

FiRESiDE

The House Magazine of the Thermax Group Volume 43 No.3 July - September 2013



FIREside

Volume 43 No.3 July-September 2013



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Production & Circulation

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Printed at

Vyoma Graphics, Pune



Cover

A daily scene at Harnai on the Konkan coast. Every evening hundreds of fishing boats return from the deep sea with their catch. On the beach, bullock carts and tempos wait to transfer it to the auction site and cold storages.

Before sunset, the lively auction will send an amazing variety of fish, prawn, squid, shrimp and lobster to near and far locations. Night will find the boats heading out yet again to return to another evening of golden light and vibrant colours.

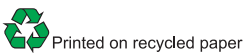
Photo by Sameer Karmarkar

BACK COVER
Environment
House :
a new office for
Thermax

Comment

“ It takes a very long time
to become young. ”

– Pablo Picasso



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Coal fired boilers at the refinery; and an elated Thermax Utility SBU and B&W team after the commissioning : game changer in petrochemicals

Slash energy costs: Thermax boilers in trend-setting Essar refinery

WHAT'S NEW ?

Essar Refinery at Jamnagar, Gujarat, in a partnership with Thermax, became India's first refinery to set up coal fired boilers for its steam and power requirements. The Utility SBU of the Boiler & Heater Group with support from Babcock & Wilcox (B&W) designed, supplied and commissioned two boilers of 750 tons per hour capacity, 110 kg/cm² (ata) pressure and 540 degree centigrade temperature to help Essar pass this milestone. This is the highest capacity boiler from Thermax and the first pulverised coal fired system commissioned by Thermax in India.

Essar invested in the system to reduce input cost of energy for the refining process – by using steam from the boilers for process and to generate power for both consumption at the refinery and for export to its other plants. These boilers on coal have reduced per unit power price substantially, a trend setter for reducing energy cost in the Indian petrochemical sector.

The boilers have completed one year of working at rated conditions. In what Essar termed a “game-changer”, the boilers are seen as being as reliable as traditional oil and gas fired units. As the refinery switched over to the newly commissioned coal fired boilers for its steam and power needs, the earlier power plant that operated on oil-gas boilers and gas turbines has been shut.

Thermax has provided a unique design by which the boiler can generate 100 % maximum continuous rating steam from Indonesian coal of high moisture (~ 35%) and low calorific value, and if need be, from heavy oil and diesel.

While all pressure part and structural design was done by the B&H team, Thermax has used the design from its technology partner, B&W, to manufacture and assemble roll wheel pulverizing fuel (PF) mills, which are at the heart of the boilers and coal burners.

Servicing Indian Navy boilers

The service team of Thermax's Cooling & Heating Group is looking after the service requirements of boilers installed in the Indian Navy's vessels – INS Delhi, INS Mumbai and INS Mysore. These destroyer class ships had earlier installed auxiliary boilers of 2000 kg/ hour capacity each from Thermax.

The Service SBU has been servicing the boilers since 2006 under a rate contract. Thermax has deputed a dedicated team at the naval dockyard in Mumbai for this. Working in the lowermost decks of the ships, the team has to cope with space constraints like narrow gangways, absence of usual support systems like forklifts and the challenges of ventilation and humidity. They also need to plan for short notice orders for spares and service by the fleet maintenance unit. Says Santosh Bamane, leader of the team, "Our job is to ensure round-the-clock reliability of the boilers we have installed."

The timely performance of the team has resulted in the Navy extending other services for specialised jobs like residual life analysis (RLA) for the main boilers on two of the Navy's ships. Another Thermax team led by Vivekanand Sutar is executing this job.



...And providing an indigenous burner for INS Viraat

As part of the Navy's indigenisation programme, the service team of the Boiler & Heater Group has successfully developed burners for the boilers of the fighter aircraft carrier, INS Viraat.

During the development phase, the SBU had to secure the Navy's approvals to meet the stringent quality standards, right from material selection, engineering, commissioning and test runs. More than 1000 hours of on-board initial sea runs were logged in before the Indian Navy gave a 'thumbs up' to the burners' performance.

The B&H Services team of Uday Nair, Tirupati Polaswar and Chandan Peela was behind this commendable indigenisation project.



100 kW solar power plant : new possibilities for industry

Solar PV based power for Tuticorin industrial unit

Thermax has commissioned a 100 kW solar photovoltaic based power plant at KOG-KTV Food Products, Tuticorin. For Thermax's Solar business, this is the largest PV based commercial power installation till date.

Installed and commissioned in a time frame of 14 days, the solar power system is on the sloping roof of tin sheets of the plant. The installation opens up possibilities for industrial units to tap solar energy on their rooftops for power generation.

Heating launches 'Combloc' a versatile product for industry

Heating SBU team, and below, Combloc boiler: high thermal efficiency in a small footprint



For customers who, earlier, had to choose between a particular boiler design and a solid fuel option, Combloc, the new steam boiler, offers a way out. This versatile fully packaged boiler, recently launched by Thermax Heating SBU combines the fuel flexibility of a hybrid boiler and the inherent ruggedness and compactness of an integral furnace boiler.

Available in the range of 1.5 to 6 TPH, Combloc provides customers various options for fuel combustion – imported coal, Indian coal, pet coke, wood chips, rice husk, pellets, wood logs, dry biomass, etc. Without making expensive and time consuming boiler modifications, industries can switch between these fuels depending on their cost and availability. Combloc's compact design helps clients avoid the hassles of site civil work, longer installation time and higher investments. In a small foot print, the boiler offers one of the highest thermal efficiencies.

Combloc is available with four different types of combustors. One of them is 'Lambion Horizontal Grate' which uses the combustor technology for biomass systems that Thermax has adopted from its German

technology partner.

Thermax installed its first Combloc at its Chinchwad factory where its steam activates a triple effect chiller for air conditioning. Following this project's success, Heating SBU is executing nearly a dozen such orders in chemical, paper, packaging and pharma industries.

R.S. Jha, Head, Innovations; Abhay Mane, Project Leader, and sales and marketing teams of Heating were closely involved in developing this product.



Dry coolers : reduce industrial water wastage

Thermax's Cooling Division has introduced Dry Cooler, a path breaking heat transfer equipment that can be a viable alternative for industries that face water shortage. This eco-friendly system can replace wet cooling towers as it utilises air as a medium for heat transfer.

Conventionally wet cooling towers remove the heat from water generated from process cooling applications in industries and recycle it. Cooling happens through evaporation of some water as it absorbs the latent heat from the rest of the water. This water loss is made up by extra supply which also calls for water treatment as part of the system. By contrast, in a dry cooler hot water or any process fluid is circulated through finned tubes and air blown from a fan takes the heat off. Thus the same output is achieved without wasting water.

Dry coolers can be used for high temperature and high pressure applications. Water conservation and savings in water treatment

are major benefits. Such advantages can make dry coolers preferred equipment in refineries, petrochemical plants, oil & gas industry and power plants.

Harish Iyer, Business Manager says, "We have already supplied two dry coolers of 1.3 MW each to SEDCO in Tamil Nadu."

Cooling SBU team with the Dry Cooler; and (inset) Harish Iyer: eco-friendly alternative



Thermax launches new resin for chemical process

Thermax Chemical Division has developed a new Guard Bed Resin Tulsion ASD 057 jointly with Scientific Design, a leading licensor of chemical process technologies worldwide. This is a specialty resin that will help SD's customers (licensees) maintain required cycle water quality even after they switch over to a new generation and better performing catalysts that the chemical major has introduced for the Mono-ethylene-glycol process.

Thermax successfully completed the trials of the resin at an Indian client's site. The resin was formally launched at a conference that Scientific Design organised for its customers including 25 licensees at Honolulu earlier this year. Thermax was the only resin manufacturer invited for this conference.

Says Tulsidas Avhad from Thermax Chemicals who presented at Honolulu, "Scientific Design and Thermax are now jointly conducting a larger pilot scale study in a petrochemical complex in Saudi Arabia."



“Ladies, being assertive at the workplace, making it clear what you approve and do not approve of, and being confident of ourselves, is very important for our own growth.”



