

# GMR ENERGY

## Restructures its EHS processes with EHS software

### Need

GMR was opting for a digitalized and centralized EHS management software capable to provide enhanced reporting and provide comprehensive visibility to the workplace activities.

### Challenges

Transparency and proper tracking acted as a biggest hindrance in managing the industrial assets – that holds in the workforce as well. On-site reporting lacked on-demand metrics for preventive actions.

### Benefit

In the form of EHS management software, GMR could overcome inconsistencies in reporting and tracking, along with receiving on-site safety metrics.

GMR Energy, a part of the GMR Group, is one of the largest diversified Infrastructure Conglomerates in India. It has an operating capacity of over 4400 MW, with a balanced fuel mix of coal, gas, LSHS as well as renewable sources of wind and solar energy. Apart from this, plants of over 2300 MW generation, making it India's one of the few fully integrated powerhouses. Challenges Over-the-time, it is one of the fastest growing infrastructure enterprises in the country that is uniquely placed to build state of the art projects in sectors that are of critical importance in the process of development.

Withholding a significant experience in managing and operating power assets with large power plants, it is solely dedicated to improve performance of its operational assets and drive future growth.

Over-the-time, in its expansion, it was quick to build and realize their digital capabilities and opted for EHS management software, as per the ongoing trend.

Traditional approach as a hindrance

### Traditional approach as a hindrance

In energy projects, there are ongoing series of simultaneous activities taking place in relative close proximity and are managed through a risk-based approach. Plus, the amount of project work remains significant by any standard, schedules as aggressive – where good planning remains critical. The environmental conditions are difficult at its best – heat, wind and dust as particular challenges.

**Operations with a diverse workforce require systems that aid working side-by-side, especially where worker competency remains a key concern.** Managing this large scope of work, EHS management software assists in innovative ways to improve overall performance.

Paper-based approaches proved GMR difficult to effectively deal with worker and environment interfaces that rarely reached the levels of performance expected. Even losing their effectiveness if not sustained and modifications became necessary.

The motive behind building such a highly configurable EHS platform was to easily tackle the ever-changing compliance needs of their work environment as well as provide a library of configurable tools and build new EHS apps, suiting their organizational workflow.

Their idea of adopting to a digital approach to manage workplace activities was a result of GMR's evolving consciousness of worker protection, where they grasped the value of

## Solution

- Interactive dashboards
- Critical safety information tracking
- Employee-based workflow approval
- Improved operational performance
- Real-time notifications and escalation alerts
- Streamlined data collection

capturing incident reports to efficiently focus on inspection, maintenance and other awareness programs. And main motto was to get all their processes mapped with integrated management systems that will comply with their OHSAS 18001 and ISO 14001 processes.

ASK-EHS approach involves measuring implementation of the system against user requirements and further using the results to focus on the improvement areas. Our main agenda lies in providing a holistic view of safety that incorporates people, processes and their work environment – GMR was positive in embracing behaviour and safety-based tactics to consciously interact with their workplace activities. We duly embraced their vision of adopting ISO 45001 in the coming years – and since software must be compatible for that transition, we helped them implement uniform processes for EHS.

### EHS integration into business goals

To help GMR build an appropriate EHS solution, ASK-EHS in-house team of EHS experts laid a detailed development strategy post understanding existing infrastructure and safety capabilities.

On ASK-EHS's first visit onsite in January 2019 for technical information gathering, a workshop was conducted, where their general approach to modern safety management can be explained in 3 primary components.

**Work environment** – GMR was opting for considerations needed to be made for geographical location of the workplace, and the various hazards present such as moving equipment or high pressure systems. Their typical assessments prioritized the need for a good safety management system in place.


**People** – Workers are generally at risk or capable of putting others to risk by their behaviors. Their key challenge involved in being able to understand and manage the relationship between individuals, group and supervision, getting them to self-identify and mitigate the risks.

**Systems** – A total emphasis on formalized safety work practices that outlined roles and responsibilities digitally, which require accountability to ensure programs are implemented effectively and continuous improvements are in place.

A single act of non-compliance can put a whole work process in jeopardy – with a digitized approach, GMR wished to negate the same.

Having understood the essential proficiencies of GMR, ASK-EHS developed a customizable and scalable EHS platform that provided a wide range of options to improve their EHS performance.

On continuous interactions with ASK-EHS twice a month, the first phase of User Acceptance Training (UAT), that involved 5 modules were deployed in a four-day workshop at Varora. The feedback was gathered and requirements for the modules for the next phase were taken.



*“Effective integration of all the safety processes strengthens our safety systems in terms of root cause analysis for incident and near-miss modules. Data handling and proper restoration of data gives measurable benefits to our work processes and activities.”*

The second phase of UAT was rolled out in September 2020 with 26 modules of the EHS management software, after continual interactions and alterations in terms of workflow changes, approval flows, reminders and notifications etc.

**Digital EHS management software is a viable change and a fundamental part of health and safety strategy that brings it to the forefront of the people's minds and actions.** ASK-EHS digital approach allows to gather data and correlate incidents, ultimately leading to positive and long-lasting changes in the way people act at a workplace.

**Beginning with phased wise rollout in pilot plants and then gradual implementation in other plants in parallel, the software implementation helped them brag 'Sword of Honor from the British Safety Council in 2019'.**

Being a large group and suitable goals in mind, it has opted for ASK-EHS's EHS management software in 4 plants of the energy group, and is hopeful to roll out to the airport sector as well.

#### **As, in the end, GMR wants to bring in –**

- Heightened safety awareness
- Reinforce safety as a line responsibility
- Promote employee involvement
- Safe work procedure development
- Act with urgency to address identified health and safety issues
- Use data to understand drivers of safety success and failure
- Improve compliance in work environment