment, fear of a possible third wave and growing income inequality.

Coming to quarterly results of NCC, on a consolidated basis, the company has reported a turnover of ₹2083.21 crore (including other income) in the first quarter of Fy-22 as against ₹1328.71 crore in the corresponding quarter of the previous year, resulting an increase of 57% in turnover. The company has reported EBIDTA of ₹211.25 crore and a net profit attributable to shareholders of the company of ₹49.95 Crore as against ₹124.82 crore and ₹15.68 crore respectively reported in the corresponding quarter of previous year, resulting in an increase of 69% in EBIDTA.

In the first quarter of 2021-22, the Company has secured orders aggregating to ₹3171 crore (including change in scope) and the order book stood at ₹39087 crore as on 30.06.2021.

Stay healthy. Stay safe. Follow all COVID-19 protocols diligently.

Best Wishes

(A Ranga Raju)



Mr. RS RAJU
Associate Director (F&A)

GST ON EXPORT OF GOODS AND SERVICES

Export of Goods

As per Section 2(5) of the IGST Act Export of Goods means taking goods out of India to a place outside India. To qualify supply as export of goods, the only condition is that goods must move from India to outside the country. If goods are supplied within India against the order received from a person residing in foreign, such supply shall not be treated as export of goods.

Export of Services

As per 2(6) of the IGST Act "Export of Services" means the supply of any service when, -

1. The supplier of service is located in India;
2. The recipient of service is located outside India;
3. The place of service is outside India;
4. The payment for such service has been received by the supplier of service in convertible foreign exchange; or in Indian rupees wherever permitted by RBI, and
5. The supplier of service and the recipient of service are not merely establishments of a distinct person if place of supply is out of India.

Zero Rated Supply

As per Section 16(1) of IGST Act "zero-rated supply" means any of the following supplies of goods or services or both, namely -

- (a) Export of goods or services or both; or
- (b) Supply of goods or services or both to a Special Economic Zone developer or a Special Economic Zone unit.

Zero-rated supply does not mean that the goods and services have a tariff rate of '0%' but the recipient to whom the supply is made is entitled to pay '0%' GST to the supplier.

Documents Required for Export

The list of documents required to complete the Export Supply in GST is given in the below table:

DOCUMENT	DESCRIPTION
1. Import-Export Code (IEC)	IEC is a 10 digit Identification Code issued by DGFT to import or export goods or services.
2. Purchase Order or Service Agreement as case may be	A Purchase Order is an official document sent by the buyer to the exporter to confirm the description of goods, payment terms, delivery terms, etc.
3. Export Invoice	An Export Invoice is a billing document issued by the exporter which contains the same information as a GST invoice with certain additional information.
4. Bond/LUT in case of Export without payment of IGST	A Bond or Letter of Undertaking is a document filed by export to get exemption from IGST payment on exports.
5. Shipping Bill in case of Export of Goods	A Shipping Bill is a document filed by the Exporter with customs to move goods out of a country.
6. Bank Realization Certificate (BRC) or Foreign Inward Remittance in case of Export of Services	BRC is a confirmation letter issued by banks to confirm that exporter has received payment against exports.

Export Invoice

An Export Invoice is a billing document issued by the exporter which contains the same information as a GST compliant invoice with the following additional information.

- Compulsory mention that "Export on payment of IGST" or "Export under Bond/LUT without payment of IGST"
- Name and Billing Address of the Recipient
- Shipping Address of the Recipient (if the Billing Address and Shipping Address are not the same)
- Shipping Bill details
- Conversion rate from Indian Currency to Foreign Currency
- The Total Value of the invoice both in terms of Indian Currency as well as the Foreign Currency

Exports of goods and services to Nepal and Bhutan and supplies to SEZ is 'export' even if payment is received in Indian rupees

Refund Claim under Export

In case GST is required to be paid on export supplies, any of the following two options can be exercised to claim GST refund-

- **Option 1:** Pay Integrated GST on the export of goods or services and later claim a refund of GST paid.
- **Option 2:** Export goods or services under Bond or Letter of Undertaking without paying IGST and claim a refund of the accumulated input tax credit.

List of documents required for claiming refund –

1. Copy of return evidencing payment of duty
2. Copy of invoice
3. Document proving that the burden of paying tax has not been passed on (CA certification or self-certification).
4. Any other document required by the government.

Procedure for Export of the Goods / Services under a Letter of Undertaking

1. The exporter is required to execute a bond or Letter of Undertaking, prior to exports, binding him to
 - (a) pay tax with interest, within 15 days after three months from date of issue of invoice, if goods are not exported. This

period can be extended by Commissioner.

(b) 15 days after expiry of one year or such further period as may be allowed by Commissioner, from date of issue of invoice for export, if payment is not received by the exporter in convertible foreign exchange or in Indian Rupees, where permitted by RBI.

(2) The details of the export invoices contained in FORM GSTR-1 furnished on the common portal shall be electronically transmitted to the system designated by Customs and a confirmation that the goods covered by the said invoices have been exported out of India shall be electronically transmitted to the common portal.

All exporters registered under GST can export goods or services without payment of IGST, on execution of LUT, except those who have been prosecuted for offence under any law where tax evade exceeds Rs 250 lakhs. The LUT is valid for whole financial year. LUT/bond is to be submitted to the concerned Central/ State Tax Authority having jurisdiction over the taxable person will be accepted by Deputy/Assistant Commissioner within three working days. If the LUT/bond is not accepted within three working days, it will be deemed to have been accepted.

Running bond is required to be maintained. The bond amount should cover amount of self assessed estimated tax liability on export. If bond amount is not sufficient, fresh bond should be executed.

LUT can be on letter head of exporter with signature and seal of authorised person. LUT shall be valid for twelve months. If the exporter fails to comply with the conditions of the LUT he may be asked to furnish a bond.

The Bond/LUT shall be accepted by the jurisdictional Deputy / Assistant Commissioner having jurisdiction over the principal place of business of the exporter. The exporter is at liberty to furnish the bond/LUT before Central Tax Authority or State Tax Authority. However, if in a State, the Commissioner of State Tax so directs, by general instruction, to exporter, the Bond/LUT in all cases be accepted by Central tax officer till such time the said administrative mechanism is implemented. Bond or LUT should be accepted in maximum three working days.

Declaration about non-prosecution is already filed with LUT. Hence, further Self-Declaration about non-prosecution is not required with every refund claim.

Refund of input tax credit will be permissible even if export is made after three months. It is

not necessary to pay IGST and claim refund of IGST. Extension of three months period can be given by jurisdictional Commissioner on ex post facto basis keeping in view the facts and circumstances of each case. This principle applies in case of export of service also.

The LUT shall be deemed to have been accepted as soon as an acknowledgement reference number (ARN) is generated online. Any physical document is not required to be submitted. If it is later found that the exporter was not eligible to submit LUT, the LUT shall be deemed to have been rejected ab initio.

Deemed Exports

Supply of goods notified under section 147 of the CGST Act shall be treated as deemed exports. Such supplies shall be deemed as exports even goods do not actually move outside India. The intent, behind making specified supplies as deemed exports, is to reduce imports and outflow of foreign exchange from India. Conditions to qualify supply as deemed exports-

- Supply must be notified under section 147 of the CGST Act
- Goods must be manufactured in India
- Supply of goods only (not services)
- Supply must be done within India
- Consideration can be received either in Indian currency or foreign convertible currency

Notification No. 48/2017 – Central Tax dt 18-10-2017 has notified the following category of supply as deemed exports:

- Supply of goods against Advance Authorization
- Supply of Capital goods to Export Promotion Capital Goods Authorization (EPCG)
- Supply of Goods to Export Oriented Unit (EOU)
- Supply of gold by a bank or Public Sector Undertaking against Advance Authorization

Inter-State Supply of Goods for Export purpose

Exempts the inter-State supply of taxable goods by a registered supplier to a registered recipient for export, from so much of the IGST leviable thereon under section 5 of the Integrated Good and Services Tax Act, 2017 (13 of 2017), as is in excess of the

amount calculated at the rate of 0.1 per cent subject to fulfillment of the following important conditions, namely -

- (i) The registered supplier shall supply the goods to the registered recipient on a tax invoice;
- (ii) The registered recipient shall export the said goods within a period of ninety days from the date of issue of a tax invoice by the registered supplier;
- (iii) The registered recipient shall indicate the GSTIN of the registered supplier and the tax invoice number issued by the registered supplier in respect of the said goods in the shipping bill or bill of export, as the case may be.

The manufacturer supplier should supply goods to merchant exporter who should be registered under GSTIN and Export Promotion Council or Commodity Board recognized by Department of Commerce. The merchant exporter should place an order of manufacturer exporter and its copy shall be provided to jurisdictional tax officer of registered supplier. The manufacturer exporter shall clear goods on payment of 0.1% IGST (or 0.05% of CGST plus 0.5% of SGST/UTGST).

Goods should be dispatched directly from place of manufacturer to port, ICD, Airport of Land customs station from where goods are to be exported. Goods can also be sent to a registered warehouse from where goods can be sent to port, ICD, Airport of Land customs station from where goods are to be exported. The goods can be aggregated at the registered warehouse and then sent to port, ICD, Airport of Land customs station from where goods are to be exported. In such case, the merchant exporter shall endorse receipt of goods on the tax invoice and also acknowledgement of receipt of goods in the registered warehouse. These should be provided to the registered supplier as well as to jurisdictional tax officer of such supplier.

After export, the merchant exporter shall provide copy of shipping bill or bill of export containing details of GSTIN of supplier and his tax invoice of manufacturer with proof of filing of export general manifest (EGM) or export report.



“Explain what you learned to someone else - Teaching forces learning”

THE POWER OF PEER LEARNING

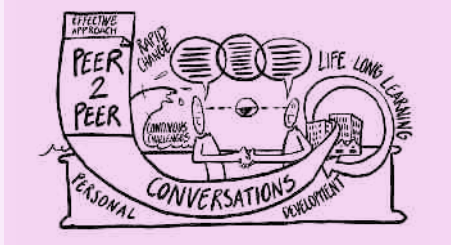
- A Chance for Everyone to Shine



Mr. PVS Ravindra Varma

Sr. General Manager (Human Resource)

Peer-to-peer learning is valuable for many reasons, but one of the most significant is that it **gives employees a chance to shine in front of their colleagues**. Most people appreciate the opportunity to share their knowledge with others, and encouraging peer learning is a way to make this happen.



Peer learning has several benefits to the workplace, such as developing feedback loops, communication skills, professional development, teamwork, making onboarding more efficient, and building a stronger company culture.

The common factor in Peer learning is that knowledge is shared not by an instructor or other person of authority. It's all about people on the same level teaching each other what they know.

Peer learning in the workplace can be both formal and informal. And the combination of both is key to successful learning and development.

Peer-to-peer learning can be a powerful development tool that breaks through some common barriers to skill-building and it taps into the expertise that already exists in the organization within departments / divisions or among.

People learn new skills best in any situation that includes all four stages of what we call the “Learning Loop”: gain knowledge; practice by applying that knowledge; get feedback; and reflect on what has been learned. Peer-to-peer learning encompasses all of these.

