

FiRESiDE

The House Magazine of the Thermax Group Volume 49 No. 1 January-March 2019





About the Cover

As the summer sets in and gets warmer by the year, millions of birds traverse miles inexhaustibly in search of water with a hope to spot a tiny oasis and perhaps be deceived by a mirage. It doesn't take a Fireside to realise the looming water crisis threatening the existence of all the living species on earth. But this picture will continue to remind us that while we are among the lucky few to be blessed with 'abundance' of this resource, it is our responsibility to preserve it for the future.

Photo by Sameer Karmarkar

BACK COVER

**A significant leap
in the Middle East**

Comment

Thousands have lived
without love,
not one without water
– W. H. Auden

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SLICE-OF-LIFE

An interview of a millennial

What's New?

The plant supplies steam and power to the sugar factory and refinery as well as clean green energy to the grid.

40 MW cogen plant at the Philippines



Commissioning of a cogen BTG plant

Victorias Milling Company Inc., a publicly listed company in the Philippines, produces integrated raw and refined sugar. Founded in 1919, they enjoy the repute of being among the earliest modern sugar mills in the country.

Thermax has successfully commissioned a Boiler Turbine Generator (BTG) cogeneration biomass power plant for the customer comprising a 200 TPH,

110 ata, 540°C bagasse fired travelling grate boiler along with Balance of Plant. The plant supplies steam and power to the sugar and refinery factory and also provides clean green energy to the grid. The scope of the project included design, engineering, manufacturing, supply, civil works, construction and commissioning of the 40 MW cogeneration biomass plant.

‘City of Lakes’ gets cleaner

The Water & Waste Solutions business of Thermax recently commissioned a Sewage Treatment Plant of 25 MLD (million litres per day) capacity for Hindustan Zinc Limited, the world’s leading zinc-lead-silver producer at Udaipur. Based on the advanced Moving Bed Bio Reactor (MBBR), the treated water from the plant will be reused by HZL at their processing unit in Dariba, around 50 km away.

This project is a part of HZL’s CSR programme, wherein they signed an agreement with Udaipur Smart City Limited in June 2017 to set up the plant to treat the city’s sewage and conserve water (an article was carried in Oct-Dec 2017 issue of Fireside announcing the tie-up).



“This utilisation of recycled water from sewage will help in rejuvenation of water bodies in and around the area, in addition to reducing the dependency on fresh water required for the process,” said Hemant Joshi, head of WWS, Thermax.

The STP is also equipped with a solar PV system on the rooftop of the control room, which generates 24 kilowatts of green power.

Supporting HZL in their mission to clean the city sewage



Smart service for Thermax chillers



As a significant stride towards leveraging digitisation for creating a differentiated service offering to our customers, the Global Technical Services (GTS) group of the Absorption Cooling division recently launched its smart service, 'ROSS' (Remote Online Service Support). It's a web-based solution that helps to remotely monitor, troubleshoot, supervise and control Thermax chillers for optimal performance through 360° secured connection and customised reports for analytics.

"With our business having installations in over 90 countries, this initiative aims to change the dynamics of the way service has been perceived so far. Extensive data analysis and ease of root cause identification will enable us to provide proactive service support to customers across the globe. We have already begun reaping encouraging results from our chillers connected through ROSS by way of excellent customer experience," says Suresh Kumar, head of GTS.

This intelligent analytical capability can be integrated easily into the existing chillers and available as an inbuilt feature in the new smart units with an ability



The team from GTS responsible for monitoring Thermax chillers remotely

to send notifications in case of any functional abnormality. A dedicated team of engineers are allocated for daily scanning of the connected units and updating their status to the customer. The condition-based analytics have been formulated by an expert team having over 30 years of experience in field service.

The ROSS centre is based at the Thermax Office, MRC Nagar, Chennai and was jointly inaugurated by Anu Aga, Meher Pudumjee, M.S. Unnikrishnan and Hemant Mohgaonkar on February 1, 2019.

