

KRL QUARTERLY

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WHAT MAKES A WORKPLACE?





DIRECTOR'S NOTE

Dear KRLFamily,

It is good to see how all of us are gradually understanding and adopting the KRL way of working. Over the last few months, we have been putting in a lot of effort to build better systems, improve our processes, bring more discipline into our work, and develop a common approach across the organization. These small improvements, when followed consistently, will build the KRL culture. As we move ahead, I want all of us to consider one simple question:

What makes a workplace?

A workplace is not just an office, workshop, or project site. The management is working towards creating similar standards of infrastructure across all KRL branches and sites so that everyone has a safe, clean, and well-organized place to work. Our focus is to make work easier through proper planning, better storage, regular training, safety measures, and the principles of 5S.

But buildings and facilities alone do not make a workplace.

It is the people who work there every day who make the real difference. Just like a building becomes a home because the family living there takes care of it, a workplace becomes better when every employee treats it as their own. Taking ownership means keeping the workplace clean, following systems and processes, helping each other, and doing the right thing even when no one is watching.

This quarter, I request every member of the KRL family to take a simple pledge. Let us work together to keep our workplaces clean, safe, and positive. Let us follow the systems and processes given in the KRL Handbook and encourage others to do the same.

If each one of us takes responsibility for our own workplace, together we will build the KRL culture we all want to be proud of.

Thank you for your continued support and commitment.

Manish Lakhotia

CEO & Director

FOREWORD

A workplace is more than buildings, equipment or processes.

It is shaped by people. By the way we work together, learn from experience, make everyday decisions and look out for one another.

This edition explores workplace culture through leadership, safety, ethics, learning and the stories from across our branches. Each page offers a different perspective, but together they answer one simple question:

WHAT MAKES A WORKPLACE?

Perhaps the answer is different for everyone.

But together, we build it every day.

Sonali Lakhotia,
Chief of Corporate Communications

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FEATURE SPOTLIGHT

THE WORKPLACE WE CREATE TOGETHER

You may never visit every KRL branch. You may never meet every colleague who wears the KRL logo. Yet every day, people across our branches are solving problems, celebrating milestones, helping teammates and learning from one another. These moments may happen hundreds of kilometres apart, but together they shape what it feels like to work at KRL.

Workplace culture isn't created in one meeting or one campaign. It is built through everyday experiences. It grows when we welcome a new colleague, share what we've learned, recognise someone's effort or simply ask a teammate if they need a hand. It can be seen in a festival celebration, a birthday gathering, a team lunch after a successful project or colleagues coming together to support a community initiative.

Connection is built in many ways. Sometimes it is a conversation during a Toolbox Talk. Sometimes it is learning from

another department or sharing an improvement idea. Sometimes it is seeing a story from another branch on the KRL WhatsApp Channel and realizing that, although we work in different locations, we are all part of the same organisation. Every interaction, whether in person or online, helps strengthen the bonds between our people.

A good workplace is not measured only by the work we complete. It is measured by how people feel when they come to work each day—whether they feel respected, included, supported and valued. That experience is created by all of us, through the choices we make and the way we work together.

“

Every branch has its own stories. Together, they become the story of KRL.

”



WHAT MAKES A WORKPLACE A GOOD PLACE TO WORK?

“We asked employees across our branches one simple question...”

“Safety, quality,
and teamwork are
the foundation of
workplace
excellence.”

Srikant Sahoo
Safety Officer



“A Good Workplace
..... Place where we
work with Freedom,
Confidence,
Respect and driven
by Good Work
Culture, Policies,
Trust, Dedication,
Team Collaboration,
and well-maintained
& work-life balance.”

Mr. Malay Boxi
Head - Equipment Maintenance



“A good workplace
is built on
ownership, trust,
and keeping
commitments.”

Mr. Mukesh Kumar
Head - Purchase



“A great workplace
isn't where you
escape life, but
where you don't
have to hide who
you are to do your
best work.”

Satyasarathi Pati
Officer - Safety



“A good workplace
is built on trust,
respect,
teamwork, growth
opportunities, and
a culture where
every employee
feels valued and
supported.”

Anupam Sharma
Asst. Manager - HR



“A workplace is truly
great when every
woman feels safe,
appreciated, and
empowered to
reach her full
potential. Diversity
drives progress.”

Srimoyee Dey
EXECUTIVE - TA - HR



WHEN NOBODY IS WATCHING

The moments when our values become visible.

Every organisation has values.

They appear on websites, office walls and presentation slides.

But values are not truly tested in meeting rooms.

They are tested in ordinary moments.

The moments when there is no audience. No applause. No recognition. Just a choice.

- Do I take responsibility?
- Do I listen before I react?
- Do I choose respect, even when opinions differ?
- Do I speak up when something doesn't feel right?
- Do I do the right thing, even if no one would ever know?

Most of these choices are so small that they pass unnoticed. Yet they quietly shape how colleagues experience us, how clients remember us and how trust is built within a team.

Perhaps that is why values cannot be measured by words alone.

They can only be recognised through behaviour.