To set up a peer-to-peer learning program within project site or within departments or among cross functional teams, focus on building a safe environment where they will be open to constructive feedback, and focus on real-world situations, practical work-related things, so participants can apply the skills they've learned quickly.

When your team wants to learn a new skill, where do they turn first?

Library? Google Search? YouTube Videos? Their company training programs? NO.

According to a recent study conducted, more employees first turn to their Peers (60%) - second only to asking their bosses.

In our own industry

In construction industry, learning takes place through practical engagements and through sharing know-how and experiences with peers. In these interactions between peers, practical concerns are woven into a temporal texture integrating past, present and future. Learning thus draws on its virtuality in terms of binding temporality and practical undertakings together in a coherent, seamless framework.

Let Employees Drive Learning

When you have specific learning and development goals, and if you want employees to engage with the learning process and content, it's good to give them control over what they're learning and how they learn it.

That doesn't mean not putting system in place or letting people teach and learn whatever they want. But you should let employees choose what and how they want to learn whenever possible.

By giving employees more control over the learning process, you not only empower them to make the most of their training, but you also encourage them to be more engaged.

Regardless of where peer-to-peer learning fits into the overall development strategy, letting employees drive it, will increase engagement.

Develop employees as Internal trainers

The company by this time hired experts to fill specific roles and skills gaps. Leverage that

by having them share their specialized knowledge with their colleagues.

Current team members can connect training to organizational goals and challenges better than anyone. They know the company's culture.

An Opportunity for own employees to train, motivates them and it is a better bet than bringing in external trainers. Facilitating training is a chance for them to learn and hone their leadership skills, communication skills and presentation skills. When you ask your employees to train their peers, you don't just show that you value their skills and knowledge, you also invest in Leadership development and growth. It's a way to show appreciation and extend the recognition.

If you have good number of Internal Trainers developed within your project site, you can make your Project Site a great place for learning and inspire other project sites and thus bring a great learning environment across the organisation. Everyone has a role to play.

Peer - to - Peer Learning - the way forward

Peer teaching might be a trend today, but it looks set to be an important **method of learning and development for a long time**. As we learn to let our employees drive some of their own learning through social methods, we continue to see great results. And that's not likely to change.

Encouraging employees to learn from each other is an excellent way to overcome skill shortages and experience gaps.

While skill gaps are 'threatening the future growth of the organization's'. Peer-to-peer learning is becoming the lever for organizational growth. This is in contrast to traditional corporate training programs which are sometimes and ineffective.

5 HABITS TO BECOME SUCCESSFUL PEOPLE / BUSINESS LEADERS



Mr. N Sudhakara Moorthy
SVP (HR)

Dear Colleagues

Successful People Leaders are better Business Leaders. Leaders at all levels help set the tone for their organization. The way one leads has a major impact on both the Employee and Company Performance. The best leaders take an internal approach to their behaviour at workplace and embody the Values of their organization. To help you refine your leadership style and get the most from your people, here are 5 Habits shared by Highly Successful People Leaders and tips for developing them. The Five Habits are - Leading with Empathy, Embracing Change, Acting as a Mentor, Welcoming Different Views, and Encouraging Age-Diverse Hires. The Five Habits and how to develop those skills are enunciated below.

HABIT 1: LEADING WITH EMPATHY

Foster an environment where people feel at ease - removing obstacles in their path for them to perform at their very best. In short, leader's put their peoples' need first, so that people can focus on doing their best work. Show employees that the Company is invested in supporting them so that they are, in turn, willing to invest their time and energy in supporting the Company. If you do not adopt this Habit, Retention and Engagement can suffer [when employees believe their leaders do not care about how they feel].

87% of CEOs' believe a Company's financial performance is tied to Empathy @ Workplace

Actions to Becoming an Empathic Leader

ALWAYS LISTEN

Listening is the single-most critical element of Empathy. The more you listen, the easier it becomes to adapt another person's perspective.

DON'T ASSUME

Demonstrate your commitment to Understanding by Asking Questions, so you avoid making Assumptions. It gives an opportunity for alignment with people by reducing misunderstanding.

BE PRESENT

It's much harder to assess emotions over email, which makes it difficult to respond empathetically. Set up in-person meetings or use videoconferencing to connect with remote members.

Team Leaders must meet regularly with their members on a one-on-one basis to gather feedback and understand how they are feeling. Focus on what they are saying, rather than thinking ahead to how you are going to respond. Executives must show employees that their voices are being heard by circulating frequent updates on what they are doing to improve and why. HoDs must try to connect with employees. Set up virtual Q&A sessions and have employees submit questions before hand.

HABIT 2: EMBRACING CHANGE

The Best leaders are not content, standing still. The World of Work is evolving fast, and leaders are visible proponents of changing with times - encouraging employees to adopt a Change Mindset - a mindset of constant improvement and innovation. This is especially true when it comes to Technology. Leaders who invest in exploring and adapting to new technology set themselves apart as forward-thinking, making it easier to attract and retain great talent.

80% of job seekers say they desire to join a company is highly influenced by the company's use of the latest digital tools

This gives a signal to employees that you value innovation and work with employees to steer the company into the future. Not adopting this habit would cost the company higher attrition, as employees feel the company is using outdated tools and practices.

Actions to Becoming a Leader who Embraces Change

Get Employees Involved

When it comes to fixing broken processes or identifying opportunities, employees in the frontline who work daily know what works and doesn't. make it easy for them to share feedback or propose potential solutions. Celebrate successful solutions to inspire others to get involved.

Encourage experimentation

Change always involves some intensity of risk. Avoid getting comfortable with status-quo by taking calculated risks and encouraging employees to do the same. Give clear direction about how and when employees can act on their own but be forgiving of failure. it is 'Safe to Fail' rather than being 'Fail Safe'.

HABIT 3: ACTING AS A MENTOR

Most successful leaders also recognize that they can't lead forever. Being an effective leader means thinking Long-Term - like Mentoring potential replacements/ Succession Planning. Play an important role in your members' professional development, help them advance in their career. This demonstrates that the leaders and the company are invested in the future of their employees. This enables higher Retention of employees and Institutional knowledge.

63% of millennials feel their leadership skills are not being fully developed by their employers

This makes the employees feel that you care about their professional development and want to help them grow and succeed in your organization. Not adopting this habit, may make the employee feel like they have no future in the company leading more of them to start job hunting.

Actions to Becoming a Leader who Mentors

Identify needed skills

Evaluate proactively, what knowledge and skills are required to sustain your organization in the future, to develop people internally and hire fast the Right candidate from outside.

Prioritize professional development

Help employees plan their career path and empower them to reach the next step by providing professional development support - be it a structured leadership development programme or informal mentorship.

Establish cross-generational mentoring

Help age-diverse teams discover their best selves by supporting cross-generational mentoring to discover future leaders and encourage innovation.

Before you are a leader, success is all about growing yourself! When you become a leader, success is all about growing others
- Jack Welch, Former CEO, General Electric

HABIT 4: WELCOMING DIFFERENT VIEWS

Unity is not 'Sameness', it is 'Complementariness'! Consensus is not necessarily the sign of a harmonious workplace. Often the healthiest companies are the ones where employees feel comfortable speaking up.

Employees who feel their voices are heard are 4.6x more likely to feel empowered to perform their best work

Leaders do not eliminate dissent – they focus on using it to identify better ways of working. They invite employees to share their opinions openly and often. This way leaders can identify and fix potential issues before they escalate. Employees understand that their

opinions are respected and considered before acting. Not adopting this habit, may make employees feel disempowered and struggle to speak up about real issues, resulting in lower morale, higher turnover, and a loss of valuable insights.

Actions to Becoming a Leader who Welcomes Different Views

Seek second opinions

Strengthen your ideas /initiatives by brainstorming with members to tap into a wide range of perspectives. This avoids any blind-spots.

Embrace open-communication policy

Encourage team members to come to you with issues/ideas. Some members may feel less comfortable with face-to-face communication - allow different mediums of communication [email, etc..]

Do not take it Personally

Do not feel any feedback from members as personal to you. It is not about you, it is about making the organization perform better.

Listen to feedback without any bias, even when not agreeable to you. If you feel that any employee voiced their dissent in an unproductive or disrespectful way, privately follow-up. Otherwise, it may lead you to inadvertently discourage others from sharing their perspectives in the future.

HABIT 5: ENCOURAGING AGE-DIVERSE HIRES

Today, four generations make up bulk of the workforce. Prejudice or discrimination in the workforce based on a person's age is still a real thing. Strong leaders see that every generation can bring unique insights and strengths into every role, and those who are tapping into all the skills from this wide-ranging workforce reap benefits. Help your organization become more well-rounded by thinking intentionally about how you structure departments and teams, balancing experience with fresh talent allowing employees to learn from one another

89% of talent professionals say a multigenerational workforce makes a company more successful

Leaders see the potential in employees of all ages and play to their strengths. Not adopting this habit would make employees feel like management undervalues them because of their age, and start looking for employer that would not.

Actions to Becoming a Leader who Hires Diversely

Leave assumptions at the door

Generational stereotypes may cause one to overlook great talent and leave knowledge untapped. Employees may surprise you. The youngest may be the most emotionally mature, and the oldest may be the most innovative.

Promote cross-generational bonding

Employees benefit from the wisdom of others, only through continuous and consistent interaction. Have more conversations with employees outside your sphere, and encourage people of all ages to get to know one another, giving everyone the opportunity to pick up new skills and knowledge.

Team leads must be aware that intergenerational conflicts could happen. They should show respect to everyone on the team, then employees would follow your lead. Executives should create reverse mentorships where they could meet with younger employees to stay up to date on digital skills and generational trends. HoDs must bring employees from different generations together – like pairing older and younger workers up during group training sessions.

It is often said that leaders should always Lead by Example. Employees will follow your lead, so it is up to you to decide what kind of example you want to set. This may vary depending on your company's mission and values. But by developing constructive habits and giving up unhelpful ones, you can ensure you are walking the talk, so your employees are certain of the Right Path to Follow.