In this issue of *Fireside*, I thought I would talk about the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, the recent legislation on sexual harassment. You may wonder why I have dedicated my entire column to this topic. I am convinced it is a very serious issue that this important law addresses. It is essential that every person in our company is sensitised to this new law, and each of us knows what is expected of us, and we also are aware of the serious consequences if this law is either used or even misused.

This Act comes from a strong belief that sexual harassment violates the Fundamental Rights of a woman under the Constitution of India, especially her right to life and personal liberty, and also her right to equality at the workplace. As you might be aware, these are universally regarded human rights enshrined in International Conventions such as the Convention on the Elimination of all Forms of Discrimination against Women, which has been ratified by India in 1993.

The current legislation, originating from the guidelines of the Supreme Court in the landmark judgement of *Vishaka vs the State of Rajasthan*, makes it binding on organisations and employers to have well defined policies and processes to protect women from sexual harassment at work places. Some of the salient features of this new law in our context are as follows:

- The law applies to all people working with us either as an employee – temporary / permanent / trainees / apprentices – or through vendors / contractors
- For the purpose of the law, “workplace” refers to all places visited by the employee during the course of employment including the journey. It is important to understand and follow this.
- Every organisation has to set up a Complaints Committee, with a senior level woman employee as the presiding officer, one member from an

NGO, with women constituting 50% of the membership.

- The aggrieved woman need not make a complaint herself; her legal heir in case of physical or mental incapacity or death can lodge the complaint to the employer.
- On receipt of a complaint, an enquiry has to be conducted.
- Complaints have to be dealt with sensitively and the identity of the complainant has to be kept confidential.
- Both parties should be given a chance to be heard.
- On concluding that an act of harassment has been committed, the committee shall recommend to the employer actions that could involve a warning in the form of a letter, financial penalty, suspension or even termination.
- A woman employee making a malicious complaint is also liable for disciplinary action as per the rules. However, mere inability on the part of the complainant to provide proof will not make the complaint malicious.
- The Internal Complaints Committee has the power of a civil court.

Before the Act came into force, what provisions did we have in Thermax to provide a safe work environment for our women? What do we intend to do to sensitise our employees on this critical issue?

To begin with, we have a Code of Conduct which every employee needs to read, understand and sign. We also have a Sexual Harassment Policy which is on our intranet and a committee to take care of any complaints. We have updated both these documents to reflect the specific clauses of the new Act. We will be designing a test that all employees will have to undertake within a certain time frame so that they know what is expected of them as also what constitutes an inappropriate gesture or action.

We have reconstituted our Complaints Committee. It consists of three ladies - Anu, myself and Anandhi from the NGO Akanksha, as also Sharad Gangal, our Head of HR and Gajanan Kulkarni, our Legal Head. This committee will meet once every quarter and even at short notice, whenever required. There are informal and formal processes instituted within the organisation to handle cases related to sexual harassment, which are outlined clearly in the policy. We have also nominated a woman employee at various locations within and outside Pune, to make it "comfortable" for someone aggrieved, to talk to.

We have received certain anonymous mails and letters from women on some form of sexual harassment. Anonymous mails do not help us tackle the issue, because, without knowing the identity of the person harassed, it would be unfair to assume that a certain person is guilty. Unless the person is willing to give her name, no formal enquiry can be made. I would also like to take this opportunity to reiterate that a complaint made by an individual will be taken very seriously and so it is important that we are sure that the 'incident' is not to malign or to settle scores with the person accused.

As a woman, I would urge every woman to learn to take care of herself and not feel helpless when a man does something which is not acceptable to her. For example, if you have received a lewd or suggestive SMS or inappropriate mail, please convey firmly but politely that this should not happen again, or else you will be forced to escalate the matter.

Anu and I have shared at our Ladies Open Forum, some thoughts to help us women create a better world for ourselves. I would like to reiterate them for the benefit of others. Let us ask ourselves whether we bring up our kids, male and female, very differently. We often encourage our sons to work hard, get good jobs, show aggression since it is manly to do so, make him believe that he is superior to the rest of the family, especially his sisters and mother; tell them not to be sissies to cry and show

their emotions, and so on. On the other hand, we tend to bring up a daughter to be a good wife, daughter in law and mother, someone who never raises her voice; who is always "sacrificing" herself (including her health) for her family, who is encouraged to show her affiliative and emotional needs. Thus, through these different set of message, we sow the seeds of this 'inequality' between boys and girls right in our homes. It gets magnified as children grow older and are ready to start work.

My plea to all of us is to start becoming aware of the kind of messages we overtly or subtly give our children; then work on and eliminate these differences to bring in equality, dignity and respect. Ladies, being assertive at the workplace, making it clear what you approve and do not approve of, and being confident of ourselves, is very important for our own growth. It is only in doing so that we will be able to create and maintain a workplace that is secure, where both genders work in harmony, reaching out to each other as human beings.

After the atrocious Delhi rape case, in our own city of Pune, a core team has been formed under the lead of Pradeep Bhargava, (Director, Cummins India) to promote safe work environments. The team has shared a number of best practices among organisations across sectors and we will be learning from each other. Recently, a seminar organised on the very topic was well attended by many companies including Thermax.

I would also urge that we spread this awareness across the ecosystems that we can influence. Let us remember that it is very difficult to have two sets of values - one at home and the other at the workplace. It is only if we fundamentally respect and treat every human being with dignity, we can aim to create an environment of equality.

Meher Pudumjee
Chairperson

EXPRESSIONS

"If you have received a lewd or suggestive SMS or inappropriate mail, please convey firmly but politely that this should not happen again, or else you will be forced to escalate the matter."



Credibility comes from and I am glad to say that

Deepak Thakur, Head of Thermax's Solar Business talks about the organisational support that empowers his team and shares his optimism about growth prospects, in a chat with A.M.Roshan

UP CLOSE

Deepak talks fast, words and sentences coming out in a rush. He has a lot to say, and he knows he has many more miles to go before the young solar business he heads takes firm roots. A man in hurry, he exudes a restless energy as he talks to me.

We are in my cabin at Thermax House and Deepak tells me of the factors that influence a person's course of life. Coming from a home that valued education, he did well in his studies and was selected for a medical course. His father, a professor, was keen that he joins up and become a doctor. But growing under the shadow of 13 cousins and uncles, all mechanical engineers, he decided to follow them and joined MIT, Pune. There, he combined studies with an active campus life, played hockey and was on the student's council as sports secretary.

MBA and two transformative years at Symbiosis followed. From a shy and introverted person, he became "someone who could stand in front of an audience and speak." Symbiosis also set the stage for two later developments of his life. There Deepak met Nafisa, his life partner. And he did his summer training at Thermax, where "Gladwyn Netto's kindness" left a lasting impression on him.

At campus placements, Deepak was picked up by Ranbaxy and Citibank, dream jobs of any business post graduate, but his heart was set on joining an engineering company. "I couldn't think of a better place than Larsen & Toubro". On a whim, he went to Mumbai, hung around the L&T office and managed to get through to their HR. Seven rounds of interviews followed, and eventually, an offer letter.

Deepak worked with L&T's Cement Machinery Division, Powai. "I am fortunate for those 4 ½ years of incredible learning and the supportive environment in the division." As a member of the first batch of MBAs recruited by L&T, Deepak shone in sales. "I gained the nickname 'boy with the golden arm' as all the proposals I worked on were converted to orders," he says with a boyish pride. Besides sales and proposals, he also spent time in execution and at site gaining all-round knowledge for the future.

It was also at L&T, while working on a business plan for a proposed joint venture, he felt the excitement of strategic planning. In 1996, he moved over to the Mahindra Group. Deepak would work at M&M with its Executive Director, Arun Nanda who led the focus areas of services, infrastructure and realty. Over six years, he had the opportunity to work on a slew of new ventures in various sectors, learning from senior leaders. "Those years at M&M made me the professional that I am today, honing my strategic capabilities, business acumen and people skills," he says.