Boiler & Heater has a new identity

The last quarter witnessed a major strategic restructuring in Thermax when the Boiler & Heater business was transferred to Thermax Babcock & Wilcox Energy Solutions (TBWES).

In 2010, Thermax formed a joint venture with Babcock & Wilcox Power Generation Group to engineer, manufacture and supply supercritical boilers for catering to the growing demand for supercritical technology in the Indian power sector at that time. The agreement also covered the manufacture of subcritical boilers above 300 MW.

As the prospects for thermal power

declined over the years, posing a challenge for manufacturing supercritical boilers and as Thermax's focus intensified towards green technologies, the management decided to revisit this JV. Subsequently, Thermax entered into a definitive agreement in 2018 to acquire the stakes of B&W in TBWES which was concluded on July 19, 2018. Accordingly, TBWES changed its status from JV to a wholly owned subsidiary of the company.

The transfer of B&H business to TBWES has taken place through a 'slump sale' with approval from shareholders.



This provides Thermax with the opportunity to leverage synergies between the B&H division and TBWES in terms of product offerings, customer base and manufacturing infrastructure, particularly the modern facility of TBWES at Shriwal and a few of the B&W technologies.

Fireside wishes luck to the entire team of B&H for a seamless transition and an exciting way forward.

THERMLive

Always Agile



In 2nd April, the HR team at Thermax rolled out SAP SuccessFactors, an industry-leading cloud human capital management (HCM) suite that uses the latest technologies in managing various facets of employees' organisational lifecycle such as core HR and payroll, attendance and time logs, recruiting and onboarding; learning and development; as well as people engagement.



The core team behind the successful launch of the new people portal

To make this initiative truly inclusive, a naming contest was announced and after a detailed deliberation, 'THERMLive' was the choice signifying a platform that's agile and updated at all times.



And, the 'Change Champions' for being their partners in success

"In the last decade, Thermax has increased its footprint as a global player and grown in terms of employees and businesses. We realised the need to develop a strategic people portal that can integrate all our operations and comply with the highest international standards. THERMLive has many advantages – it is device agnostic, customisable as per specific country needs, user-friendly and provides analytics by way of dashboards," said Sharad Gangal.

project team under the leadership of Amit Choudhary within 180 days.

THERMLive will be rolled out in three phases, the first being Goal Management and Continuous Performance, introduced on the day of the launch.

The implementation was managed deftly by a diverse

Thermax's sunshine spreads to the Philippines

The Solar Power business commissioned its first ever international project comprising a 152 KWp rooftop solar photovoltaic system for one of the packaging giants in the Philippines. This captive power system from Thermax is slated to reduce the client's dependence on

the grid and meet 12% of their electricity demand while bringing down 137 tonnes of CO₂e annually. Collaborative efforts between the Solar Power and International Business Group led to this modest



Thermax's first solar PV installation outside India

beginning in the global solar arena.

Expressions



The past four years have been the hottest on record; air pollution is now the fourth-highest cause of death worldwide.

Saving the FEW- Fuel, Energy & Water. Sounds interesting? This was my topic of presentation as a speaker at the CII Green Conclave, focussing on environmental sustainability a few months ago. These kind of forums are hopefully relevant in addressing the pressing need for conserving the environment against the backdrop of climate change, which is envisaged to have more catastrophic effects, than anticipated a few years ago.

For a moment, let us close our eyes and imagine the day when you turn on your tap and there's no water; no fuel to drive your vehicle; air travel will be frightening due to thunder storms; the sun will be hardly visible because of the polluted air; there will be a ration on food and millions of people will take to the streets due to poverty, hunger, thirst and of course no jobs. If we don't think about 'sustainability', this scenario may not be too far away!