At KRL, our values come to life through the way we work with one another. Through the pursuit

of excellence. Through teamwork that puts the collective before the individual. Through honesty in our actions, innovation in our thinking, a commitment to our clients, and an unwavering focus on safety and sustainability.

These are not extraordinary moments.

They are everyday moments.

And together, they shape the workplace we create.

LOOK AGAIN...

The next time you're at work, take a moment to notice...

-  Someone helping a teammate without being asked.
-  Someone choosing the safer option over the easier one.
-  Someone admitting a mistake instead of hiding it.
-  Someone giving credit where it is due.
-  Someone sharing an idea that improves the way work is done.
-  Someone treating every person with the same respect, regardless of their role.

“

You probably won't hear anyone say, **“That's our values in action.”** But that's exactly what you're seeing.

”

**A workplace isn't remembered for the values written on its walls.
It is remembered for the values people experience every day.**

GOOD CULTURE STARTS WITH OUR LEADERS

The Hidden Cost of Busy Leadership



While Tech Has Made Communication Instantaneous, It Has Left Leaders With Less Time For Mentoring, Listening, and Reclaiming Human Leadership.

By CA Pankaj Kumar Jha

One of the biggest leadership challenges in organisations today is not capability, intelligence, or strategy. It is attention.

Leaders across industries are busier than ever. Meetings, emails, dashboards, notifications, and operational firefighting consume their days.

Technology has made communication instantaneous, but it has also created workplaces where leaders are continuously interrupted - and inadvertently fragmented. Many leaders also spend excessive time on work one-two levels below what their roles actually demand. The result is a growing crisis of leadership attention.

WHEN LEADERS BECOME TRANSACTIONAL

In many organisations, managers are gradually evolving into "process controllers" rather than leaders. They are becoming highly efficient at managing workflows, trackers, keeping systems updated, and ensuring reporting discipline.

But are they spending enough time coaching, mentoring, listening, and inspiring teams? The answer, in most cases, is no.

STRONG LEADERSHIP IS NOT MEASURED BY BUSY CALENDERS, BUT BY THE LEADERS IT CREATES. DASHBOARDS SHOW WHAT IS HAPPENING. DIALOGUE CREATES WHAT IS POSSIBLE.

WARNING SIGNS LEADERS SHOULD NOTICE

These are early warning signs that leaders should consciously watch for:

- Most interactions with employees relate only to pending work.
- Review meetings are dominated by dashboards and presentations.
- Managers know the numbers but not the actual operational difficulties.
- Employees hesitate to raise concerns before they become serious.
- Team members wait for instructions instead of proposing solutions.
- Mentoring and development conversations are repeatedly postponed.

“When leaders are busy managing work, They leave little room for building leaders.”

“Another dangerous trap is confusing business with effectiveness. A packed calendar does not automatically indicate meaningful contribution.”

THE STEEP COST OF FRAGMENTED ATTENTION

Middle managers, in particular, face pressure from both sides: Senior leaders expect faster delivery and tighter governance. Junior teams expect support, coaching, and emotional understanding. Over time, this creates several organisational risks.

EMPLOYEE ENGAGEMENT WEAKENS

Employees may comply with systems, but they do not necessarily feel connected to leaders.

FRAGMENTED ATTENTION AFFECTS DECISION QUALITY

Strong decisions require reflection, context, thoughtful listening, and strategic thinking.

INNOVATION AND OWNERSHIP SUFFER

Creativity, problem-solving, and ownership continuously suffer when teams only monitor and correct mistakes rather than anticipate them.

LEADERSHIP EFFECTIVENESS DECLINES

If leaders spend more time responding than thinking, monitoring than mentoring, or reviewing dashboards than building teams, the imbalance becomes visible.

RECLAIMING HUMAN LEADERSHIP

The challenge: The workflows/processes are important. They are vital.

Organisations: also need structure, governance, and accountability.

The real issue: arises when process management completely overtakes leadership.

Leaders: must be defined by purpose, not just delivery.

Metrics matter: but motivation, succession

building, team development, and people engagement matter equally.

Thinking time: Reflection, learning, uninterrupted work and strategic conversations are not luxuries.

Focused presence: Employees quickly notice whether leaders are genuinely listening or merely attending.

THE FOUNDATION OF OUR WORKPLACE CULTURE

When people think about workplace culture, they often think about celebrations, employee engagement or team activities. While these are important, there is something even more fundamental that shapes our experience at work every day.

SAFETY

Every shift begins with the shared expectation that everyone will return home safely. That expectation is built through the decisions we make before, during and after every job. Wearing the right PPE, reporting a hazard, following procedures, speaking up when something doesn't look right and sharing lessons from incidents are all actions that protect not only ourselves, but everyone working around us.

Safety is more than a requirement—it is one of the strongest ways we show respect for one another. When we remind a teammate to wear protective equipment, stop an unsafe task or take the time to discuss a potential risk, we are putting people before production. These everyday actions build trust, accountability and confidence across our teams.

Across KRL, safety is supported by a structured approach to learning and continuous improvement. Daily Toolbox Talks reinforce safe work practices before every shift. Weekly Line Walks encourage departments to identify risks at the workplace. Monthly audits and review meetings help monitor performance, while the Annual Initiative Plan keeps safety improvements on track throughout the year. Every observation, audit finding and incident learning adds to our collective knowledge, helping every site work more safely and consistently.