** Source: LinkedIn Talent Solutions

Brief about L&D Initiatives

TRAINING PROGRAMS - Jul. - Sep.'2021

Date	Learning Programmes	▼ JUL
01	Rainwater Harvesting	
04	Indian Construction Sector: Trends and Outlook	
04	Symposium on Construction Disputes / Arbitration	
05	Champlain Tower Collapse: Early Observations & Implications	
08	Familiarization of the Microsoft teams & Outlook for AMD Shankarpally	
09	Green Buildings - Healthy Communities	
10	Design and Construction of Underground Structures	
13	Vaccination For Victory - "Role of Corporate in Boosting Vaccination Drive"	
14	Advantages of machine plastering over conventional plastering	
15	Plumbing Webinar on National Building Code of India Standard	
15	Tips and Tricks for Jal Jeevan Mission Projects - Distribution Network design of Multiple Villages in Single Model	
15	Familiarization of the Microsoft teams & Outlook	
16	Safety Awareness, First Aid, Road Safety & Role of Emergency Response Team	
16	Awareness Program on Covid & Precautionary measures	
21	Familiarization of the Microsoft teams & Outlook	
22	Rising Burden of Non-Communicable Diseases in India	
22	Construction Technology Summit - Virtual Event	
23	Building Information Modeling (BIM) in Design, Construction and Operations	
23	Superior Performance for Infrastructure-Gearing up for National Infrastructure Pipeline (NIP) with innovation in Construction equipment	
24	The Impact of BIM in Architecture & Construction Management	
24	How Digital estimation solution is transforming QS efficiency using RIB iTwo CostX	
26	Advances in Construction Engineering	

Date	Learning Programmes	▼ JUL
26	Digitization in Design Phase, Construction Phase & Operations Phase	
27	Application of TBM and NATM in Metro tunneling Operations	
30	Practical Training Session on "Power BI" on 30th & 31st July	
31	Working with High Performing Concrete at Project	
31	Mine Block Auctions - What to expect from Second Phase	

Date	Learning Programmes	▼ AUG
06	Practical Training Session on "Power BI" on 06th & 07th of August	
13	Vastu in Build Environment - Concept & Approval	
14	Best Construction Practices for Ensuring Durability	
18	Familiarization of the Microsoft teams & Outlook	
21	Health Monitoring of Concrete Structures through Non-Destructive Testing Technologies	
28	Quality Assurance in Cement Industry for World-Class Construction	

Date	Learning Programmes	▼ SEP
04	Well Foundation: Construction Practices	
05	Turn Setbacks into Comebacks by Mr.Shiv Khera	
11	Causes of Deterioration and Durability of Concrete	
14	Corrosion & its Control in Concrete Structures	
18	Condition Survey NDT for RCC Structures	
18	Challenges of Tunnelling in Mixed Soil Strata	
21	"Graceful Ageing" World Alzheimer's Day	
23	Sustainable Concrete: Contributions from Readymix Concrete Industry	
25	Materials and Methodology for repair/ Rehabilitation/ Retrofitting of Structures	
25	"Do Hospitals Burn?" And if Yes, then what	
28	Healthy Heart for a Healthy Long Life	

Mr. G. Muraleedhara Rao

General Manager (Consultant)
Electrical Division



Mr. G. Muraleedhara Rao has joined as Consultant in the cadre of General Manager in Electrical Division at TS-Transco-Yellaipally Project. He completed B.Tech (Electrical and Electronics) from JNTU, Hyderabad. He was previously associated with Power Grid Corporation of India as Senior Deputy General Manager and also worked with National Thermal Power Corporation.

Mr. Muraleedhara Rao has as an overall experience of 35 Years in Construction Management, Grid Operation and Safety Management.

Mr. Ramesh Banda

General Manager (Tech.)
Buildings Division



Mr. Ramesh Banda has joined as General Manager (Tech.) in Buildings Division at Karwar. Mr. Ramesh obtained Engineering Degree B.E. (Civil) from Regional Engineering College, Bhopal, (MP). Prior to joining in NCC, he was associated with Sterling and Wilson, CtrlS, Sattava Salarpuria. He was also associated with MW High Tech Projects India Private Limited., Chalet Hotels Limited and NDDB.

Mr. Ramesh has an overall experience of 31 years in Project Management, Procurement and Contracts.

Mr. Rajinder Kumar

Deputy General Manager (Tech.)
Electrical Division



Mr. Rajinder Kumar has joined as Dy. General Manager (Tech) in Electrical Division at Mannapurwa, Hardoi - UP. He holds a Diploma in Civil Engineering from Govt. Polytechnic, Nilokheri. Graduation Programme in Construction Management from NICMAR, Diploma in Project Planning and Management from CADD Center, Noida. He was previously associated with Modern Construction Company, IL&FS Engineering and Construction Company, Supreme Infrastructure India Ltd, DSC Ltd., and TDI Infrastructure Ltd.

Mr. Rajinder has an overall experience of 23 Years in Project Planning, Project Management, Site & Construction Management.

Mr. Maheshwar Vukkalkar

Asst. General Manager (Tech.)
Buildings Division



Mr. Maheshwar Vukkalkar has joined as Asst. General Manager (Tech.) in Buildings Division at SWSMUP - Bareilly Central. He holds Diploma in Mechanical Engineering from Board of Technical Education, Government of Karnataka. He was previously associated with KSR Infrastructures LLC, Hyderabad as Asst. General Manager, Raghava Constructions, Hyderabad as General Manager, Saisudhir Infrastructure Limited, Hyderabad as Asst. General Manager - Projects, and IVRCL Limited, Hyderabad as Senior Manager - Projects.

Mr. Maheshwar has an overall experience of 26 Years in Project Management, Construction Management and Pipeline Operations.

Congratulations!

30 years in NCC



Mr. AVS Srinivasa Rao, DGM (EDP), Corp. Office, being felicitated by **Mr. Sudhakar James**, Sr. GM (EDP)



Mr. Ramdas Achari, Dy. Manager (Admin.), being felicitated by **Mr. SSRM Naidu**, DGM (Tech) and **Mr. A Nagaraju**, JGM (Tech.).

Congratulations!

25 years in NCC



Mr. BPK Prasad, Chief Manager (Accounts), Corp. Office, felicitated by **Mr. RS Raju**, Associate Director (F&A)



Mr. Ch. Phanindra Varma, Chief Manager (Resource Mobilisation), WSIS MB (Urban), Warangal



Mr. S Kondala Rao, Jr. Foreman (Electrical), Chennai Trade Centre, E&C



Mr. SSV Gopal Raju, Dy. General Manager (Tech.) Warangal Projects

20 years in NCC



Mr. D Mallikarjuna Rao, Chief Manager (EDP) Corp. Office, being felicitated by **Mr. Sudhakar James**, Sr. GM (EDP)



Mr. Shaik Mahamood Basha (left), Dy. Project Manager, RPWS Hatadihi site



Mr. V Sanjeev Kumar, Driver, Corp. Office, being felicitated by **Mr. G. Krupakar**, GM

15 years in NCC



Mr. Madhusudan Kumar, Foreman (Survey), Samruddhi (NMSCW) Pkg-3-S2, being felicitated by **Mr. Ramesh Babu**, Sr. VP and SR CH Seeta Rama Raju, Section in charge



Mr. M Seshadri, Chief Manager (System Admin), EDP, Corp. Office, being felicitated by **Mr. Sudhakar James**, SGM



Mr. U Durgesh, Sr. Asst. (Admin.), Corp. Office, felicitated by **Mr. RS Raju**, Associate Director (F&A)



Mr. G Koteswara Rao, Project Manager, RO-Amaravathi, Vijayawada, being felicitated by **Mr. ASN Raju**, Director



Mr. PVR Murthy, DPM, NMSCEW, Samruddhi, Pkg-3, Casting Yard (CY), being felicitated by **Mr. ASN Raju**, Director



Mr. U Varaprasad, Sr. Manager, NCC Urban



Mr. Kishor Chandra Rath, Dy. Manager (Accounts), BDA Bhubaneswar



Mr. N Babu Rao, Asst. Manager (EDP), TANGEDCO-Perambur



Mr. T Sridhar, Asst. Manager (EDP), SWSMUP-Lakshampur, KHERI



Mr. P Syam Sunder, Manager (EDP), Corp. Office, being felicitated by **Mr. Sudhakar James**, SGM



Mr. L Shiva Shankar, Sr. Engineer (Electrical), (FSP) Aligarh Package-3



Mr. P Yedukondalu, Asst. Manager (Accts), Nandyal WSIS Amrut



Mr. M Raveendra Prasad, Project Manager, W&E, Corp. Office



Mr. Srikanth Dandamudi, Dy. Project Manager, Corp. Office, being felicitated by **Mr. Ravindra Bhupathi Raju**, Director (P&E)



Ms. Bhavani, Officer (Personnel), Corp. Office, being felicitated by **Mr. Sudhakara Moorthy**, Sr. VP (HR)



Mr. Ramakrishna Ruttula, Asst. Manager (Accounts), RO-Lucknow, being felicitated by **Mr. ASN Raju**, Director



Mr. Pritesh Kumar Rai, Sr. Engineer (QS), National War Memorial, Delhi, being felicitated by **Mr. RVSN Raju**, Project Executive



Mr. Nilesh Makhija, JGM (Materials), RO-Lucknow



Mr. Sripuram Tarakeswara Rao, Officer (Accounts) Mining Divn., Corp. Office



Mr. Anand Kumar Patel, Sr. Engineer (Electrical), (FSP) Aligarh Package-3



Mr. Debashis Mahato, Sr. Engineer, Ramsar-Sheo-Water



Mr. Suresh Atchi, Jr. Engineer, Samruddhi (NMSCW) Pkg-3-S2



Mr. Lakshmi Surya Durga Rao, Jr. Engineer, Samruddhi (NMSCW) Pkg-3-S2



Mr. Kishor Chandra Dhal, Jr. Foreman, AIIMS Guwahati, being felicitated by **Mr. MSANB Srinivas**, CGM (Tech.) & **Mr. Biswajit Sarma**, DGM (Tech.).



Mr. Ramesh Saha, Jr. Foreman, Niper Project, being felicitated by **Mr. Anil Pandey**, Project Manager.



Mr. Sahir Sultan, Asst. Engineer, GMC Purnia Project.



Mr. Thoke Tukaram Shivram, Jr. Foreman, Chandani Chowk Project, Pune



Mr. Pramodh TS, Dy. Project Manager, GMC Purnia Project



Mr. S Ganesan, Sr. Foreman, W&E South Stock Yard



Mr. Tejavat Ramesh, Asst. Manager (Accounts), ADB - Jhansi



Mr. Narasimha Rao, Dy. Manager (Taxation), Corp. Office, being felicitated by **Mr. PST Balaji**, VP (Taxation)



Mr. Suresh Raju Jampana, Sr. Asst. (R&M), SWSMUP Gorakhpur North Project



Mr. Ballari Naresh Kumar, Sr. Engineer (Elect.), Chennai Tambaram Project, being felicitated by **Mr. G Samiya Pandian**, Project Manager

HAPPENINGS

VISHWAKARMA POOJA



RO-Lucknow



AWS-Durgapur



Rubber dam, Gaya



DMA Project, Bellary



IIT Ropar



Tinsukia Medical College



Mr. ASN Raju, Director, visited Pune Projects



AIIMS-Guwahati - visit of **Mr. Keshab Mahanta**, Minister for Health & Family Welfare, Science and Technology, Information Technology, Govt. of Assam

CORPORATE SOCIAL RESPONSIBILITY



Mr. A Ranga Raju, Managing Director, **Mr. Durga Prasad**, Director & **Mr. RS Raju**, Associate Director (Finance) are seen.

Mr. A Ranga Raju, Managing Director, flagging off the Vehicle

NCC Limited was one of the donors of Sushena Health Foundations “**Dhaatri Mothers Milk Bank**” which is the 1st mobile milk bank in South India. This is an initiative to support breastfeeding and to ensure that every drop of breast milk is utilized to the fullest for the babies who are in need.

This was held in collaboration with department of food and nutrition, University College for Women, Hyderabad.

INDEPENDENCE DAY



AIIMS Guwahati



Corp. Office



AWS-Durgapur, Kolkata



CTC, Chennai



MKD OCM WCL Umred



NMSCE - PKG 3-S1



IIT Ropar



Nalanda University

54TH ENGINEERS DAY



Hanmakonda (DLIS - III Pkg-IV, TDWSP Warangal & GWMC-Amrut Sites, TDWSP-E&M-PKG-II & WSIS-MB-PKG-II)



Rubber Dam, Gaya



MMRDA, CA-92, Mumbai



DMA Project, Bellary

NCC - Samrudhi team has successfully and safely completed the ROB erection.