We are now being told by scientists in last year's COP 24 Climate Summit that we need to limit the earth's temperature to 1.5°C (half a degree lower than the previous target), since the damage with 2°C will be far more significant, than estimated earlier. Some startling revelations have been made by way of statistics – despite all

the ongoing efforts, the global emissions of CO₂ in 2017 were 1% higher than 2016 at 53.5 gigatons. The past four years have been the hottest on record; air pollution is now the fourth-highest cause of death worldwide. Around 700 million people in over 43 countries today suffer from water scarcity, which is expected to rise to 1.8 billion by 2025. Capetown in South Africa just managed to survive 'Day Zero', postponing it to mid-2019, when according to officials, the entire city will run out of water.

Realising this alarming threat to our existence, many Governments, corporates, startups and social enterprises have taken up stellar work in saving fuel, energy and water. The price of electricity generated by solar was Rs.16 per kWhr five years ago; thanks to economies of scale, we are now down to under Rs. 3. Let me state a few examples here - Google is leading the clean energy revolution today with an aim to run 100% of its operations on renewable energy. Mind you, Google's data centres also use 50 percent less energy than an average data center. The significant efforts by auto majors, especially Tesla, that started the ball rolling in e-mobility, have come a long way. IKEA recently announced that they would

consider using crop stubble in the state of Punjab to make furniture, which is otherwise burnt by farmers causing pollution. In September last year, India became the first country to have an action plan for 'cooling' and released the draft policy with a target to reduce the energy required for cooling by 25 to 40 percent of 2017 levels, by the year 2037.

This conclave was in concurrence with an exhibition that saw companies, including Thermax, showcase their latest green innovations. From start-ups to mid-size and global organisations, it was a good platform to experience new technologies that are emanating from the need to make processes and lives more energy efficient - IoT in solar, organic waste management, energy monitoring software and many more. Our teams from WWS, Chemicals and First Energy put up an impressive display of their green offerings – ZLD, Maxgreen range of chemicals and a scale model of pellet-based heating solutions from our brand 'Oorja' - featured in the last issue of Fireside.

We should be proud that Thermax began 'thinking green' since inception, which today is, a dire need. With a perfect blend of technology and expertise, backed by continuous innovation, we have the potential to bring

a paradigm shift in sustainable practices and resource recovery.

Our solutions in waste heat recovery, cogeneration, trigeneration, biomass fuels, etc. have gone to prove that energy efficiency also gives us the highest return on investment, which is often not recognised by companies. In business, money is often used to buy back shares, and in mergers and acquisitions (where failure rates are over 60%), but when it comes to energy efficiency, people seem to think twice!

On the other hand, it's heartening to see a new generation of consumers demand greener and more ethical products, consider life-cycle cost rather than the initial capital outlay. This certainly opens a new horizon of hope to preserve the earth for our next generation!

By emphasising on these examples, I do not necessarily mean that sustainability is the sole responsibility of organisations and governments. The time has come when each of us has to ensure that we as individuals think and act sustainably, starting with our own homes and behaviours, where we can 'be the change'!

I remember seeing a beautiful picture of a poor boy cupping his hands with the writing 'every drop of water counts' – which

was a mat laid in the basin of a five-star hotel – how powerful is that! Every time I see water, I now think of this young boy and turn off the tap, question myself as to why we cannot recycle or use a lot less, to begin with. I know this is a small gesture, but every little counts. We need to acknowledge that sustainability is the 'collective responsibility' of society, defined as - meeting the needs of the present, without compromising the needs of the future.

I want to end with a beautiful quote that says, "We have not inherited the earth from our ancestors but have borrowed it from our children."

Let's continue being the change we want to see in this world.

With warm regards,

Meher


**We should be proud
that Thermax began
'thinking green' since
inception, which today
is, a dire need.**



Up Close

'In service, we sell to continuous productivity

In a conversation with Swastika Mukherjee, Kirtiraj Jilkar, Strategic Business Unit Head, Solar and Power - O&M talks about his tenure with Thermax spanning more than 20 years and his vision for the Solar and O&M businesses.

"I believe in making people happy and encouraging them to live into their roles."

“Most of my assignments have been like a thrilling and unpredictable journey not knowing whether what lies ahead is a bend or an end,” summarises Kirtiraj Jilkar on his tenure with Thermax, spanning more than 20 years, which comprises a brief stint outside the company that he took up to explore new avenues.