While at L&T his marriage with Nafisa (now Kiran) had happened. "With an inter-religious marriage, we had our share of challenges." In the Mumbai of post-Babri riots and serial bombings, 'well meaning' neighbours warned them of their safety. "Our landlord, a brave man, stood firm and we felt strong even when threatened on various occasions," Deepak remembers. With the birth of their first child after a difficult pregnancy, Kiran gave up her better paying job with Hong Kong Bank.

In 2002 responding to a head hunter, Deepak joined Thermax as Head – Corporate Strategy & Planning reporting to the then Managing Director, Prakash Kulkarni. By then, Thermax had turned around. As a next step, Project Evergreen was announced under the stewardship of Unny to transform the company. Deepak was a member of the task force responsible for strategy. "This was a very satisfying experience as we were able to provide new insights for organisational renewal and could see them implemented with tangible results."

In early 2005, Deepak moved on to head the Channel Management Group, but in December 2006, owing to professional differences, he would quit and for the next 2 ½ years work with Honeywell. He headed its fledgling Electronic Security business, which exposed him to global business practices and multi-cultural teams. "I could grow the South Asia business from USD 8 million to USD 20 million, and also set up a manufacturing base in India," he sums up.

installations and data, this differentiates us.

Deepak rejoined Thermax in May 2009. By then, Thermax had started a solar growth unit as part of its strategy to nurture its green energy business. The business had strong synergies with the company's heating and cooling portfolios. While the initial focus had been primarily on the solar thermal heating side, "my mandate was to build on it and develop solar business across its various sub-segments." In January 2010, Deepak presented the consolidated solar strategy before the Thermax Board. "For a nascent business like solar, it was so empowering to be backed by the Board members and the conviction of the promoters and Unny."

In this year of business gloom, Solar business is doing well and Deepak is upbeat about its prospects. The past three years have given a range of installations and the team is confident of meeting the growth goals. "Credibility comes from these installations and hands-on data, and I am glad to say that this differentiates us." I ask Deepak about the twin streams of his business: solar thermal and solar photovoltaic (PV). On the solar thermal business he says that "for now, on the heating side, we are focusing on the Indian market, and will continue to target industrial and large commercial establishments." In solar cooling, exciting applications have been developed and this business has an instant appeal in overseas markets like the Middle East. Deepak explains that the alignments with both the Heating and Cooling SBUs of Thermax will be leveraged for growing the solar thermal business. To help propel the business, his team continues to closely engage with the company's RTIC (Research, Technology & Innovation Centre) for product development and improvements while selectively setting up certain aspects of manufacturing.

Deepak is excited about the strides made in the PV space in a brief span of two years – the highest rating for channel partner accreditation with MNRE, and recognition as a credible player for off-grid and roof-top installations. It has projects of 4 MW for power generation and given the favourable trends and policy framework, the demand for these systems is set to boom all over the country. "We have to be nimble

footed and quick on the uptake if we have to reap the gains," he says. In the meantime, Solar business is associating with knowledge partners like IITs to explore possibilities of system level innovations.

Deepak is confident that the solar journey is on the threshold of its most rewarding phase. He is all praise for his "incredibly passionate team of Kiran, Umakant, Manish and others" who are translating business dreams to gains on the ground. He is grateful to Dr. Sonde for his "amazing drive and think-on-the-edge approach" which have helped him and the team "to push the boundaries and make a real difference."

In spite of his hectic schedules, Deepak manages to listen to music and jog. "I write poetry and already belong to a small group on the Net where we share our work," he informs me. He is happy that after a decade of bringing up their two daughters, Kiran has begun to work again. "Right now it is a few hours of voluntary work at a friend's firm. But soon, she would like to begin something on her own."



"We have to be nimble footed"



Amitabha Mukhopadhyay rejoins as Therman's new CFO

Amitabha Mukhopadhyay took over as Group Chief Financial Officer and Executive Vice President (EVP) in October 2013. He joined Therman from Tata Autocomp Systems (TACO) where he was President and CFO.

This is Amitabha's second innings at Therman. Earlier, from 2001 to 2007 he had been with the company, first as CFO and subsequently as Head of the Chemical and Water business. Besides Therman, his 24 years of experience spans various companies

including Tata Steel, Dunlop and IFB Industries.

Amitabha was a topper in Chartered Accounting from ICAI in 1989 and completed his B.Sc. from Calcutta University.

He is married to Manvir (Nina) and has two sons, Raunaq and Rohan.

Fireside welcomes Amitabha and wishes him a mutually rewarding career in Therman.

ROUND UP

Accident free days at project sites and manufacturing plants

Grasim felicitated the Therman projects team for completing seven million man-hours free from loss due to injury (LTI- lost time injury) at its Bharuch site where a 3X32 MW captive power plant is being commissioned. The trophy and letter of appreciation awarded to the MPP Group of the Power Division group recognises the robust safety standards and practices at the worksite of Therman's management, staff, contract workmen and Grasim's HSE team.



Felicitating Therman team at the Tata Power work-site : safe man-hours

Therman subsidiary Therman Engineering Construction Co. (TECC) which executes construction projects for the B&H division has also achieved one million safe man-hours at Tata Power's Kalingangar site and Rohit Ferro Tech, both in Odisha.

Therman provides safety training to its employees, vendors, contractors and partners to prevent injuries. The training covers both client sites and its own manufacturing plants at Chinchwad, Savli and Jhagadia which maintain high accident free man-days.

Innovation award for green technology

Thermax has been honoured with an award in recognition of its innovative research on 'Development of Anaerobic Membrane Bioreactor for Waste to Energy Solutions'. In September in New Delhi, Dr. R.R. Sonde and Dr. V. Kalyan Raman accepted the Best Innovator Award 2013 instituted by the Biotechnology Research Assistance Council (BIRAC), Department of Biotechnology, Govt. of India. The award was presented by



Dr. Kalyan Raman (left) and Dr. Sonde accepting the award : innovative research

Prof. K. Vijayraghvan, Secretary, Dept. of Biotechnology.

The objective of BIRAC is to foster innovation in India's bio-economy and create a conducive environment to commercialise socially relevant innovations. Thermax received the award in the category of industrial bio processing and green technology development.

Training vendors for skill enhancement



CII is helping Thermax train its vendors in Total Quality Maintenance. Using its cluster development programme, CII is partnering with Thermax to train its vendors working with the Boiler & Heater Group.

The cluster concept brings together small and medium companies to improve their performance through mutual learning and sharing in areas like manufacturing excellence, energy and cost management, and human resource development.

Thermax vendors will be trained over a period of one year on 5S, kaizen, quality, delivery and safety to help them boost productivity and reduce costs. CII will not only conduct class room sessions but visit vendors' workshops and suggest improvements.

At the inaugural function, CII members and companies like JCB, Godrej & Boyce and Surin Auto who earlier underwent the vendor cluster programme, shared their experiences.

Cluster programme for SMEs: mutual learning and sharing



Chillers at Lego's plant: using waste heat for cooling

Over the last decade Thermax has installed more than 450 vapour absorption chillers in US and Europe, which have the biggest co-generation markets in the world.

Thermax will supply four chillers worth USD 1.3 mn, for a combined heat, power and cooling (CHPC) project at Fort Knox military base in the US. Four vapour absorption chillers of 2270 TR (7970 kW), triggered by waste heat and water, will cool a hospital, Human Resource Centre and an exchange building in the premise. The project is a part of the national energy security project implemented by the US army that will also conserve resources. The system integrates renewable energy, grid power, energy storage and load management

Thermax chillers in the US and Europe

to guarantee uninterrupted power in adverse conditions.

In Europe, Thermax will cool an upcoming facility in Hungary for Lego, the world's fourth largest toy maker. At the facility is situated near the Ukrainian border, reliable power availability is a major concern. Three multi-energy powered absorption chillers of 1830 TR (6425 kW) will utilise waste heat from the exhaust and jacket water of a 2.6 MW GE Jenbacher gas engine to cool Lego's energy and environment friendly plant.

The Italian city of Bologna makes use of two hotwater fired chillers for comfort cooling – a 398 TR machine at its Centrale railway station, and a 259 TR system at the Guglielmo Marconi international airport.