ROB (Road bridge on Rail track) consists of 8 spans and total weight of the girders is 2250 MT

Out of 8 spans, 2 spans are on main rail track (Nagpur-Mumbai main railway line).

Each span weight is (Railway crossing span) 560MT including deck sheet and cantilever slab supports.

Prepared 4 lifts per span, 2 girders x 3 meter height x 3 meter width x 60 meter long.

Engaged 600 MT capacity crawler crane with super lift.

Issued 4 railway blocks for RHS span and 3 blocks for LHS span to complete ROB erection.

Achieved 2 lifts x 160 mt each = 320 mt in 2 hours block, which is made possible by team members, who have worked hard and dedicatedly.



Got excellent cooperation from crane crew which is the key of success to erect the railway span.

The team is very much thankful to our top management for their excellent guidance, motivation and support to achieve this ROB Erection in expected time.



Mr. Lachi Babu, Finance Department, Corp. Office, met with **Ms. PV Sindhu**, Indian badminton player

VINAYAKA CHAVITHI



Corp. Office



SWSMUP Bareilly Central



Samruddhi



MKD OCM WCL Umred



MMRDACA-92, Mumbai site



Rubber dam project - Gaya



Tinsukia Medical College



MMRDACA 07



ADB, Bulandshahr



AWS Durgapur



Hon'ble Chief Minister of Assam, **Mr. Himanta Biswa Sarma**, visited AIIMS-Guwahati Project on the occasion of **Van Mahotsav 2021 (Mega Plantation Program)**



Height Work Training Program - Mumbai Metro Station-CA-92



Emergency Evacuation Drill - Corp. Office



COVID Vaccination - TMCH-Site



COVID Vaccination Camp - AIIMS, Guwahati





Free Health Checkup Camp - AIIMS-Guwahati for Staff & Labour



Samruddhi Expressway Project, PKG-3 (S-2), thermal screening through infrared thermometer general health checkup for all our workers and employees at our NMRLC project site. further, weekly twice we are conducting chemical spraying & bleaching powder sprinkling etc to maintain good hygienic systems our project sites & labour camps.

MAJOR ORDERS RECEIVED

July 2021 - September 2021

Sl. No.	Name of Work	Client	Amount in Rs. In Crores	Division
1	Establishment of new Government Medical Colleges at Vizianagaram in Vizianagaram District and at Anapalli in Visakhapatnam District (under Package-1)	Andhra Pradesh Medical Services & Infrastructure Development Corporation, Guntur Dist, Andhra Pradesh	731.86	 Buildings
2	Strengthening of Existing Medical Colleges at 1) Andhra Medical College / King George Hospital at Visakhapatnam in Visakhapatnam District and 2) Rangaraya Medical College/ Government General Hospital at Kakinada in East Godavari District under Package-2	Andhra Pradesh Medical Services & Infrastructure Development Corporation, Guntur Dist, Andhra Pradesh	877.22	
3	Design, Engineering, Manufacturing, Testing, Supply of Material / Equipment, including Transportation & Insurance, Delivery, Erection, Testing, Commissioning and Civil & Construction works of (i) 400/11KV Yellaipally Substation (including supply of 6X160MVA + 2X25MVA Power Transformers), (ii) 400 KV QMDC Line from Existing 400/13.8/11 KV Chandulapur SS to proposed Yellaipally 400/11 KV Substation- 13.0 Km (iii) 4 Nos 400KV Bay extensions at existing Chandulapur 400/13.8/11 KV Substation in Medak (old) District on Turnkey basis under Kaleshwaram Lift Irrigation Scheme	Transmission Corporation of Telangana Limited, Lift Irrigation Schemes, TS-TRANSCO, Hyderabad	243.18	 Electrical

MAJOR ORDERS RECEIVED

July 2021 - September 2021

Sl. No.	Name of Work	Client	Amount in Rs. In Crores	Division
4	Design, Construction, Supply, Installation, Testing & Commissioning of Raw Water Pump House, Approach Bridge, Raw Water Main, Water Treatment Plant, Clear Water Transmission Main up to inlet to 42 Nos Overhead Reservoirs, Booster Pumping Stations, Electrical Sub-stations with all Electro-Mechanical & Instrumentation components and SCADA including the Operation & Maintenance of all the works for a period of 10 (Ten) years with surface water drawn from river Kumari at Mukutmanipur Dam under West Bengal Piped Water Supply Project (Purulia) Contract Package - 1	West Bengal Piped Water Supply Project (Purulia), Public Health Engineering Directorate, Purulia	507.66	 Water & Environment
5	Survey, Design, Supply, Installation, Testing and Commissioning of Micro Irrigation System under Chitradurga Branch Canal comprising Gravity Bulk Feeders, Construction of Sump cum Pump house, Supplying and installation of Pumping machineries, Terminal Bay, Electrical substation, Electrical power line and other appurtenant works including construction of Pipe Distribution Network and Automated Drip irrigation system for providing irrigation facility to 7421.00 Ha under Blocks 4A, 4B, 4C and 4D and filling up of 17 tanks coming under Chitradurga Branch Canal of Upper Bhadra Project including SCADA with all accessories, Operation and Maintenance for 5 years after the date of completion and transfer (BOMT) on Turnkey basis" CBC-Drip-Package-III (Indent No-1690)	Visvesvaraya Jala Nigama Limited, Upper Bhadra Project Hosadurga	346.50	
6	Construction of 29 nos. of OHRs with Secondary Chlorination compatible with SCADA system and Laying of Distribution system for 161 Mouzas in Manbazar-I Block, 137 Mouzas in Barabazar and 59 Mouzas in Arsha Block of Purulia District including the Operation & Maintenance of all the works for a period of 10 (Ten) years under West Bengal Piped Water Supply Project (Purulia) - Contract Package-2	West Bengal Piped Water Supply Project (Purulia), Public Health Engineering Directorate, Purulia	313.51	
7	Rehabilitation and Resettlement (R&R) colony at Bishunpur village, Distt: Pakur, State: Jharkhand for Pachhawara (North) Coal Mine	The West Bengal Power Development Corporation Limited, Bidyut Unnay An Bhaban (Corporate), Kolkata	33.29	 Mining
8	Construction of Integrated Elevated Corridor from Yelahanka Police Station Junction to Yelahanka New Town BWSSB junction	Executive Engineer, O/o the Executive Engineer, Bangalore	164.46	 Roads
ERRATA (Issue 57-58):				
1	Augmentation, Supply, Construction, Commissioning and 5 years of Operation and Maintenance of Water Supply System in Ranchi (Intake works, Rising main, 213 MLD Water treatment plant, Clear water main, Ground Level Service Reservoirs, Distribution network and House service connections, and any other ancillary works)	Jharkhand Urban Infrastructure Development Company Limited, Ranchi, Jharkhand	Pls read as 541.49 Instead of 220.57	 Water & Environment

FINANCIAL HIGHLIGHTS

2020-21

Mr. RS RAJU
Associate Director (F&A)



STANDALONE RESULTS

The company on standalone basis has achieved a Turnover of ₹7255.67 crores as against ₹8218.80 crores reported in the previous year. On comparable terms, there is a decline in Turnover by 12%. The company has reported an EBIDTA of ₹854 crores for the year 2020-21 as against ₹1030 crores of the previous year, resulting a decline of 17% over the previous year. The performance of the Company at a glance:

PARTICULARS	₹ in crores	
	2020-21	2019-20
Turnover	7256	8219
EBIDTA	854	1030
PBT	338	453
PAT	261	382
Dividend	40%	10%
EPS (₹)	4.28	6.34
Turnover per Employee	1.45	1.45

The decline in turnover for the FY2020-21 is primarily due to COVID-19 pandemic.

CONSOLIDATED RESULTS

The company has achieved a Turnover of ₹7949 crores as compared to ₹8901 crores of last year, and reported EBIDTA of ₹919 crores in the current year as against ₹1087 crores of previous year.

ORDER BOOK

The company has secured orders worth of ₹18943 crores as against ₹7172 crores of previous year. The order Book at the end of the year stood at ₹37911 crores and registering a growth of 43% over the previous year.

NET WORTH

The Company's net worth increased from 5106 crores to ₹5369 crores on stand alone basis.

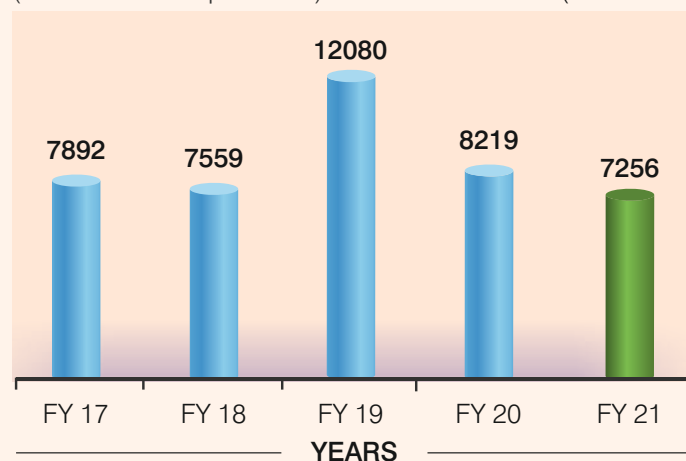
DIVIDEND

The Board of Directors have recommended a Dividend of 40% i.e., ₹0.80 per share for 2020-21.