Kirti's passion for the company is indomitable to the extent that he vividly remembers the day he missed the campus interview at his college. He then decided to pursue higher education and not take up offers from other brands, against his father's wish who wanted Kirti to take on the mantle of their family business in Mumbai.

He completed his MBA and joined Thermax Babcock & Wilcox as a product manager under the leadership of Ravinder Advani, whose perseverance and eye for detail guided him well in the ensuing years.

“Moving on to the newly established Cogeneration business (which is the Power division today) the experience was like joining a college after a grind in a convent school. R. V. Ramani's advice to manage feelings apart from facts remains as a backdrop in all my decision making,” he remembers.

When the business faced headwinds, and there was deliberation about exiting the EPC business altogether, as a part of the turnaround strategy in early 2000, Kirti took up an offer from an

IT company in Mumbai. “Moving back to the comforts of Mumbai where I have spent my formative years with a job close to home was a dream change, or so I thought. But destiny had other plans, the Power business was resurrected with the first coal-based EPC order, and Thermax was looking for talent all over again. Ramani with his penchant for evoking the unwritten emotional contract with all his people had to take only minimal efforts in bringing me back,” recalls Kirti.

Kirti has several firsts for Thermax under his belt. He bagged the first international project for Power EPC from Bataan 2020 in the Philippines; the first large power project – Meenakshi Energy Private Limited in 2009 comprising a 300 MW IPP; and the first prestigious solar thermal project for Thermax at NTPC Dadri, where he recollects that the bid was prepared within 24 hours in collaboration with RTIC due to the last-minute decision of changing the technology where it usually takes months. “Every success felt like being baptised by fire. It doesn't come till you are grilled to the core,” says Kirti.

When asked what triggered the passion for Thermax in him, he remembers, “Thermax was a dream company for any GET wanting to work in sales. The managers were inspiring and empowered us with challenging assignments, be it closing a deal or managing large territories. We did make mistakes but learnt in the process with the support from our managers or should I say mentors

customers round the clock by ensuring and performance¹

(remembers B.C. Mahesh and Pravin Karve). The morbid fear of failing their trust evoked a deep sense of learning while the energy, motivation and enthusiasm were intoxicating. Personally, the journey at Thermax has been a mix of highs and lows that challenged me beyond limits. Though sometimes exasperating, it never broke this umbilical cord."

Today Kirti dons the two very important businesses of the future – Solar and O&M. "It was a paradigm shift for me as I moved from the project business of one-time high order value to smaller recurring revenues from the services business." He further adds, "In service, we sell to customers round the clock by ensuring continuous productivity and performance. Business today is changing rapidly, and old beliefs seem to be clichés – 'going the extra mile' vs giving customers precisely what they want and when they want, or 'serving customers as you would serve yourself' vs offering customers what they would prefer. But thankfully, one thing that never goes out of fashion for customers is the eloquence of actions when all elegant explanations fail."

"O&M is expanding its presence in new continents while investing in creating new service delivery models that will be market driven. We see a small but significant trend in Utility O&M where customers are exploring outsourcing from equipment manufacturers; offering integrated service for all utilities; focussing

on compliance and safety which is where Thermax has the upper hand. My focus will be to improve the service levels by investing in people through rigorous field training, assessments and leveraging digital technology," says Kirtiraj on the way forward.

Moving on to Solar, Kirti has an entirely different take from the buzz around the business. "Solar PV is still at the teething stage of its product lifecycle with low entry barriers where customers are yet to witness the entire tenure of their projects. The skilled workforce available is limited, and the falling prices of solar energy have led to delayed decision making by many customers. However, this is the business of the future and should stabilise in the coming years. Thermax is participating judiciously in domestic projects and expanding its footprint in exports with the first success in South East Asia." He also feels that cautious progression in Solar Thermal will be a long-term investment that will outweigh the glamour of Solar PV in the years to come and hybrids may be the way Thermax would score over other players.