A positive workplace culture is built on trust, responsibility and care. Safety brings all three together. It is not separate from the way we work—it is the way we work.



HOW WE BUILD A SAFE WORKPLACE CULTURE



We start every shift with a Toolbox Talk.



We wear the right PPE for every job.



We report hazards, near misses and unsafe conditions.



We stop and speak up when something is not safe.



We learn from incidents and share those learnings across teams.



We take part in audits, reviews and improvement initiatives.



We look out for one another—because safety is everyone's responsibility.



A safe workplace isn't built by one action. It's built by the choices we make for ourselves, one another & our family every day.



ONE INCIDENT. MANY LESSONS.

Sometimes the most valuable lessons come from the incidents we never want to repeat.

WHAT HAPPENED?

During routine work at our Jharsuguda branch, an operator lost footing while descending from HEMM equipment, resulting in a Slip, Trip and Fall (STF) incident. The investigation identified several contributing factors including fatigue.



WHAT WE LEARNED

LESSON 1

Always Maintain 3-Point Contact



Keep two hands and one foot, or two feet and one hand, in contact while climbing or descending equipment.

Never jump from machines.

LESSON 2

Watch Your Step

Before climbing down,

- Check the surface.
- Look for mud, oil or loose material.
- Face the equipment while descending.



LESSON 3

Fatigue Can Affect Judgement

Long shifts, heat and tiredness reduce concentration.

If you feel fatigued,

- Inform your supervisor.
- Take scheduled breaks.
- Stay hydrated.



WHAT CHANGED?

Following the incident, KRL strengthened its focus on:



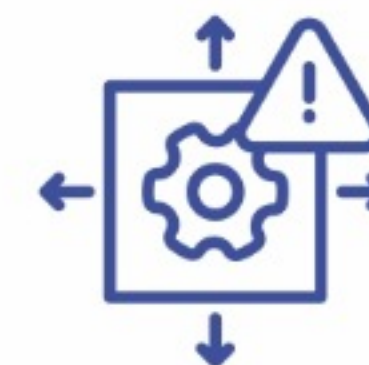
Slip, Trip & Fall awareness



3-Point Contact demonstrations



Hazard Mapping at work areas



Fatigue Management awareness



Toolbox Talk discussions across branches

“ EVERY INCIDENT IS A REMINDER THAT SAFETY IS BUILT ONE DECISION AT A TIME. ”

Amit Barman
Asst Manager - HSE

AROUND KRL

The Quarter at a Glance

The people, projects and moments that brought our workplace culture to life across our branches this quarter.

LEARNING & DEVELOPMENT



KRL HANDBOOK DAY

Employees across KRL came together to revisit the KRL Handbook, discuss key practices and reinforce one common way of working across every branch & celebrated KRL's day of incorporation.



CAMPAIGNS & TRAININGS

Monthly awareness campaigns and training sessions continued across branches, helping strengthen safety, operational knowledge and everyday workplace practices.

COMMUNITY & WELLBEING



BLOOD DONATION DRIVE

Employees across KRL came forward to donate blood, supporting an important cause and making a meaningful difference beyond the workplace.



COMMUNITY HYDRATION DRIVE

Teams distributed drinking water and refreshments within client's premises, helping people stay safe during the Summer months.

KRL IN NUMBERS



50+
Total New Hires



15+
Campaigns & Training Sessions



DISTRIBUTION DRIVE

Branches organised distribution drives to support our work in extreme heat & weather conditions, reinforcing KRL's commitment to giving back wherever we work.



SEASONAL ARRANGEMENTS

Cooling arrangements, hydration points, ORS availability and rest facilities were introduced across branches to help employees work safely and comfortably during the hotter months.



INTERNATIONAL YOGA DAY

Employees across branches participated in Yoga Day activities, promoting physical wellbeing, mental wellness and healthy habits.



WORLD ENVIRONMENT DAY

Employees marked World Environment Day through plantation drives and awareness activities, reaffirming our shared responsibility towards protecting the environment.

RECOGNITION & MILESTONES



CLIENT RECOGNITION K-TSA

At the Tata Steel Sumilan Program, our Athagarh Branch was recognised for Best Safe Work Practices and Zero Injury Performance. The event also highlighted KRL's workplace culture and safety initiatives through a presentation by Branch Head Mr. Gaurav Mandhani.



HIGHEST MONTHLY PRODUCTION K-VSP

Congratulations to the VSP team for achieving the highest-ever monthly production at the SSPY site, RINL, with an impressive 21,324.95 tonnes in June. A proud milestone made possible through teamwork, planning and consistent execution.



115+
Blood Units
Donated



75+
Trees
Planted



8400+
Community
Members Reached



ISO-certified company
45001:2015, 14001:2015, 9001: 2015



Material Recovery Association of India
Leading body within circular economy



Rated BBB-/ Stable by CRISIL
Globally accepted rating agency and standards



Confederation of Indian Industry



(Indian Chamber Of Commerce)



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