TURNOVER

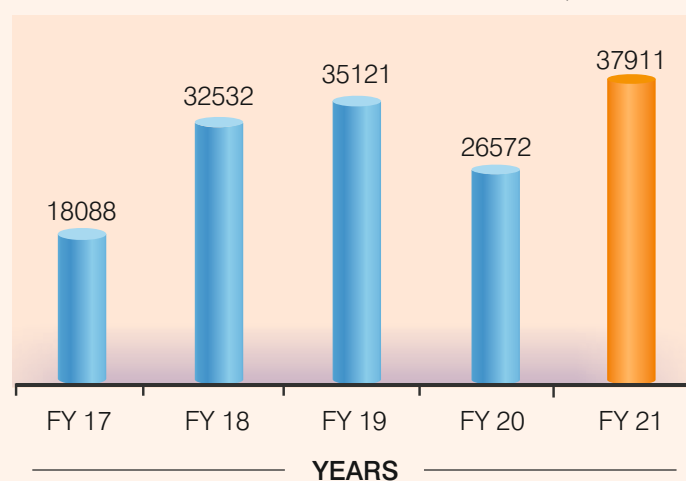
(Revenue from Operations)

(₹ in crores)

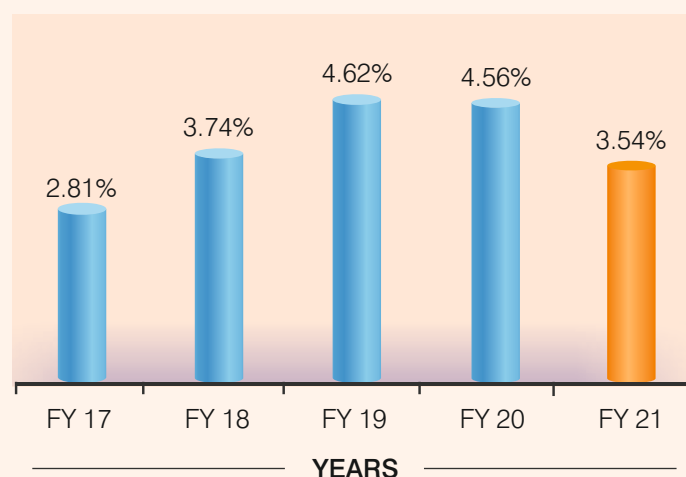


ORDERS ON HAND

(₹ in crores)

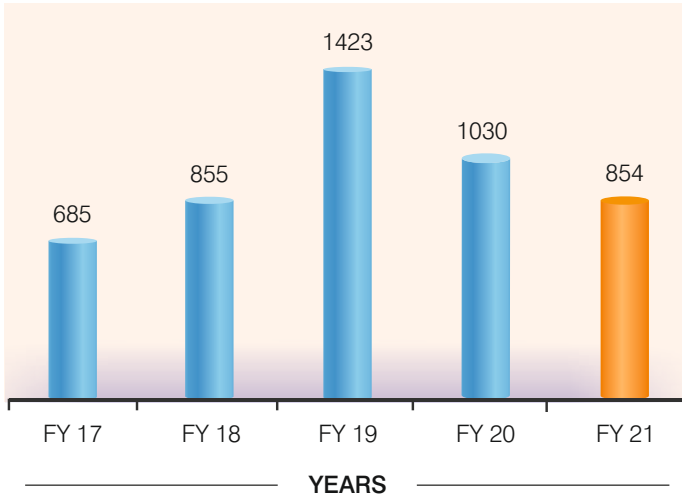


PAT %



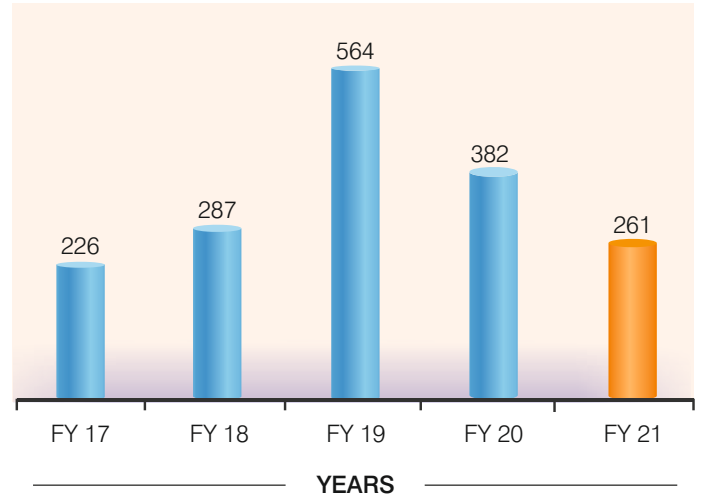
EBIDTA

(₹ in crores)



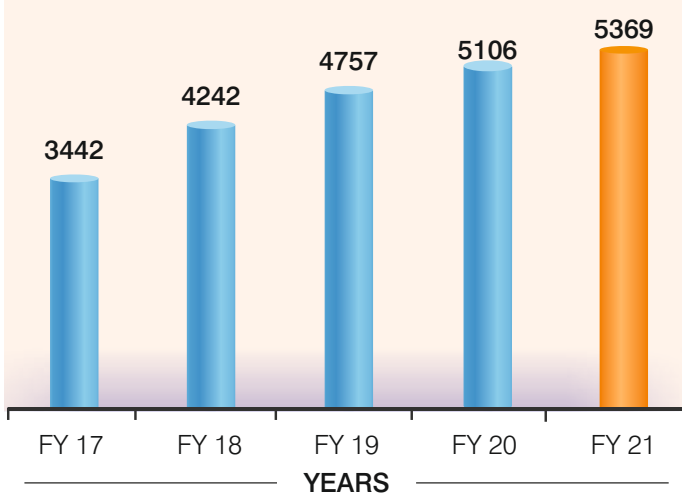
PAT

(₹ in crores)



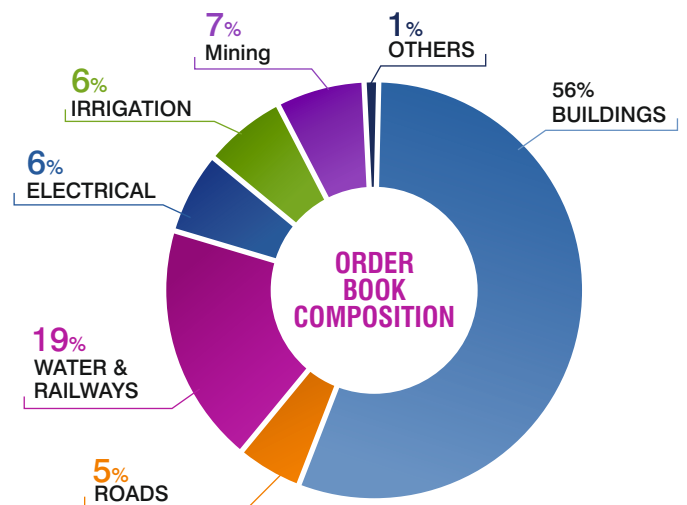
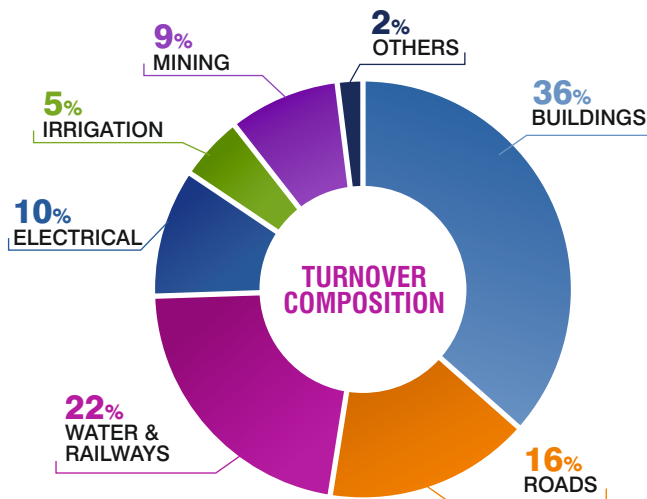
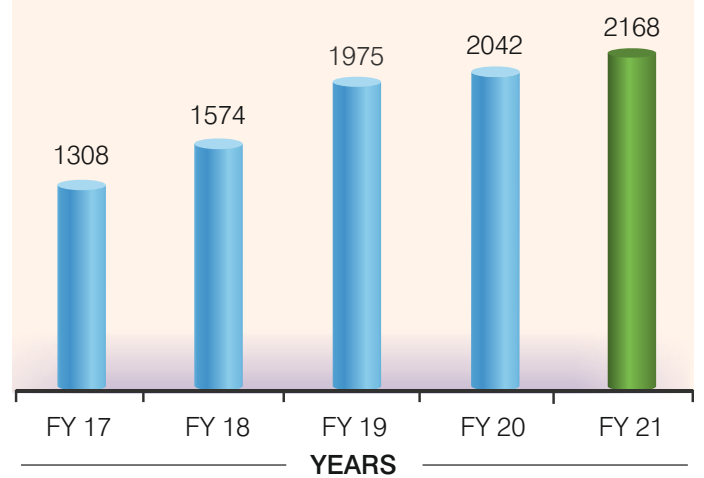
NET WORTH

(₹ in crores)



GROSS BLOCK

(₹ in crores)



HIGHLIGHTS OF MINING PROJECTS ON HAND EXCLUDING MDO CONTRACT



A. OBR Works at RG OC-II Project (30 Months Contract) of SCCL:

- Quantity to be Executed:
OBR: **555.67 LBCM**
Coal: **22.85 LBCM**
Total: 578.52 LBCM
- Duration of Contract: **30 Months**
- Value of Contract: **Rs. 753.81 Crores**
(Incl. value of Diesel and excl. GST)
- Date of Commencement: **20-02-2019**
- Schedule date of Completion: **19-08-2021**
- Date of Completion not attributable to Contractor (FM Days): **05-03-2022**
- Work Executed up to end of Oct'2021: **556.01 LBCM**
- Balance: 22.51 LBCM**

B. OBR Works at RG OC-II Project (24 Months Contract) of SCCL:

- Quantity to be Executed:
OBR: **319.25 LBCM**
Coal: **1.621 LBCM**
Total: 320.873 LBCM
- Duration of Contract: **24 Months**
- Value of Contract: **Rs. 165.89 Crores**
(Excl. value of Diesel and GST)
- Date of Commencement: **01-08-2021**
- Schedule date of Completion: **31-07-2023**
- Date of Completion not attributable to Contractor (FM Days) - NA
- Work Executed up to end of Oct'2021: **45.20 LBCM**
- Balance: 275.67 LBCM**

C. OBR Works at RG OC-II Project (36 Months Contract) of SCCL:

- Quantity to be Executed:
OBR: **652.97 LBCM**
Coal: **10.86 LBCM**
Total: 652.97 LBCM
- Work Order yet to be received and work yet to be commenced
- Value of Contract: **Rs. 441.51 Crores**
(Excl. value of Diesel and GST)

D. OBR Works at Makardhokra-I Project (69 Months Contract) of WCL:

- Quantity to be Executed:
OBR: **936.61 LBCM**
Coal: **195.73 L.Tones (122.33 LBCM)**
Total: 1058.94 LBCM
- Duration of Contract: **69 Months**
- Value of Contract: **Rs. 833.37 Crores**
(Incl. value of Diesel and excl. GST)
- Date of Commencement: **13-12-2020**
- Schedule date of Completion: **11-09-2026**
- Date of Completion not attributable to Contractor (FM Days) - NA
- Work Executed up to end of Oct'2021: **168.90 LBCM**
- Balance: 890.04 LBCM**



RG OC-II Project of SCCL



Makardhokra OCM execution

IMMUNITY, INFECTIOUS DISEASES AND ALLERGIES



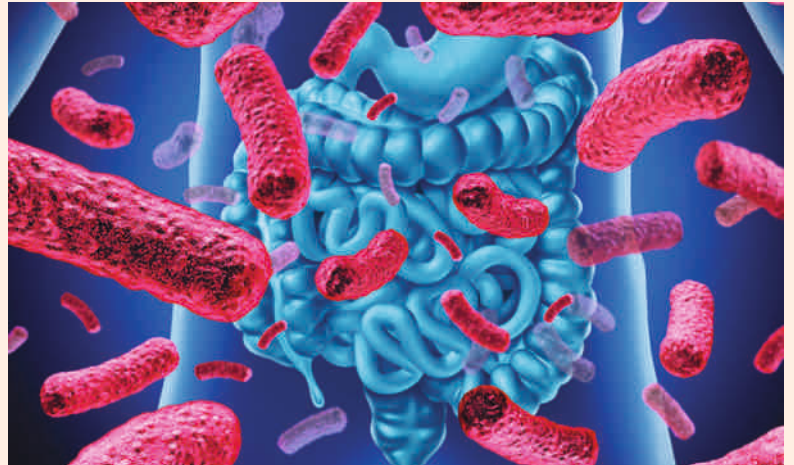
Dr. TV Bapi Raju
MBBS, MD FCCP
Physician

The human body is both surrounded and inhabited by many living organisms. Most of them are so small that they are invisible to the naked eye. For this reason they are called micro-organisms. Many of them are harmless or even beneficial. For example, certain bacteria that normally live in the digestive system help digest food. Occasionally, however, a micro-organism capable of causing a disease invades the body. Diseases caused by such micro-organisms are called infectious diseases.