Leading a large team at O&M, he speaks about his leadership style. "I believe in measuring the impact of my actions and not numbers as the latter is only an outcome. Working in this company, when Anu was the HR head has instilled the human element in me. I believe in making people happy and encouraging them to live into

their roles."

"With the burgeoning opportunities in IT and Artificial Intelligence, millennials are drawn to these lucrative careers. For Thermax to continue being a preferred employer, we need to embrace modern technology and digitisation where we have already made some head start", comments Kirti on the preferences of Gen X and Y.

Kirti is passionate about communications and was an avid participant in debates and public speaking when in college. He is happily settled in Pune with his wife Kavita working as a French professor in Fergusson college, daughter Shambhavi who is pursuing her graduation in Computer Applications and his son Shauryaraj who is in Standard XI.



Round up

Providing comfort at Carlyle Hotel, USA



Customised chillers installed at the Hotel.

Inset: A view of the luxurious Carlyle Hotel, New York



For more than nine decades, the Carlyle Hotel at New York City, USA has pampered the rich and famous from around the world with its timeless luxury. To continue providing a pleasant stay for its customers, they reached out to Thermax for three steam-driven absorption chillers of 300 TR each to provide comfort cooling at 6°C; replacing their existing chillers of a different make. Since there was a height constraint for installing the equipment, Thermax modified the chiller design by increasing the tube length and reducing the overall height of the chiller thereby customising the products as per the client's requirement.

Rajendran Arunachalam is the new CFO

Rajendran Arunachalam joined Thermax as the Executive Vice President (EVP), Chief Financial Officer and a member of the Executive Council of Thermax Group in March 2019. Rajendran will take over the Group CFO role from Amitabha Mukhopadhyay with effect from June 1, 2019.

Starting his career with Thermax as a Management Trainee in 1993, he worked across departments, his last stint being the Divisional

Finance Controller of the Chemical and Power businesses. After a tenure of 15 years with Thermax, he worked with Tata AutoComp Systems and subsequently moved to Gabriel India Ltd., where he was the CFO heading the Finance, Secretarial, Legal & IT functions before rejoining Thermax.

A Certified Public Accountant, Rajendran has completed his Masters in Management Studies (MMS), Integrated Program of Engineering & Management



from BITS Pilani and Advanced Management & Leadership Program from the Oxford University in the UK.

Rajendran is married to Meenal and they have a daughter, Priyadarshini, and son, Kishore.

Fireside welcomes Rajendran and wishes him a mutually rewarding and fulfilling career in Thermax.

Sailing to success

The Steam Engineering unit of the Heating business had the privilege of being a part of the pride of India – INS Vikramaditya, the aircraft carrier ship of the Indian Navy. Thermax supplied a Pressure Reducing De-Super Heating Station (PRDSH) to Alfa Laval distilling unit installed onboard. As the ship sails away from the shore for months, this unit caters to the potable water demand for its occupants and requires saturated steam at around 2.5 to 4.0 g/cm² at a temperature of about 140°C. Since the steam available from the Navy’s boiler is superheated, Thermax PRDSH was installed before the distilling plant to achieve the desired

Saddam Gadiwan, Thermax’s service engineer at the site



Thermax’s steam accessory unit used to provide saturated steam



parameters. Our service engineer Saddam Gadiwan was stationed on the naval vessel, when it was on high sea for a month, for supervising the installation and commissioning. Impressed with

his commitment and customer centricity, he received a certificate of appreciation from the captain of the ship.

Celebrating Diversity

Like every year, the International Women’s Day was celebrated with enthusiasm across the company under the initiative ‘Sakhi’ that symbolises camaraderie and bonding amongst women as well as acknowledges the commitment of Thermax towards gender diversity. The Pune team (all locations) staged performances around the theme of *Glocal – global appeal local feel* showcasing a fusion of cultures across

the world through dance and drama. The team at Indonesia released a short video on social media that highlighted the various facets of today’s womenforce.