Rupesh Yadav (right) accepting the award for Thermax : innovative safety practices



Chinchwad factory won the Safety Innovation Award 2013 from The Institute of Engineers (India) in New Delhi for implementing innovative practices such as safety through Kaizen, involving contract workers in safety committees and audits at vendors' premises.

Safety awards for Chinchwad factory

The factory was also a winner at the 12th Annual Occupational Health, Safety & Fire Conference in Goa, for its excellence in fire and safety management. The event was organised by the Greentech Foundation.

Customer training in southern India



Participants at a session : energy saving techniques

C&H Services SBU organised training programmes in Chennai, Bangalore and Hyderabad for its customers on 'Energy saving opportunities in Industries'. 250 participants were trained on steam engineering, energy conservation and monitoring techniques.

Training programmes were also conducted for boiler operators at O&M sites where the division has annual maintenance contracts. Some of these sites are Chemplast Sanmar, Pioneer Jellice at Cuddalore, Perfetti Vanmelle at Chennai, Raichem and Shilpa Medicare at Raichur.

Training services for Tetra Pak's engineers

When Tetra Pak was planning to offer complete project services to their customers in India and abroad, they approached Thermax for assistance. They wanted Thermax to conduct a training programme specific to the dairy industry on the fundamentals of utilities and their application. This was for their newly inducted engineers who would be responsible for these projects.

15 graduate and project execution engineers



from Tetra Pak attended a six day programme at Thermax's EERC in September. Experts from Cooling, C&H Services and WWS conducted modules on steam, cooling and air conditioning, water and effluent treatment, and electrical and compressed air.

The training was a success and the participants were proud of their 80%+ scores in the exam conducted at the end of the programme.

Programme for dairy professionals : Utilities for projects

Thermax begins manufacturing construction chemicals



Jhagadia plant : supporting the surge in infrastructure activity

Thermax recently began manufacturing construction chemicals at its state-of-the-art facility in Jhagadia, Gujarat. This follows the technology transfer agreement it signed with Tecnochem Italiana SpA, Italy. These specialty chemicals when added to cement and concrete, reduce energy consumption, improve efficiency of the manufacturing process, reduce water consumption and substitute environmentally harmful additives like fly ash.

Construction chemicals will support the surging infrastructure activity in India which demands sophisticated construction techniques and shorter time frames for large projects. The Jhagadia facility will manufacture the complete range of chemicals like admixtures, cement grinding aids and other unique and innovative products.

Learning and friendship at the Field Engineer meet

Seventy-five Field Engineers from the B&H division participated in a three day engineering meet at EERC in October. Inaugurated by Pravin Karve and Rajan Nair, the event promised to be “a time for learning and a time for friends.”

The technical discussions covered electrical and instrumentation, critical mechanical equipment, and soft skills like



A discussion underway : ideas galore

improving managerial skills and personality development. The engineers enthusiastically shared lessons learnt from the field, ideas to resolve stubborn problems, and suggestions to reduce cost and improve design.

Relaxed conversations among colleagues from across the country, helped the meet live up to its theme.



Anil Nadkarni, Thermax's CIO bags awards for innovative use of IT

Anil Nadkarni (left) receiving the 'CIO 100' award : secure data for dynamic business

Anil Nadkarni, Thermax's Chief Information Officer won the 'CIO 100' 2013 award for taking risks on emerging technologies and trying them in innovative ways. Organised by CIO Magazine, the awards honour companies that use IT to drive business, technology and innovation.

Anil also won the Dynamic CIO award by Innovation Group.

These honours have come to Anil for implementing the virtual desktop concept in Thermax. The concept works on the bring-your-own-device (BYOD) model where employees can connect anytime anywhere to Thermax's IT applications without fear of compromising security or losing data.

Anil, who joined Thermax in 2011, has three decades of IT experience in organisations like HDFC Life Insurance, Mercury Travels, Cadbury India and Thomas Cook.



Lending a hand to relief work



The Thermax Social Initiative Foundation donated Rs. 50 lakh to People's Science Institute to help in the relief and rehabilitation of people affected by the floods and landslide in Uttarakhand. The Uttarakhand based NGO has 22 years of experience in disaster management. Its 18 month response programme is already progressing and will

help the people in flood hit areas reclaim their environment and restore their livelihoods.

Additionally, Thermax employees from across the country raised Rs. 3.63 lakhs. Out of this, Rs. 55,000 was contributed by the Thermax Workers Union.

People's Science Institute helping build temporary shelters in Uttarakhand; and a family moves in : help for people affected by flood



WANTED:

Good photos for

FIRESiDE

Yes, this magazine badly needs good photos. Its look and feel are decided by the quality of the photos that it carries every issue. Now, with every phone doubling as a camera, and with everyone clicking pictures, we end up with a large number of photos clicked without any thought or care. So this could be a good time to revisit some of the basics.

We are not talking here of our cover pictures, but about those photographs that capture Thermax life every quarter in 28 to 32 pages – on people, products, orders bagged, awards won, training sessions, picnics and getaways.

We have had our share of good, bad and some rare ugly photos too. When forced to choose between no photo and a bad photo, we have had some unfortunate examples as shown (see near useful tips).

And we are not talking about artistic works or masterpieces. Give us photos that show us something, convey some information or mood, soften the pages, and leave us with a glimpse of something nice, a cheerful aftertaste. Photos that are well lit and neatly composed. After all, this is a house magazine which many people take home for their families to see, leaf through and hopefully, even read.

The Internet has enough material on how to take good pictures: how to frame and compose, how to use natural light or flashes, how to make your subjects relax, and the basics of lenses, focal length, aperture, colour, et al. Here, for our purpose, let us look at some of the good photos from our earlier issues – good as it works for a house magazine.

FOCUS

People and equipment make a good pair :

As this is primarily a magazine for popular reading, even if we are in the capital goods-manufacturing sector, we would like to present equipment and installations in a softer way. Take pictures with people around and you humanise the whole set up.





Projects demand the big picture:

Pictures of completed projects have to convey size and these are done well with the help of wide angle compositions or by shooting from high above. Here too people are always welcome; their presence, can also highlight the bigness of the project.

People and places look better when there is action :

Photos get interesting when they show people active, doing something – laugh, shake hands, dance, make faces. Try and avoid stiff posed photos. That goes for objects too where a lifting crane, moving truck, flowing water, or a cutting machine with flying sparks catch our eyes faster.



Some useful tips while taking photos

- 1) Get close to the subject, hold the camera steady, and compose your photo with care to include only essential details. Make sure there is enough light falling on your subject. With cell phones, shoot from a distance of 4-6 feet.
- 2) If inside a hall like EERC, either light up the place or ask people to move out to get the benefit of natural light.
- 3) If possible, shoot with a regular camera. If you have to shoot with a mobile phone camera, make sure it is of at least 5 megapixels. Remember, the nice picture that you see on-screen may not be good enough for print.
- 4) The photos sent to us should have a minimum resolution of 1 MB and preferably in JPEG format; no photos in Power point, Word or Excel. Email us the original ones and not those with reduced resolution.
- 5) For a quick refresher on how to take good pictures, check out these links : <http://www.easyphotography.info> and <http://digital-photography-school.com/how-to-use-a-camera-phone>



All backs, no faces



Some badly shot photos

Lifeless, bored



Badly lit, composed

PHOTONEWS



Thermax team with the first despatch of material for the company's biggest ever project order. The consignment with the foundation bolt for the first 500 TPH CFBC boiler (of a battery of nine boilers to generate steam and power) left the Chinchwad factory on October 11, 2013, for the client site in western India.

Welcoming the new batch engineer trainees



Rain dancing : young at Thermax

The 18 Diploma Engineer Trainees (DETs) were welcomed to Thermax in July with an intensive induction at EERC. During the month long programme, they met divisional heads, trained on specific products, brushed up engineering concepts, attended behavioural programmes such as Campus to Corporate transition and visited manufacturing plants.

But happily for them, it wasn't all classroom theory. Before being deputed to the

businesses, the young engineers were given a chance to relax and soak up the monsoons at a Mulshi resort with a rain dance, sumptuous lunch and a game of Antakshari.

Here's wishing the young professionals the very best as they begin their careers at Thermax.