Infectious diseases are contagious i.e. they can be passed from one person to another. They can be transmitted by skin, contact by contaminated food, water, airborne particles containing the micro-organisms. Animal or insect bites are other means of transmission.

Ingestants are substances that penetrate the skin such as insect venom or drugs that are injected..For example, people who have severe allergic reactions to insect bites or stings are suffering from reaction to an injectant allergen. Shortness of breath, strong rapid heart beat, coughing, wheezing and light headache are common symptoms. The bite area swells and becomes tender and numb in extreme cases. Anaphylactic shock may occur.

The two most common types of infectious diseases are bacterial infections and viral infections. On the other hand some bacteria are disease causing and either attack the body's tissues directly or cause damage by secreting poisonous substances called toxins and are fortunately curable. Certain bacteria can be killed by drugs called antibiotics. Other bacterial diseases can be prevented by vaccination.



TYPES OF ALLERGENS

There are four categories of allergens viz.inhalants, contactants, ingestants and injectants. Inhalant allergens are breathed in and include such substances as dust, pollen, feathers and animal dander (small scales from the animals skin). Hay fever is an inhalant allergy in which the mucous membrane react with the various inhaled substances. Usually the pollens are associated with the changing seasons. Year end hay fever may be a reaction to pet dander, feathers mold or dust. Hay fever symptoms include itching of the nose, eyes and roof of the mouth, sneezing headache and watery eyes.

Contact allergens are those that are touched and include substances as poison ivy, poison oak, cosmetics, detergents, fabrics and dyes.

Common symptoms of allergy are watery eyes, runny nose, itching or inflamed skin or swollen mouth or throat. Some of the allergic reactions may be accompanied by headaches, sinus, stiffness. reduced sense of taste and smell, difficulty in breathing etc.

DIAGNOSIS

A special study called radio allergosorbent testing (RAST) is often performed to detect and measure antibodies in the blood that have been manufactured in response to invading substances.

There are three types of medications that are commonly prescribed. Antihistamine drugs which combat the effect of histamines in the body. Corticosteroids which reduce inflammation and swelling. Bronchodilators which ease breathing by opening bronchial tubes.

SAFETY CULTURE IN CONSTRUCTION INDUSTRY

Dr. P Haribabu
Consultant-IMS,
Corp. Office



Improvement of Safety in Construction industry has in recent years become a priority and thus has gained industry-wide attention. Safety improvement has economic benefits, improve construction industry image. Organisations need to be socially responsible and improve general regard and respect for people working in the construction industry.

In addition, the legislative pressure coupled with debate concerning the personal

responsibility that senior managers should bear for their organisations on Safety failures has contributed to most organisations to focus on Safety improvement. However improving Safety performance in the construction industry has also proved to be somewhat challenging, partly due to the industry's complex nature. Despite this complexity of the industry, Safety performance improvement remains a crucial issue and its need has been confirmed in numerous studies.

The need for Safety performance improvement has been recognised and as a result there are many suggestions and approaches for Safety performance improvement that have been proposed. Amongst these proposals are prevention through design improvement of safety management systems addressing Safety culture, use of incentives, multi-stakeholder involvement and behaviour based Safety. The Safety culture of an organisation and by extension, the industry has been identified as being at the core of major accidents and incidents. There is also an overall agreement on the fact that Safety culture can have influence on Safety performance.

FACTORS OF SAFETY CULTURE IN CONSTRUCTION INDUSTRY.

LEADERSHIP

1. Incorporating Safety considerations at every level of decision making
2. Having a policy on safety
3. Active monitoring of Safety programs
4. Monitor and control all stakeholders
5. Coordination of all stakeholders involved

INVOLVEMENT

1. Extent to which stakeholders get personally involved in critical Safety for the construction industry.
2. Presence and contribution to Safety meetings, planning sessions etc.
3. Management's contribution to training
4. Active management oversight of Safety critical operations
5. Ability of management to stay 'in-touch'
6. Extent to which there is good communication about Safety issues from and between all stakeholders

PROCEDURES

1. Monitoring and analysis of Safety implementation
2. Formal inspections and audits
3. Safety planning and defined goals
4. Schedule Safety in pre-qualification and contracts for all parties
5. Performance measurement
6. Established rules, policies and protocol
7. Having a Safety structure
8. Hazard identification and risk assessment
9. Safety design, plan and specification.

COMMITMENT

1. Demonstrating, a positive attitude toward Safety
2. Actively promoting Safety in a consistent manner across all levels
3. Providing adequate finance and other resources for the implementation of Safety
4. Supporting the development and implementation of various Safety activities
5. Demonstrating that effort has been put forth to ensure every aspect of operations, and work schedules are routinely evaluated and modified if necessary
6. Establishing a reward system for safe behaviour
7. Conducting regular Safety tours

8. Getting involved in incident, accidents and ill-health investigations
9. Deliberately setting Safety as an important agenda item in meetings
10. Elevating the status of Safety above production and profits.

COMPETENCE

1. An organisation having Safety permanent staff
2. Safety training at all levels
3. Having Safety knowledge and skills
4. Conducting induction programs and refresher courses
5. Safety formal qualifications for Safety staff

COMMUNICATION

1. Formal reporting systems
2. Formal structured feedback system
3. Worker involvement in planning and review of Safety
4. All parties comfortably use the reporting system
5. Timely and valuable feedback to all parties
6. Risk findings being disseminated to all concerned
7. Clear Safety policy statements made by management
8. Clear statements on expected performance standards regarding Safety
9. Risk control information being made available to all available
10. Safety briefings, and bulletins.



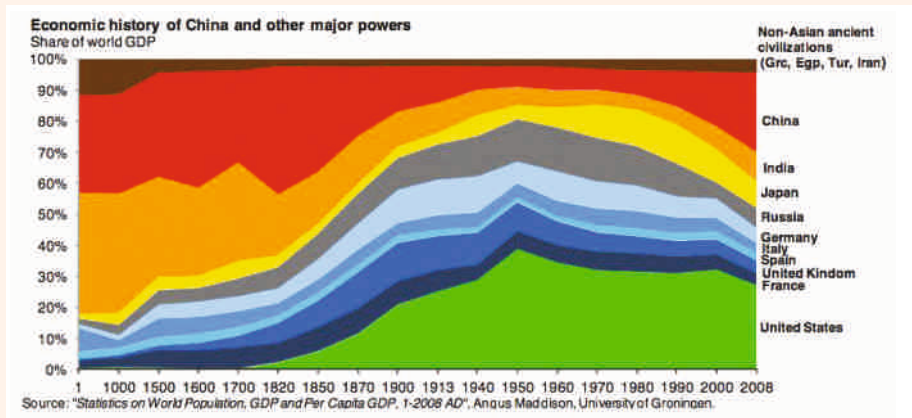
SWING OF A PENDULUM: REBALANCING OF GLOBAL ORDER

Mr. Neerad
Sr. General Manager
(Strategic Planning),
Corp. Office



The recent scholarly works of different experts from the field of economics, history, and developmental science have brought to the fore what was always believed in few quarters of the world: India's past dominant economic might and glory. In the chronicled economic history of the world written mostly by the western experts, it has been settled decisively in India's favor. From all the available accounts of the world history from 1 AD to 1700 AD, Asia generally and India specifically commanded an enviable position contributing more than 20% of the world GDP. There was a time in history when India was the sole supplier of the spices, pepper, sugar and silk to satisfy the palate of the elites of the Europe. It was the pinnacle of global commerce and a golden land from their standpoint. All the expeditions and consequent conquests from the Europe has been to discover what appeared to be a treasure hunt for them. Graphic details are now available how the money was raised to finance all these explorations and arrangements in place to divide the exploits.

What followed was never ending series of raging wars, massive destruction of human life, rampant and systematic loot of the resources. The trend continued for the next several hundred years. Consequently, the economy started the downward movement post decisive control of the British over the princely states and also the major part of south Asia. By the sheer use of the brute force and exemplary manipulative skills, the western world had conquered the prized assets of Asia.



GDP Contribution by India and Rest of the World from 1 AD to 1700 AD

Regions	1000 AD	1500AD	1600 AD	1700 AD
India	29%	24%	23%	24%
China	23%	25%	29%	22%
West Europe	8%	18%	20%	23%
Rest of the world	40%	33%	28%	31%

The contribution of India to the global GDP fell to as low as about 3% by 1947. Post independence, the economy has started its northward movement and has made slow yet steady progress. There were question marks on the continuance of India as one single independent nation. All these naysayers have been proven wrong. What has ensued is a slow but steady progress keeping the thriving democracy alive and also creating reasonably well functioning institutions as a bye product of the journey. The ruling dispensation over the years also had all the colors and shades from extreme left to the extreme right. The economic model that the nation has adopted has mostly been borrowed from the west. What was popular and prescribed from there has been willingly adopted and perused.



Source: Statista 2021

Fortunately, the pendulum has started the back swing and it is only a matter of time that India will regain the position once held by it. All the future projections and studies have one commonality: the imminent rise of India on the world stage. What is debatable is the timeframe by which this could be accomplished. It is expected that in the next about thirty years, Indian economy is projected to be the second largest economy of \$ 44 trillion (3300 lakh crore) by 2050 only behind China. Things are expected to change dramatically post 2030. India is expected to contribute more than 15 % of the global GDP by 2050. No force can stop the emergent nation to achieve what is long overdue to it. The eastern part of the global has all the essential ingredients to make this happen and sustain at least for the next few centuries. The global influence and pecking order is bound to change decisively. By 2050 the pendulum swings back and without use of any brute force, the old lost glory is restored. **Apna time Ayega!** (Our time will come!).

WHETHER TIME IS ESSENCE OF THE CONTRACT

Dr. Sridhar Mothe
General Manager,
(Contract & Claims Dept.),
Corp. Office



The Project managers definitely could have encountered the sentence in words and also in letters stating that 'Time is essence of the contract' to emphasise the seriousness to perform under the contract in contract stipulated timelines. To begin with it is to mention herewith that the contract is not just a written agreement specifying the terms and conditions by way of reciprocal promises, obligations between the parties. Also the contract is interpreted based on the understandings, conduct of the parties while performing.

We are all aware that the contracts are governed by the Indian contract act 1872, which embodies the contract law. Section-55 of this act deals with the issue on contracts where time is the essence of the contract and where time is not the essence. As per the law laid down in this section, the two eventualities are deliberated - where time is essence and time not the essence. When time is the essence of the contract and if the performance as promised is not fulfilled within the time specified, the contract becomes voidable at the option of the promisee (who accepted proposal means the employer). It means in such a case, the contract can be avoided treating it as void by the employer/ project owner. When time is not the essence of the contract, it will not become voidable but the promisee is entitled for compensation for performance not fulfilled on account of any loss arising from such failure. Again section-55 of the act stipulates that if the promisee accepts delayed performance, he can't claim compensation unless at the time of acceptance of such delayed performance, a notice is given to that effect on the intention to seek compensation.