The ladies from Thermax’s Delhi office stepped out for a team lunch followed by a movie on women empowerment; and in Savli, an hour-long training session on personal hygiene was held for the women welders, by the HR team with the help of videos and discussions.

(From left to right) The Savli HR team with women welders; a snapshot of the video made by the team from Indonesia; and Pune employees in their global attires



Thermax Chillers in Saudi Arabia

The deployment of Thermax chillers in the potato frying process for a Food & Beverages major is one of the path-breaking applications developed by the Absorption Cooling team. An earlier issue of Fireside carried details about this solution.

After tasting success at its pilot manufacturing facility in India, the customer has partnered with Thermax to replicate this technology at several of its locations across the globe, the latest one being in Saudi Arabia. Here, Thermax successfully commissioned two ultra-low

Thermax's vapour absorption chillers



pressure vapour driven absorption chillers of 1000 TR each. These chillers help conserve water wastage by capturing the vapour released during the process of potato frying through a fan and further channelised through a duct for providing chilled water at 7°C. This water is used for both process and comfort cooling requirements of the customer, such as air

conditioning and refrigeration.

Being the largest capacity chiller supplied in the ultra-low category by Thermax, to date, this technology has resulted in significant power savings of 4500 MW and reduction of carbon footprint by 9,830 tonnes per year, equivalent to planting 5,22,240 trees.

The Board at Sri City



As a part of the annual two-day Board retreat organised in Chennai this year on March 6-7, 2019, Thermax's Board of Directors visited the newly inaugurated Absorption Cooling facility at Sri City, Andhra Pradesh on the first day. They went for a guided tour of the plant, which was followed by the screening of a film on the making of the facility. Subsequently, they planted saplings in the factory premises before heading back to Chennai.

Global Technical Services (GTS) Training Programme



Customers along with channel associates and the Thermax team

The Global Technical Services (GTS) team from the Absorption Cooling business recently organised a customer training programme in collaboration with M/s Aadiushmaa (Thermax's Channel Associate) in Chandigarh. The programme was an initiative to train our customers on the basic principles, operation & maintenance and troubleshooting of Vapour Absorption Machines (VAM) along with an overview of other new products. The event witnessed enthusiastic participation from customers across Punjab and Haryana.

Supply Chain Sustainability



Heating vendors training at TLA

In line with its commitment to sustainable business practices, Thermax has been continuously upgrading its supply chain while managing its social, environmental and economic impact. On the 21st of February, 2019, the vendor development department of the Heating business arranged a

half-day learning intervention on 'Supply Chain Sustainability' to provide their vendors knowledge on safety, environment, labour laws and good governance. A total of 32 vendors participated in this first time held training by the division.

Thermax through my lens

Emerging as a new-age marketing treasure trove for brands with an estimated 100+ million photo uploads every day, Instagram is undoubtedly the single largest platform for visual story telling. As we stepped into 2019, Thermax commenced its journey into the world of Instagram by launching its page @thermaxglobal.

Fireside readers are invited to participate in the initiative, 'Thermax through my lens'. Send your stories through a series of visuals – be it people, values, products, projects, customer success stories, manufacturing facilities, community relations or anything that describes the essence of Thermax to: corporate.communications@thermaxglobal.com



Follow our page @thermaxglobal and stay updated!



If you believe that the IPL is the only tournament that gives cricket enthusiasts an adrenaline rush, you should have been at Tata Motors Ground, Pune on 24th February 2019 to witness the finals of the Thermax Premier League. For over two months, fifty teams across divisions and locations at Thermax Pune fought it out for the annual trophy in the men's and women's category. While the 'Killer Queens' beamed in gold as the winners of the intra-department ladies cricket tournament, the 'Bahubali XI' bagged the men's trophy. Surekha Sakhare and Ganesh Bhaygude were declared 'players of the match' in their respective categories for their outstanding performance.

The Savli employees too organised 'Cricomax' to demonstrate team spirit where close to 104 players participated in the game.