Honours for Thermax cricket team



Thermax's Cricket Club won the Pune District Cricket Association trophy 2012-13. They defeated three cricket clubs and two banks. Vikram Deshmukh and Riyaz Utawale picked up trophies for the best batsmen, while Girish Gaikwad and B. G. Dhake won prizes for their bowling skills.

The team also stood Runners Up at the inter corporate cricket tournament organised by the Maharashtra Cricket Association at Guhunje. Thermax won against TATA Technology, Bajaj Auto and HSBC Bank but in the finals lost to Kirloskar Oil Engines.

Networked for synergy

The Channel Management Group (CMG) facilitated several events to reach out to clients and to improve synergy among Thermax and its business partners. The initiative included customer meets in Jaipur and Goa that drew more than 200 customers from the hospitality, construction, pharma, mining and ship building industries.



Exhibitions targeting the food & food processing, hospitality and tea sectors saw participation from Thermax businesses.



At these expos, Thermax promoted its recently introduced heating products like Aquerothem and Combloc, besides chemicals and services for boiler and water treatment plants.

Participation in exhibitions and seminars : reaching out for growth



Piyush

Piyush bags 3rd prize in Bangalore Bicycle Championships

Seventeen year old Piyush stood third in the downhill mountain biking competition organised by Bangalore Bicycle Championships. Piyush has been training for the last six years and has participated in many competitions including the Nepal National Downhill mountain biking competition. Piyush is also an active member of 'Ride 2026', a club which promotes mountain biking.

The 12th standard student of Wadia college of Commerce, who loves to play the guitar, is the son of Sanjay and Vaishali Chavan from Enviro.

Tushar completes second level of Coating Inspector Program

Tushar Patil has completed level II of the National Association of Corrosion Engineers (NACE), a professional organisation for the corrosion control industry. He completed level II in May 2013 in Mumbai as part of the Coating Inspector Program.

Tushar has been with Thermax since January 2006 and works with the B&H division.

With a Diploma in Surface Coating from Fergusson College in 2000, he began his career with Goodlass Nerolac. He enjoys playing cricket and working out.



Tushar

Pannkaaj's paper in International Journal



Pannkaaj

Pannkaaj More's technical paper, 'Vibration Performance Evaluation of Collecting plates of Electrostatic Precipitators Using Finite Element Analysis Approach' has been published in the International Journal of Engineering Research and Applications (IJERA). Pannkaaj who works with Enviro division, joined Thermax in 2008. Recently he completed his Masters in Engineering in Mechanical Design from Sinhgad College of Engineering.

Rohan and Jayadev, certified PMP professionals

Rohan Umbranikar and Jayadev Bhattathiripad from Power division are now certified Project Management Professionals. The certificate is a global recognition by the Project Management Institute, USA, which deals with the best practices in project management.

Jayadev, who joined Thermax in 2008, had earlier worked with L&T, Essar Group and ThyssenKrupp Industries. He completed BE in Civil Engineering and PG in Construction Management from the National Institute of Construction Management and Research (NICMAR), Pune. Rohan who completed his BE in Civil Engineering from Pune University had a stint with Suzlon Energy before joining Thermax in 2006.



Jayadev



Rohan

Aanand and Hemant bag a corporate quiz prize



Aanand Ladgaonkar and Hemant Thorat from Savli Heating bagged the runners-up prize in the regional round of the 10th edition of Tata Crucible Corporate Quiz at Ahmedabad. The team has been participating in the event for the last five years and won four awards.

The Thermax team won from 50 participating teams and received Rs. 50,000 as runner up prize money. From this year, a part of the prize money is donated to an NGO of the contestants' choice by Tata directly from the winner's prize. The Thermax team contributed its share to the Akanksha foundation.

Terence runs against odds

Terence Miranda, 44, ran the Half Marathon (21 kms) organised by 'Pune Running Beyond Myself'. His performance is remarkable as it comes in the wake of an angioplasty he underwent last February. Terence has been consciously trying out a lifestyle change by exercising daily and eating healthy. "I felt confident and strong enough to complete the run and I am glad I did," he says.

Terence works with Moog India and is married to Connie from Corporate Legal.



Terence

LIMELIGHT

Why we should read and daydream, and preserve our libraries



Photo source : Reuters

SIGNPOSTS

*How everything changes when we read and why it is more important than ever, in this age of Internet, for people to be literate.
A lecture by writer Neil Gaiman.*

It's important for people to tell you what side they are on and why, and whether they might be biased. A declaration of member's interests, of a sort. So, I am going to be talking to you about reading. I'm going to tell you that libraries are important. I'm going to suggest that reading fiction, that reading for pleasure, is one of the most important things one can do. I'm going to make an impassioned plea for people to understand what libraries and librarians are, and to preserve both of these things.

And I am biased, obviously and enormously: I'm an author, often an author of fiction. I write for children and for adults. For about

thirty years I have been earning my living though my words, mostly by making things up and writing them down. It is obviously in my interest for people to read, for them to read fiction, for libraries and librarians to exist and help foster a love of reading and places in which reading can occur.

So I'm biased as a writer.

But I am much, much more biased as a reader. And I am even more biased as a British Citizen.

And I'm here giving this talk tonight, under the auspices of the Reading Agency:

a charity whose mission is to give everyone an equal chance in life by helping people become confident and enthusiastic readers. Which supports literacy programs, and libraries and individuals and nakedly and wantonly encourages the act of reading. Because, they tell us, everything changes when we read.

And it's that change, and that act of reading that I'm here to talk about tonight. I want to talk about what reading does. What it's good for.

I was once in New York, and I listened to a talk about the building of private prisons - a huge growth industry in America. The prison industry needs to plan its future growth - how many cells are they going to need? How many prisoners are there going to be, 15 years from now? And they found they could predict it very easily, using a pretty simple algorithm, based about asking what percentage of ten and eleven year olds couldn't read. And certainly couldn't read for pleasure.

It's not one to one: you can't say that a literate society has no criminality. But there are very real correlations.

And I think some of those correlations, the simplest, come from something very simple. Literate people read fiction.

Fiction has two uses. Firstly, it's a gateway drug to reading. The drive to know what happens next, to want to turn the page, the need to keep going, even if it's hard, because someone's in trouble and you have to know how it's all going to end ... that's a very real drive. And it forces you to learn new words, to think new thoughts, to keep going. To discover that reading per se is pleasurable. Once you learn that, you're on the road to reading everything. And reading is key. There were noises made briefly, a few years ago, about the idea that we were living in a post-literate world, in which the ability to make sense out of written words was somehow redundant, but those days are gone: words are more important than they ever were: we navigate the world with words, and as the world slips onto the web, we need to follow, to communicate and to comprehend what we are reading.

People who cannot understand each other cannot exchange ideas, cannot communicate, and translation programs only go so far.

The simplest way to make sure that we raise literate children is to teach them to read, and to show them that reading is a pleasurable activity. And that means, at its simplest, finding books that they enjoy, giving them access to those books and letting them read them.

I don't think there is such a thing as a bad book for children. Every now and again it becomes fashionable among some adults to point at a subset of children's books, a genre, perhaps, or an author, and to declare them bad books, books that children should be stopped from reading. I've seen it happen over and over; Enid Blyton was declared a bad author, so was R. L. Stine, so were dozens of others. Comics have been decried as fostering illiteracy.

It's tosh. It's snobbery and it's foolishness.

There are no bad authors for children, that children like and want to read and seek out, because every child is different. They can find the stories they need to, and they bring themselves to stories. A hackneyed, worn-out idea isn't hackneyed and worn out to them. This is the first time the child has encountered it. Do not discourage children from reading because you feel they are reading the wrong thing. Fiction you do not like is the gateway drug to other books you may prefer. And not everyone has the same taste as you.

Well-meaning adults can easily destroy child's love of reading: stop them reading what they enjoy, or give them worthy-but-dull books that you like, the 21st century equivalents of Victorian "improving" literature. You'll wind up with a generation convinced that reading is uncool and worse, unpleasant.