The real crux of the issue is whether the time is the essence of the contract or not in any specific case and under what circumstances 'time is regarded as essence of the contract'. The readers are advised to refer the section -55 of the act in which it is clearly specified that mere fixation of the time period in the contract

for performance will not make the time essence of the contracts but it depends upon the intentions of the parties to make time is essence of the contract. If in writing it must be in explicit wordings to say that time being essence. Also nature of the transaction, conduct of the parties and surrounding circumstances will determine whether time is essence of the contract or not. Agreement and intentions of the parties shall have to be considered in its entirety. Further the language of the contract and related stipulation of terms on performance to be interpreted along with other provisions of the contract to see whether the time is regarded as essence. More so ever the fact need to be examined is whether the completion of the performance by a particular intended date stipulated in the contract is fundamental to the contract or not. For example in general, the construction contracts do have the provisions of Extension of time (EOT) clauses, terms on LDs and penalties showing that the acceptance of delayed performance is agreed between the parties which will negate the intentions of the parties on time being the essence. This clearly establish that time is not the essence.

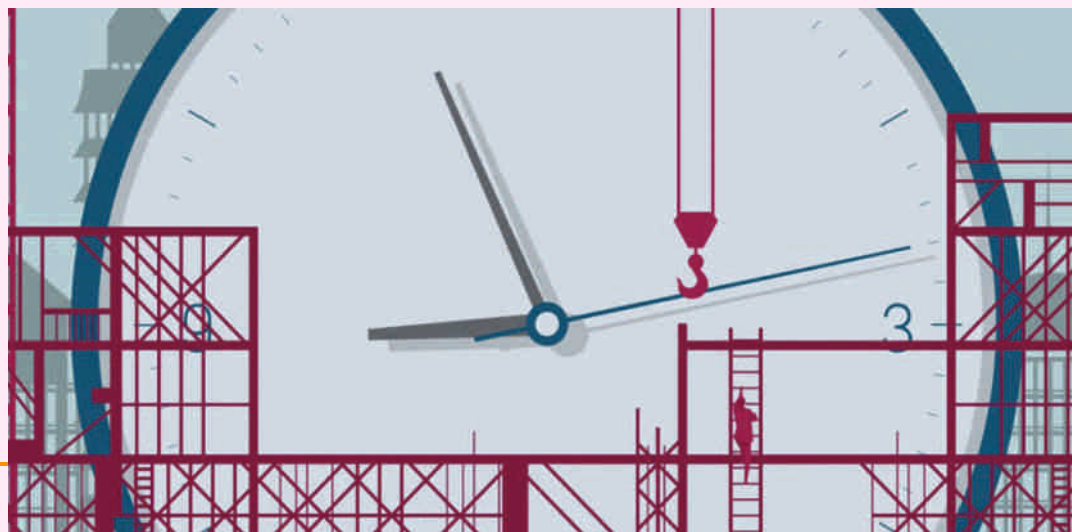
The position of settled law on the above issues are highlighted in the following case laws:

1. Hind Construction Contractors Vs State of Maharashtra AIR 1979 SC 720 (Supreme Court) it is held that:

Even when the parties have expressly provided that time is the essence of the contract such a stipulation will have to be read along with other provisions of the contract and such other provisions may, on construction of the contract, exclude the inference that the completion of the work by a particular date was intended to be fundamental. If the contract was to include clauses providing for EOT in certain contingencies or for payment of fine or penalty for every day or week the work undertaken remains unfinished on the expiry of the time provided in the contract such clauses would be construed as rendering ineffective the express provision relating to time being the essence of the contract.

2. In related judgement of NBCC Vs Indian Railways Construction Company Ltd. Manu/DE/2728/2015 (Delhi High Court), the court held that since there was LD clause existing in contract the time is not the essence originally and also in consequent to delays no fresh time fixed for making time as the essence.

Time can be made the essence of the contract by subsequent notice also if not originally intended. But mere issue of notice will not automatically make time as the essence of contract but such a question has to be decided on pith and substance of notice, facts and circumstances of the case.



THE ROLE OF INTERNAL AUDIT IN AN ORGANISATION

Mr. K. Venkateswara Rao
Executive Vice President (F&A)
& Head - Internal Audit,
Corporate Office



Internal Audit is an Independent Management Function, which involves a continuous and critical appraisal of the functioning of an entity with a view to suggest improvements and add value thereto. It strengthens the Overall Governance Mechanism of the entity, including the entity's Strategic Risk Management and Internal Control System.

The role of Internal Audit is to provide independent assurance that an Organization's Risk Management, Governance and Internal Control processes are operating effectively. Internal Audit function has a professional responsibility to provide an unbiased and objective view to the Senior Management and to the Audit Committee which in turn helps them fulfil their duties to the Organization and its stakeholders.

Apart from assurance on the operating effectiveness of systems, processes and controls designed for seamless functioning of the Organization, a major part of Internal Audit activity involves helping improve those systems and processes, wherever necessary, by giving suggestions and recommendations to the Process Owners.

Every listed Company is mandatorily required to appoint an Internal Auditor. Internal Auditors can be employees of the Company or Audit Firms can be appointed as Internal Auditors. Internal Audit function continually improves the operational efficiency of the Organization by:

- Providing objective insight on the systems, processes and operations
- Identifying root causes of a problem and suggesting corrective action plans
- Suggesting opportunities for improvement
- Monitoring evaluation of risks and mitigation plans
- Ensuring better allocation and utilization of resources

- Assessing Organizational controls
- Enabling the Organization to be system / procedure-dependent rather than person-dependent
- Stressing the need to comply with various Statutes
- Serving as an Early Warning System, enabling deficiencies to be identified and remediated on a timely basis (i.e. prior to external, regulatory or compliance audits)
- Partnering a culture of accountability and responsibility across the Organization
- Takes up any special tasks requested by the Management and the Audit Committee
- Coordinates with other functions like Legal Dept, Statutory Auditors etc.
- Documents Auditees' responses and corrective actions taken or to be taken in regard to all the significant issues
- Issues periodic reports to the Management and Audit Committee summarizing results of Internal Audit activities.

In order to discharge its role and responsibility effectively, the Internal Audit Function:

- Develops a flexible Annual Audit Plan and Audit Scope in coordination with Management and submits that plan to the Audit Committee for review and approval
- Implements the approved Annual Audit Plan

With the ever-growing business complexities and statutory requirements, the role of Internal Audit has been constantly changing and increasing to ensure that the Organizational goals are met.

Internal Audit team not only serves as the eyes and ears of the Senior Management and the Board but also as control experts, efficiency specialists, fact-checkers, problem-solving partners and advocates for continuous improvement.



HOW TO INCREASE EFFICIENCY AT SITE

Mr. Suhas Eklahare
Executive Vice President
RO-Mumbai



Dear Project Managers,

You are always putting in lot of hard work to ensure desired progress at site and trying to control costs.

However client and consultants want contractor to provide best quality and ensure that work progress is on schedule at any cost. On the other side management wants you to provide optimum required quality, control costs within PCE limits and achieve desired work progress.

Every project manager has to perform this difficult task of keeping everyone fairly satisfied.

Some of the suggestions or points to be considered are listed below to improve on your efficiency and ultimately site efficiency.

You should have thorough study of tender documents and have important points noted in your diary. Many points are covered in Tender Data Sheet, which you may always keep handy. These will be useful to put forward your views effectively to client and get desired results.

Thorough preparation for each meeting with client/ consultants, presenting our need for their support in terms of drawings, decisions, site availability, interdependent works etc. will ensure that hindrances are removed well in time.

Item scope description, specifications, order of precedence, drawings etc. must be discussed at site meetings before planning for execution of any major items.

Methodology and work plans should be written down on paper, thoroughly checked and approved by Project Manager.

Indents to be raised -well in time- ensuring that there will be optimum wastage of materials.

Sequence of works, material placement at site and material handling etc. to be planned meticulously.

Checking required skill set before deploying

critical manpower, even properly planned movement of manpower while executing any work adds to substantial time savings and improved efficiency.

You should conduct time motion study for all repetitive activities like pre-casting of segments, re-bars cutting, bending, placing, material handling etc. to ensure that efficiency of each activity is optimized, wastage is reduced and it results in cost and energy efficient output.

You may maintain diary with each site engineer/supervisor who will record targets v/s actual achievements and reasons for delays if any. This will give you comparative data of abilities of different individuals, their approach to problem solving, communication abilities, any common issues faced by all and different possible approaches by the individuals to overcome such problems.

You may spend weekly few minutes with each labor contractor, discuss the site issues and problems faced by them and assure about improved support. This will increase their confidence in organization and result in better output and long term association.

We should always calculate fixed costs being incurred at site per day. We can consider payment of incentive to labor, sub-contractor - within the limit to improve work efficiency.

Proper preventive maintenance, planning and execution for equipment and machinery reduces breakdown incidences resulting in better work efficiency.

Now a days many fairly economical devices are available for accessing reliable, real time and accurate data. IP enabled cameras, AI devices etc. - for attendance, finding real time location, accurate and quick measurements, pilferage/theft prevention - can be used.

The list is endless. One can keep on thinking about how to execute any activity better, more efficiently and more economically. If our eyes and ears are open and we always try to analyze, then there are many clues we get from the various situations, different sites, practices followed in different regions etc.

Wishing you all the best in improving site efficiency.





नारी

नारी, तुझ से है दुनिया सारी !
अपनों के लिए सब सुखों को
तूने है वारी ।
जहाँ से तू गुजरी,
वहाँ बिछी है ठंडी छावनी ।
हर पथ को है किया
तुम ने जगमग रोशनी ।
हर पल बनकर तुम संगिनी
जीवन में बिखेरी है चाँदिनी ।
अंतरिक्ष से भी ऊँची है उड़ान तेरी ।
हर मुश्किल को है किया,
अपनी मुस्कान से दूरी ।
नारी, तुझ से है दुनिया सारी !!

मेरा साईं

तेरी आँखों के समंदर में
डूबती चली आयी ।
लहरों की ऊँचाई को
न समझ पायी ।
तेरी मस्त नज़रों की भवंडर से
न उभर पायी ।
कितनी सुन्दर झाँकी
जो मेरे सामने है आयी ।
तेरी संगत में खुशी ने
आँसू हैं छलकायी ।
लोग कहने लगे -
ये तो है बौरायी ।
पर मेरे लिए तो
तू ही है मेरा साईं ।
तू ही है मेरा साईं ।

Ms. B Aruna, W/o Mr. BVR Murthy, AGM (HR), Corp. Office

Art by Ms. Chandana Suram,
AGM (Internal Audit), Corp. Office



BOOST YOUR HEALTH WITH BEETS!