Congratulations to all for displaying the true spirit of diversity and inclusiveness!

Winners of Cricomax, Savli



Winners of TPL – Men's Tournament and Women's League



A full-house gathering of the customers in the Southern region, enhancing their knowledge about Thermax's products and services

In Touch with Vizag

The In Touch series continues to be an essential programme in the regions, for maintaining customer connect, keeping them informed and understanding their expectations. The latest edition of the series was organised in March 2019 at Visakhapatnam, where 150 customers, mainly from the Pharma sector in and around the city, attended the session to learn about Thermax's latest offerings and technologies across divisions. The event was a great success, leading to enquiry generation and meaningful discussions, followed by a gala dinner.

CSR on the roll!



On the morning of 13th January 2019, 370 employees from Thermax woke up to a cause. At 5.45 am on a Sunday, they assembled at Nigdi, Pune to participate in the 'Runathon of Hope' organised by the Rotary Club for corporates; comprising half marathons ranging from 5 km to 21 km. In its ninth year, the theme chosen for the event was rural education. Pranjali Ihare from the WWS division, won the 5 km race in women's category, as the third runner up.

In another initiative, the Thermax Corporate HSE team in coordination with the students of Dnyandeep Vidyalaya organised a 'Road Safety' drive, around the

vicinity of Thermax's Chinchwad factory in Pune. A street-play was performed by the students to convey the consequences of not following traffic rules, and subsequently, they joined hands with the Thermax volunteers to distribute cards with the safety 'Dos and Don'ts' to people in the area.

This quarter, Thermax Foundation also conducted the annual blood donation camp, organised every year in the memory of Mr. R.D. Aga; witnessing whopping participation from over 730 employees across regional & area offices, manufacturing facilities and Pune locations.

Pranjali Ihare from WWS, one of the winners of 'Runathon for Hope'

Donating blood = saving lives; picture from the Solapur factory



Thermax employees staging a safety awareness session



Participants of Runathon

AWARDS & ACCOLADES



Anu Aga was bestowed with the 'Lifetime Achievement Award' by The Economic Times (ET Prime) on the evening of March 29, 2019, in Mumbai, for her leadership role at Thermax and her philanthropic work. This was the inaugural edition of ET Prime Women Leadership Awards, instituted to celebrate women's excellence in business and innovation.

Anu also delivered a keynote address on leadership at the function.



M.S. Unnikrishnan, MD & CEO, Thermax Limited, was conferred the 'Lifetime Achievement Award' by the Army Institute of Technology (AIT), Pune on the occasion of their Foundation Day on February 24, 2019. This award was presented for his immense contribution to green technologies, inventive thinking in business and an outstanding stint at reputed industry bodies. At the event, Unny also spoke about the trends in Industry 4.0 and careers in engineering.



The Absorption Cooling division of Thermax won the 'Award of Excellence' in the 'Energy Saving' category for their hybrid heat pumps and bagged the runners up in the 'Innovation' category for sub-zero absorption chillers at ACREX 2019 in Mumbai.



Dr. R.R. Sonde, Head of Research & Innovation at Thermax received the 'Global Excellence Awards-2019 in the Gas Sector' conferred by the Energy & Environment Foundation under the aegis of the Petroleum & Natural Gas, Coal and Power Ministries, Government of India.

The award was presented at the inaugural ceremony of the 9th World PetroCoal Congress which saw participation from delegates across countries.

Water Expo

The WWS & Chemical businesses came together for the three-day Water Expo in February 2019 at Chennai, showcasing their capabilities as a 'One Stop Solution' provider for recycling and reuse of water in industrial applications.

Thermax was also a Gold sponsor at the WATMAN Conference, concurrent with the expo, where Nandan Prabhune from Thermax presented a paper on 'Industrial Wastewater Solutions'.