Albert Einstein was asked once how we could make our children intelligent. "If you want your children to be intelligent," he said, "read them fairy tales. If you want them to be more intelligent, read them more fairy tales."



We need our children to get onto the reading ladder: anything that they enjoy reading will move them up, rung by rung, into literacy...

And the second thing fiction does is to build empathy. When you watch TV or see a film, you are looking at things happening to other people. Prose fiction is something you build up from 26 letters and a handful of punctuation marks, and you, and you alone, using your imagination, create a world, and people it and look out through other eyes. You get to feel things, visit places and worlds you would never otherwise know. You learn that everyone else out there is a me, as well. You're being someone else, and when you return to your own world, you're going to be slightly changed.

When you watch TV or see a film, you are looking at things happening to other people. Prose fiction is something you build up from 26 letters and a handful of punctuation marks, and you, and you alone, using your imagination, create a world...

Empathy is a tool for building people into groups, for allowing us to function as more than self-obsessed individuals.

You're also finding out something as you read vitally important for making your way in the world. And it's this:

The world doesn't have to be like this. Things can be different.

I was in China in 2007, at the first party-approved of Science Fiction & Fantasy Convention in Chinese

history. And at one point I took a top official aside and asked him Why? SF had been disapproved of for a long time. What had changed?

It's simple, he told me. The Chinese were brilliant at making things if other people brought them the plans. But they did not innovate and they did not invent. They did not imagine. So they sent a delegation to the US, to Apple, to Microsoft, to Google, and they asked the people there who were inventing the future about themselves. And they found that all of them had read science fiction when they were boys or girls.

Fiction can show you a different world. It can take you somewhere you've never been. Once you've visited other worlds, like those who ate fairy fruit, you can never be entirely content with the world that you grew up in. Discontent is a good thing: people can modify and improve their worlds, leave them better, leave them different.

And while we're on the subject, I'd like to say a few words about escapism. I hear the term bandied about as if it's a bad thing. As if "escapist" fiction is a cheap opiate used by the muddled and the foolish and the deluded, and the only fiction that is worthy, for adults or for children, is mimetic fiction, mirroring the worst of the world the reader finds herself in.

If you were trapped in an impossible situation, in an unpleasant place, with people who meant you ill, and someone offered you a temporary escape, why wouldn't you take it? And escapist fiction is just that: fiction that opens a door, shows the sunlight outside, gives you a place to go where you are in control, are with people you want to be with (and books are real places, make no mistake about that); and more importantly, during your escape, books can also give you knowledge about the world and your predicament, give you weapons, give you armour: real things you can take back into your prison. Skills and knowledge and tools you can use to escape for real.

As J.R.R. Tolkien reminded us, the only people who inveigh against escape are jailers.

Another way to destroy a child's love of reading, of course, is to make sure there are no books of any kind around. And to give them nowhere to read those books.

I was lucky. I had an excellent local library growing up. I had the kind of parents who could be persuaded to drop me off in the library on their way to work in summer holidays, and the kind of librarians who did not mind a small, unaccompanied boy heading back into the children's library every morning and working his way through the card catalogue, looking for books with ghosts or magic or rockets in them, looking for vampires or detectives or witches or wonders.

And when I had finished reading the children's library I began on the adult books.

They were good librarians. They liked books and they liked the books being read. They taught me how to order books from other libraries on inter-library loans. They had no snobbery about anything I read. They just seemed to like that there was this wide-eyed little boy who loved to read, and would talk to me about the books I was reading, they would find me other books in a series, they would help. They treated me as another reader – nothing less and more – which meant they treated me with respect. I was not used to being treated with respect as an eight year old.

Libraries are about freedom. Freedom to read, freedom of ideas, freedom of communication. They are about education (which is not a process that finishes the day we leave school or university), about entertainment, about making safe spaces, and about access to information.

I worry that here in the 21st Century people misunderstand what libraries are and the purpose of them. If you perceive a library as a shelf of books, it may seem antiquated or outdated in a world in which most, but not all, books in print exist digitally. But that is to fundamentally miss the point.

I think it has to do with nature of information.

Information has value, and the right information has enormous value. For all of human history, we have lived in a time of information scarcity, and having the needed information was always important, and always worth something: when to plant crops, where to find things, maps and histories and stories – they were always good for a meal and company. Information was a valuable thing, and those who had it or could obtain it could charge for that service.

In the last few years, we've moved from an information scarce economy to one driven by an information glut. According to Eric Schmidt of Google, every two days now the human race creates as much information as we did from the dawn of civilisation until

2003. That's about five exobytes of data a day, for those of you keeping score. The challenge becomes, not finding that scarce plant growing in the desert, but finding a specific plant growing in a jungle. We are going to need help navigating that information to find the thing we actually need.

Libraries are places that people go for information. Books are only the tip of the information iceberg: they are there, and libraries can provide you freely and legally with books. More children are borrowing books from libraries than ever before – books of all kinds: paper and digital and audio. But libraries are also, for example, a place that people, who may not have computers, who may not have internet connections, can go online without paying anything: hugely important when the way you find out about jobs, apply for jobs or apply for benefits is increasingly migrating exclusively online. Librarians can help these people navigate that world.

I do not believe that all books will or should migrate onto screens: as Douglas Adams once pointed out to me over twenty years before the kindle turned up, a physical book is like a shark. Sharks are old: there were sharks in the ocean before the dinosaurs. And the reason there are still sharks around is that sharks are better at being sharks than anything else is. Physical books are tough, hard to destroy, bath-resistant, solar operated, feel good in your hand: they are good at being books, and there will always be a place for them. They belong in libraries, just as libraries have already become places you can go to get access to ebooks, and audiobooks and DVDs and webcontent.

A library is a place that is a repository of, and gives every citizen equal access to, information. That includes health information. And mental health information. It's a community space. It's a place of safety, a haven from the world. It's a place with librarians in it. What the libraries of the future will be like is something we should be imagining now.

Literacy is more important than ever it was, in this world of text and

Why we should read and daydream, and preserve our libraries



email, a world of written information. We need to read and write, we need global citizens who can read comfortably, comprehend what they are reading, understand nuance, and make themselves understood.

Libraries really are the gates to the future. So it is unfortunate that, round the world, we observe local authorities seizing the opportunity to close libraries as an easy way to save money, without realising that they are, quite literally, stealing from the future to pay for today. They are closing the gates that should be open.

Literacy is more important than ever it was, in this world of text and email, a world of written information. We need to read and write, we need global citizens who can read comfortably, comprehend what they are reading, understand nuance, and make themselves understood.

According to a recent study by the Organisation for Economic Cooperation and Development, England is the “only country where the oldest age group has higher proficiency in both literacy and numeracy than the youngest group, after other factors, such as gender, socio-economic backgrounds and type of occupations are taken into account”.

Or to put it another way, our children and our grandchildren are less literate and less numerate than we are. They are less able to navigate the world, to understand it to solve problems. They can be more easily lied to and misled, will be less able to change the world in which they find themselves, be less employable. All of these things. And as a country, England will fall behind other developed nations because it will lack a skilled workforce. And while politicians blame the other party for these results, the truth is, we need to teach our children to read and to enjoy reading.

be less able to change the world in which they find themselves, be less employable. All of



We need libraries. We need books. We need literate citizens.

I do not care – I do not believe it matters – whether these books are paper, or digital, whether you are reading on a scroll or scrolling on a screen. The content is the important thing.

But a book is also the content, and that’s important.

Books are the way that we communicate with the dead. The way that we learn lessons from those who are no longer with us, that humanity has built on itself, progressed, made knowledge incremental rather than something that has to be relearned, over and over. There are tales that are older than most countries, tales that have long outlasted the cultures and the buildings in which they were first told.

I think we have responsibilities to the future. Responsibilities and obligations to children, to the adults those children will become, to the world they will find themselves inhabiting. All of us – as readers, as writers, as citizens: we have obligations. I thought I’d try and spell out some of these obligations here.

I believe we have an obligation to read for pleasure, in private and in public places. If we read for pleasure, if others see us reading, then we learn, we exercise our imaginations. We show others that reading is a good thing.