Smt. Indira Ireni
Hyderabadi Ruchulu

Course: Fry recipe, side dish | Serves: 04

This new variety of beetroot fry will make everyone
fall in love with the vegetable

INGREDIENTS

Beetroot big sized: 2 nos
Salt: 1/2 tsp
Chilli powder: 1/2 tsp
Coriander powder: 1/2 tsp
Cumin powder: 1/4 tsp
Garam masala: a pinch
Turmeric powder: 1/2 tsp
Rice flour: 2 tbsp
Oil: 3 - 4 tbsp

METHOD

• Take 2 big beetroot, peel, clean, wash and cut them into slices. Marinate them • Add the slices to a mixing bowl, add 1/2 tsp of salt or as needed • Add 1/2 tsp of chilli powder and coriander powder each, 1/4 tsp of cumin powder and a pinch of garam masala • Add 1/2 tsp of turmeric powder and 2 tbsp of rice flour to make them crisp • Mix them all together well, other masalas of our choice can also be added, like pepper powder • Combine and coat the masala well to the slices, if required add rice flour to it • Let it rest for ten minutes • Take a thick bottomed pan add 3 to 4 tbsp of oil, and fry one after the other • Place a lid and fry for 2 to 3 minutes, flip over and fry for 2 to 3 more min • Fry them all until well cooked, prick a fork or toothpick and check it if it goes in easily • Fry it until it's crisp and serve them.

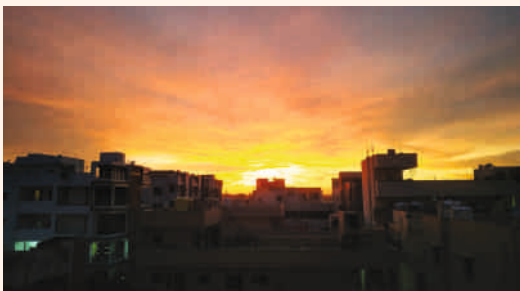


01



02

1. Rosy Starling, 2. Yellow-billed Babbler - at Manjeera Reservoir, Sangareddy, Telangana, clicked by **Mr. CA Mulagala Srinivas**, GM (Accounts), Corp. Office



SUNSET - **Mr. Nani Deshmukh**, Corporate Communications, Corp. Office



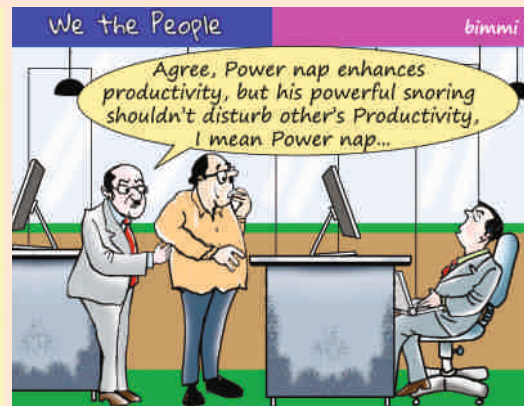
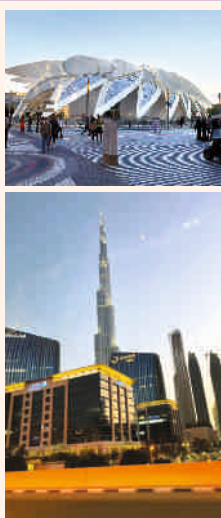
The Buddha-Hussain Sagar, Hyderabad, clicked by **Mr. Philip Joshua**, Corporate Communications, Corp. Office



Ramappa Temple, Warangal, clicked by **Ms. Chandana Suram**, AGM (Internal Audit), Corp Office



Clicks from **Dubai** by **Mr. Sudhakara Moorthy**, SVP (HR)



ANS Rishvita, d/o Mr. AVV Nageswara Rao, Asst. Manager (EDP), SWSM Raebareli



Drawn by **J Hanish Sreekar Varma**, 5th class, s/o Mr. Naga Raju J, EDP Dept. Corp. Office



Beeram Haneesh & Shubiksha s/o & d/o Mr. B Madhusudhan Rao, System Admin., (EDP), W&E Divn, Corp. Office, secured prizes in the drawing competition conducted by Bharat Vikas Parishad



POST COVID SYNDROME

Dr. Vijay Varma is a Nephrologist / Renal Specialist. He practiced at Star Hospitals in Banjara Hills, Hyderabad from 2015 -2019 and was actively involved in management of kidney disease patients including kidney transplant recipients and dialysis patients. He is currently working as a consultant at SLG Hospitals, Bachupally and is the director of Sunbliz kidney centre (KPHB colony).

His keen interest is in Acute kidney injury and preventive nephrology. He has done more than 500 kidney biopsies over the last 4 years. He is also a member of the International Society of Nephrology (ISN). He believes that early detection of kidney diseases and prevention of progression of disease is the need of the hour and strives to make a difference to his patient's general well being.

Our country, having gone through two major COVID waves, is now seeing the various health consequences of the COVID pandemic. A lot of out-patient follow up patients post COVID have persistent symptoms. The current article addresses this issue.

COVID -19 disease can be broadly divided into 2 stages, illness and recovery. They are:

- "Acute COVID-19" - This refers to symptoms lasting up to 4 weeks after a person is infected. Most people with mild COVID-19 do not have symptoms beyond this stage, but some do.
- "Post-COVID conditions" - This refers to symptoms that continue beyond 4 weeks after being infected. This is more common in people who were critically ill, requiring ICU care or ventilator support or other types of breathing support.

Different terms have been used when people have persistent symptoms, meaning symptoms that last longer than a few months. These include "long-COVID," "chronic COVID-19," and "post-COVID syndrome.

SYMPTOMS:

This is not the same for everyone. But symptoms that are more likely to last beyond a few weeks include:

- Feeling very tired (Fatigue)
- Muscular weakness
- Joint pains
- Difficulty in breathing

- Persistent Cough
- Persistent oxygen requirement
- Headaches
- Abnormal perception of one's own heart beat (Palpitations)
- Chest pain
- Hair Loss

Some people have ongoing psychological symptoms, too. These might include:

- Trouble thinking clearly, focusing, or remembering
- Depression, anxiety, or a related condition called post-traumatic stress disorder ("PTSD")



TREATMENT:

In general, treatment involves addressing whichever symptoms you have.

If you are tired, try to get plenty of rest. You can also try the following things to help with fatigue:

- Plan to do important tasks when you expect to have the most energy, typically in the morning
- Take breaks throughout the day if you feel tired

If you are not sleeping well, improving your "sleep hygiene" can help. This involves things like going to bed and getting up at the same time each day, avoiding caffeine and alcohol late in the day, and not looking at screens before bed.

Depending on your situation, you might also need:

- Medicines to relieve symptoms like cough or pain
- Cardiac rehabilitation - This involves improving your heart health through things like exercise, dietary changes, and quitting smoking (if you smoke).
- Pulmonary rehabilitation - This includes breathing exercises to help strengthen your lungs
- Physical and occupational therapy - This involves learning exercises, movements, and ways of doing everyday tasks.
- Treatments for anxiety or depression - This can involve medicine and/or counseling.
- Exercises and strategies to help with memory and focus
- People with pre existing diabetes and new onset diabetes need to regularly monitor their sugars.

As various organ involvements can occur post COVID, it is judicious to get a health checkup which should include: Complete blood picture (CBP), Complete Urine examination (CUE), Kidney function test (Serum creatinine), Random blood sugar (RBS), Liver function test (LFT), ECG and 2DECHO.



Made for Each Other



Mr. Atanu Samal, Asst. Engineer (Mech.), MKD OCM WCL Umred Site, Bhubaneswar, married Ms. Prachiprava on 07th May'21



Mr. Ananth Lingaraju, Sr. Asst. (Stores), RPWS Hatadihi Block, married Ms. Parvathi on 30th Jun'21



Mr. Dommeti Sateesh, Officer (Accounts), Corp.Office, married Ms. Sri Lakshmi, on 11th Aug'21



Mr. K Mahesh Phani Varma, Jr. Engineer (Projects), SPAG SHAR, Sriharikota, married Ms. Harika on 12th Aug'21

MANY MANY HAPPY RETURNS...



Chiyan Shasha, s/o Shaik Fakruddin, Sr. Engineer (QS), TDWSP Warangal project. Celebrated his 1st birthday on 10 Aug'21



Sai Teja Surathu, s/o Mr. S Hema Sankar Officer (Accounts), Samruddhi Pkg3-CY, celebrated his 8th birthday on 28 Sep'21



Hemachandra, s/o Mr. Suparna Babu, AE, Bescom Phase-III, Kengeri (K1 & K4), UG Cable Project, celebrated his 6th birthday on 29 Aug'21



Satvika, d/o Manjunath RG, Asst. Manager (EDP), DMA Project, Bellary, celebrated her 3rd birthday on 21 Sep'21



Srijita Paul, d/o Abhijit Paul, Dy. Manager (Accts), Rubber Dam project, Gaya, celebrated her 14th birthday on 26 Aug'21



Ayesha Nayak, d/o Aswini Kumar Nayak, Manager, Safety Rubber Dam Project, Gaya, celebrated her 10th birthday on 08 Aug'21



Arnika Roy, Grand daughter of Mr. Narendra Roy, Jt. GM (Contracts), RO-Kolkata and d/o Mr. Praveen Mukesh, SE, BBU Bolpur, celebrated her 1st birthday on 22 Sept'21

Do you realise how much power there is in your ability to adapt? The world changes all the time, and fortunately so can you. Yes, you'll always be who you've always been. Yet there is no limit to the ways you can express your beautiful, unique, essential nature.



ADAPTING TO CHANGE

Dear MCCians,

Change is the only constant. Organisational change leads to many positive aspects that lead to retaining a competitive edge. Change encourages innovation, develops skills and leads to better business opportunities, and improves staff morale. Adapting to change not only helps in ones work arena but also helps in bring about actions that lead to a good quality lifestyle.

Do you realize how much power there is in your ability to adapt? The world changes all the time, and fortunately so can you. Yes, you'll always be who you've always been. Yet there is no limit to the ways you can express your beautiful, unique, essential nature.

No dream ever has to be lost, no hope needs ever to be dashed. Because you can adapt those hopes and dreams to whatever reality appears in your path. Some of the best things that will ever be in your life, you have not yet even heard of. By adapting to life's challenges you position yourself to accept and enjoy life's rewards.

Tomorrow will be different than today, next year different than the past. Instead of wishing for things to stay the same, look for positive possibilities in the changes. Those possibilities always appear, and you can always adapt to them. You'll get to enjoy making life good in ways you cannot yet imagine.

Best Wishes

A handwritten signature in black ink, appearing to read 'AGK Raju'. The signature is stylized and written in a cursive-like font.

(AGK Raju)

Engineering Marvels

The City of Arts and Sciences, Spain

The City of Arts and Sciences in Valencia, Spain is one of the largest scientific and cultural complexes in Europe. It is made up of impressive buildings such as the Hemisfèric and Oceanogràfic, and stands out because of its avant-garde architecture, designed by renowned architects Santiago Calatrava and Félix Candela.

The City of Arts and Sciences in Valencia is situated in a two-kilometre-long area on the old Turia River bed. The different centres here organise conferences, exhibitions, projections, guided tours and workshops related to science, technology, nature and art, designed to stimulate curiosity and learning with different types of audiences.