We have an obligation to support libraries. To use libraries, to encourage others to use libraries, to protest the closure of libraries. If you do not value libraries then you do not value information or culture or wisdom. You are silencing the voices of the past and you are damaging the future.

We have an obligation to read aloud to our children. To read them things they enjoy. To read to them stories we are already tired of. To do the voices, to make it interesting, and not to stop reading to them just because they learn to read to themselves. Use reading aloud time as bonding time, as time when no phones are being checked, when the distractions of the world are put aside.

We have an obligation to use the language. To push ourselves: to find out what words mean and how to deploy them, to communicate

clearly, to say what we mean. We must not attempt to freeze language, or to pretend it is a dead thing that must be revered, but we should use it as a living thing, that flows, that borrows words, that allows meanings and pronunciations to change with time.

We writers – and especially writers for children, but all writers – have an obligation to our readers: it's the obligation to write true things, especially important when we are creating tales of people who do not exist in places that never were – to understand that truth is not in what happens but what it tells us about who we are. Fiction is the lie that tells the truth, after all. We have an obligation not to bore our readers, but to make them need to turn the pages. One of the best cures for a reluctant reader, after all, is a tale they cannot stop themselves from reading. And while we must tell our readers true things and give them weapons and give them armour and pass on whatever wisdom we have gleaned from our short stay on this green world, we have an obligation not to preach, not to lecture, not to force predigested morals and messages down our readers' throats like adult birds feeding their babies pre-masticated maggots; and we have an obligation never, ever, under any circumstances, to write anything for children to read that we would not want to read ourselves.

We have an obligation to understand and to acknowledge that as writers for children we are doing important work, because if we mess it up and write dull books that turn children away from reading and from books, we've lessened our own future and diminished theirs.

We all – adults and children, writers and readers – have an obligation to daydream. We have an obligation to imagine. It is easy to pretend that nobody can change anything, that we are in a world in which society is huge and the individual is less than nothing: an atom in a wall, a grain of rice in a rice field. But the truth is, individuals change their world over and over, individuals make the future, and they do it by imagining that things can be different.

Look around you: I mean it. Pause, for a moment and look around the room that you are in. I'm going to point out something so obvious that it tends to be forgotten. It's this: that everything you can see, including the walls, was, at some point, imagined. Someone decided it was easier to sit on a chair than on the ground and imagined the chair. Someone had to imagine a way that I could talk to you in London right now without us all getting rained on. This room and the things in it, and all the other things in this building, this city exist because, over and over and over, people imagined things.

We have an obligation to make things beautiful. Don't leave the world uglier than we found it, not to empty the oceans, not to leave our problems for the next generation. We have an obligation to clean up after ourselves, and not leave our children with a world we've shortsightedly messed up, shortchanged, and crippled.

We have an obligation to tell our politicians what we want, to vote against politicians of whatever party who do not understand the value of reading in creating worthwhile citizens, who do not want to act to preserve and protect knowledge and encourage literacy. This is not a matter of party politics. This is a matter of common humanity.

Albert Einstein was asked once how we could make our children intelligent. His reply was both simple and wise. "If you want your children to be intelligent," he said, "read them fairy tales. If you want them to be more intelligent, read them more fairy tales."

He understood the value of reading, and of imagining. I hope we can give our children a world in which they will read, and be read to, and imagine, and understand.

{Adapted from Neil Gaiman's lecture on October 14, 2013 at Reading Agency, UK.

*Courtesy:
<http://readingagency.org.uk/news/blog/neil-gaiman-lecture-in-full.html>}*

Why we should read and daydream, and preserve our libraries



Photo courtesy : Pratham

GLIMPSES



Sweet water exoskeleton crab. Sandeep Patil (Enviro) captured its image with his Canon 550 D near Pavana Dam, Maval, this monsoon.



Radiant umbrellas shot at Pune's Tulsibaug market during Ganesh Chaturthi time. Shot by Shiv Prasad (WWS) with his Samsung Galaxy Note



Flamingos at Kenya's Lake Naivasha. Seen through Canon EOS 40 D of Gajanan Kulkarni, (Legal & Secretarial)

A Mother's Blog



Are you sure you are expecting? Is the test positive? I recall the resident University doctor giving me that slightly worried glance. She was concerned how I was going to manage a child amidst all that was going on? I was in the last leg of my PhD at the University of Minnesota, the most difficult phase for a doctoral candidate, and juggling two jobs – one as a Teaching Assistant and another one as an intern at a global consulting firm.

I was flooded with excitement, happiness, wonder and a bit of fear. I guess it was fear of the unknown, fear of doing something big and important. I was elated, had been waiting for this news forever. The doctor was puzzled – why would I want to have a child now?

I was looking forward to starting a family and hoped that I would have finished my doctoral degree while the baby would be on the way. Thankfully it all worked out. Today, six years later, I am a proud mom of a six year old daughter and a three year old son.

It's been a roller coaster journey – my first baby, moving back to India soon after, the shift between cultures, moving to a Maharashtrian family (me, a Punjabi) and starting my first job in India – after over 10 years in the US.

One baby, then two and life became increasingly fast paced. Their conflicting whims, illnesses and sleep patterns, my work related travel – all these got to be very demanding. Fortunately, I am blessed with a supporting husband and mom-in-law. When you get back from work, if there is someone at home to offer you a cup of chai and ask you how your day had been, you don't feel tired any more. That's my mother in a law, a real pillar of strength. She has a big role in my children's up-bringing. She raised her three children and now she is giving ours her love and care.

I also realise that relationships are two-way streets and its important not to take them for granted. My husband and I try to make sure my mom in law gets time to pursue her interests and social life. We try to work out a schedule so that she has most of her evenings to herself. We also try things out together as family, like making modaks during Ganpati, chaklis at Diwali, weekend getaways. They help to break the monotony of everyday life.

I have also learnt that as a parent it is the quality of time spent with your family that matters. So it doesn't make sense to come home early only to spend time browsing your work mails. You might as well finish your work, head home and spend time with your children. We strictly follow a 'no television' policy at home during weekdays. With just 2-3 hours "together-time" as a family in the evening, we can either spend a large part of that in front of the idiot box or do something together – playing cricket, solving puzzles, reading a book. It's also better to go local when it comes to buying daily groceries rather than spend long hours in queue at a large store to save those 20 bucks on onions! In the larger scheme of things, it doesn't matter.

I have also come to learn that as a parent, one can't get everything right. There will always be those deadlines at work, request for help on an urgent school project back home, and the maid might not have turned up for the past five days. The idea is to enjoy the moment, live with a sense of positivity and humour- after all, our children copy what they observe and not what they have been told. With this positivity and optimism, as I learn from each day, I feel a sense of gratitude I have never felt before for my daughter and son. And also a new sense of appreciation for my own mother and all mothers.

VOICES



– Nidhi Dhanju
(Learning and Development)



Biking in the Himalayas

It's been almost four months since we returned from our biking trip to the world's highest motorable road.

But it feels like yesterday. When we began planning the Leh-Ladakh trip we were eight engineering buddies. But when we hit the road, it was only Anup and his Bajaj Avenger, my Honda Unicorn and me, all four of us raring to go.

From Pune, we boarded the Durgam train to Delhi on 14th June and another to Jammu the next day. We collected our bikes despatched earlier from outside the Jammu station. Soon we were en route to Srinagar, making slow progress in heavy traffic over the dusty zigzag roads. We shortly passed through the imposing Jawahar Tunnel dug right through the mountain – an unnerving 2.85 km stretch.

On the 17th, we passed through Sonmarg valley but its back-breaking roads offset the great scenery. We stopped over at Zoji-la pass, the theatre of the 1962 Indo-Pak war and the Kargil war memorial at Drass.

The next day, we were at Magnetic Hills, said to defy gravity and pull vehicles upward. Actually it's only an optical effect caused by the layout making a slight downhill stretch appear like an uphill slope. Reaching Leh at 6 PM that evening was a great feeling.

On the 20th, we began the ascent to Chang-la pass, the third highest motorable road at 17,580 ft. En route, a couple from Mumbai had literally crashed their biking dreams – the young lady had a broken leg and the man had injured his head. Fortunately, our soldiers were already shifting them to a hospital. Our destination that day was the Pangong Lake with its ever changing colours. This enchanting landscape was incomparable to any other mountain lake I have seen. We camped that night in Spangmik – its colourful tents featured in the movie *Jab Tak Hai Jaan*.

– Pramod Sable
(Heating)

On our return, we stopped by the Thickse monastery. Wish we could have stayed longer to appreciate its Buddhist art and philosophy.

Khardung-la, the highest motorable road in the world at 18,380 feet greeted us with snow all around. We had accomplished what we had set out to achieve. We couldn't stay longer because the high altitude would wreck havoc with our head and limbs. On the decent towards Leh we had to wait for over an hour as the road was being cleared after a landslide.

Day 10. 23rd June. The road till Taglang-La, the second highest motorable road was very good. We were there by 11 AM and the next 150 km in nine hours seemed easy. But not in Ladakh. The road was an absolute gravel trap with steep slopes. In the next three hours we could cover only 30 km. But we gained speed at the Moorie plains and reached Sarchu (on the border of J&K and H P) by 7 PM. We were warned about the extreme cold and possibly a bout of Acute Mountain Sickness. Fortunately we didn't. The fact that we were off alcohol during the entire trip also helped.

We left early the next day knowing that by afternoon, melting snow would make the numerous water crossings difficult. We had a taste of that at Patseo where our bikes got stuck mid way but we managed to get across. We left Rohtang at 7.30 PM and as we descended through thick fog and heavy rain, a mad wind lashed at us. True adventure. We were in Manali by 10.30 PM.

Next day, on our return from Himachal, after a lunch stop over at Kulu, we spent six torturous hours negotiating heavy truck traffic and covered almost 200 km to descend Swarghat. We made it to Chandigarh before midnight and were at Ambala station the next day to catch the train back to Pune.

We rode for totally 103 hours in those 15 days. 5-10 minute breaks were necessary every two hours to avoid muscle pain. And in spite of living on mostly Maggie noodles and dal rice, we are still hungry for another biking adventure.

Trapped inside Westgate Mall, Nairobi

That Saturday, 21st of September, 2013, began like a usual relaxed weekend. I had come to Kenya only ten months earlier from the Power division's office in Pune and my wife had joined me end of July. We had just begun settling down to a home life, far away from home.

In Nairobi, the Westgate Mall is a familiar destination. We do our weekly shopping at the Nakumatt supermarket, which takes up a huge space within the mall. Plus, the place has banks, coffee shops and cinemas. It was about 2 ½ km. from where we stayed and this weekend too, we went there. First we went to an ATM on the first floor of the mall and then we went to the popular Java Café on the 2nd floor.

We ordered our coffee. It was 12 noon and we could hear some sounds like crackers from the first floor. They continued and we could hear shouts and screams. People ran to the open space outside the café to the roof top parking adjacent to the café. Downstairs the sounds of gunshots continued. As there was heavy firing from the entrance to the parking space, people ran back scared. Some café employees pushed a small cabinet to block the entrance to the café. Hardly protection but that was we could get. Everyone was on the ground and one of the employees crawled to the kitchen. As the sound of footsteps neared, we too followed him there. There were 30 to 40 people already there, all of us terrified. Hastily, two refrigerators were pushed into the doorway of the kitchen. Some of us moved from the kitchen into the adjoining store room stacked with drums, detergents and room cleaning solution. We pushed the store room freezer cutting off the store from the kitchen. That was the end of our escape route, there was nowhere else to go.

We could hear people running up from the ground floor. Initially we thought this was a robbery, but from casual comments we realised it was a terrorist attack. Soon we could hear gunshots on our floor. It was



Photo source : Reuters

terrible to know that they could come after us too. I had to keep my panic in check as I was worried about my wife, Rashmita. We had married in April 2011, and after I had moved to Kenya, we were again picking up the threads of our life together. And now, we didn't know if we would come out of this place alive. We could only pray, and that was what most people trapped there did. Some were sobbing, and initially some were trying to talk over mobile phones, but they were asked to switch off and remain silent.

For over 2 ½ hours we were trapped inside. Eventually, when some people came up through the fire exit near the roof top parking, there was panic. But the men in plain clothes shouted they were police and had come to rescue us. Slowly, crouching, we moved through the fire exit. Downstairs, the place had been cordoned off and there were instructions to "be on the ground." We could see some people injured and bleeding.

From the exit point we walked nearly 200 metres away from the building, stood on the road and took deep breaths. We spent that night at a relative's house as our house key had been inside the car parked near the mall gate. Only the next night we could get the keys and get back to our own house. I got calls from my own divisional people and from the MD. They were most helpful and made us feel better.

I didn't see any shooting or any dead bodies and I am grateful I was spared these. But the horror of that Saturday shall remain and it will be a long time before life gets normal.

– Surajit Borkakoty
(Power Division)

PEOPLE IN UNUSUAL JOBS

Nancy Rica Schiff photographs people working in the world's most unusual occupations, be it dog food tasters, armpit sniffers or dinosaur dusters.

For more than 30 years, Frank Braisted has been dusting 145m-year-old bones. Frank is the one and only dinosaur duster at the Smithsonian Museum of Natural History in Washington DC. Five days a week in the early hours of the morning, he has the dinosaurs all to himself as he grooms them with a feather duster and a vacuum cleaner.

What can a potato chip inspector be looking for? Cindy Pina at the Cape Cod Potato Chip Factory in Massachusetts, looks for over-cooked chips, but more importantly, for chips that are clumped together. Such clumps will ruin the whole bag. Cindy has been inspecting potato chips for 12 years.

Jeffrey Bleim says his work is always 'picking up'. This golf ball diver, clad in three layers

of wetsuits and towing 45lbs of scuba gear, 18lbs of weights at his waist, and 60lbs of golf balls in a net hanging from his neck, glides through the waters of Florida golf courses picking up after the mistakes of others. In one year, he retrieved 800,000 balls. He ships them off to a refinishing company.

—From *The Guardian*



And this poster:



**The trouble with
doing something
right the first
time is that
nobody
appreciates how
difficult it was.**

Are apps taking over parenting?

How, American parents wonder, can they get their fussy children to eat healthy food? Since even little horrors who never listen to Mom and Dad usually pay attention to flashing screens, many parents hope that apps may succeed where they have failed.

Several studies suggest that mobile or online games can fool children into eating more fruit and vegetables. *Easy Eater*, an app that lets kids record what they've eaten on an iPad and earn points for bolting broccoli. A new version of the app will urge children to feed an interactive character (a cute micro-organism) with healthy items.

Most kids would rather lie on the sofa shooting zombies than take out the rubbish. But Chris Bergman, the creator of *Choremonster*, argues that his app has encouraged children to complete more than 1.4m household tasks since its launch in 2012.

Some of the best educational apps are free. *Dumb Ways to Die*, for example, began as an Australian public-safety campaign that sneaked dull rail-safety messages into a song about amusing ways to expire ("Eat medicine that's out of date/ Use your private parts as piranha bait"). It went viral and then became a game app. In less than a year, it has taught more than 50m people not to walk across a railway line—or set fire to their hair.

{ From *The Economist* }



THE GIFT OF giving



Thermax employees contributed to make the Joy of Giving week truly memorable.

In the Colour my World session, employees and their families joined children from Akanksha centres and schools with Teach For India (TFI) initiative, to paint large canvasses on themes of education and childhood. On the Volunteering Day in five municipal schools, they spoke to children about their work at Thermax, held craft classes and conducted sports. In a nation-wide collection drive, employees donated clothes to Swach, India's first wholly owned cooperative of self-employed waste pickers.



Environment House : a new office for **Thermax**



The new office houses Thermax's environment businesses – Enviro (air pollution control), Water & Wastewater Solutions and Chemical.

Inaugurated in November 2013, in Bhosari, Pune, Environment House is spread over 1,47,000 sq. ft. It has five floors and a two-level basement parking. Constructed out of fly ash bricks, the building's skylights bring in natural light. It can accommodate 800 people, has a 150 seater auditorium and a 250 seater cafeteria.