IFAT

Thermax's Water & Waste Solutions and Chemical division participated at one of the biggest water expos in India, the 'IFAT 2018', held in Mumbai from 15th – 17th October, last year. A highlight of the event was working models such as moving bed bioreactor for wastewater treatment and colour removing chemicals & membrane; attracting more than 600 visitors to the Thermax stall which was spread over 100 square meters.



ACREX

The Cooling business displayed their Double Effect Steam Driven Chiller (COP of 1.5) as well as miniature models of Multi-Energy EJ Chiller and Evaporative Condenser at the Thermax booth in ACREX 2019. The event conducted between 28th February to 2nd March 2019 in Mumbai saw a footfall of around 400 visitors at our booth comprising customers, suppliers, government officials and students.

ACREX, organised by ISHRAE is the largest exhibition in South Asia for air conditioning, ventilation, refrigeration and building services and recorded over 500 exhibitors this year.



India Steel Show

India Steel show, a joint initiative by the Ministry of Steel and FICCI, housing all major steel companies under one roof, provided networking opportunities for Thermax's Process Cooling division with top industry consultants, influencers and international delegates. The team displayed its Closed Loop Cooling Tower as an ideal solution for the steel industry at the event which took place in Mumbai in January 2019 and saw over 220 exhibitors participate.



Signposts



The Fight for the Right to Drive

While the world is advancing towards higher levels of automation with minimal manual intervention, there is a parallel emergence of individuals who are uniting in significant numbers, challenging the intrusion of technology into the inherent human rights to freedom; particularly in the countries which are early adopters of digitalisation. Here is an interesting article by M.R. O'Connor that dwells between the conflicting perspectives of Man vs Machine, in this case - Human Driving Association vs self-driven cars.

In March, 2018, General Motors announced that it would invest a hundred million dollars in a new car called the Cruise AV. On the outside, the Cruise resembles an ordinary car. But, on the inside, it's what

the automotive industry calls a "level five" autonomous vehicle: a car with no steering wheel, gas pedal, or human-operated brake. Ford, too, plans to release a car without a steering wheel, by 2021; Navya, a French

company, already produces level-five shuttles and taxis, and has partnered with cities such as Luxembourg City and Abu Dhabi. Silicon Valley futurists and many Detroit executives see such cars as the inevitable future of driving.

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By taking people out of the driver's seat, they aim to make travelling by automobile as safe as flying in a plane.

Last fall, the Philadelphia Navy Yard hosted Radwood, a car meet-up with a very different conception of the automotive future. The only cars allowed at Radwood are ones manufactured between 1980 and 2000. Radwood was first held in San Francisco, in 2017; this year, it's being held in around a dozen cities, including Los Angeles and Sodegaura, Japan. With their molded-plastic exteriors, aerodynamic spoilers, and pop-up headlights, many of the cars at Radwood share an aesthetic. What really unites them, however, is their status as relics. They hail from an era when engine controls weren't fully computerized, and when cars could be fixed using hand tools. They represent a relationship to technology that has now vanished—one that privileges user involvement over convenience. "The majority of people who are fans of cars in this era want to be able to work on their own cars," Bradley Brownell, one of Radwood's co-founders, told me. "When you

buy cars like these, you're getting something rawer. Half of these don't even have A.B.S."

In his book *Shop Class as Soulcraft: An Inquiry Into the Value of Work*, from 2009, the political philosopher and motorcycle mechanic Matthew B. Crawford argues that manual competence—our ability to repair the machines and devices in our lives—is a kind of ethical practice. Knowing how to fix things ourselves creates opportunities for meaningful work and individual agency; it allows us to grasp more deeply the built world around us. The mass-market economy, Crawford writes, produces devices that are practically impenetrable. If we try to repair our microwaves or printers, we'll quickly be discouraged by their complexity; many cars produced today lack even dipsticks to check their oil levels. Driving the Tesla Model 3 has been compared to using a giant iPhone: instead of

controlling the car directly, one seems to pilot it by means of a user interface.

Many people, Crawford thinks, yearn to revolt against "the layers of electronic bullshit that get piled on top of machines." Some of them attend Radwood. One twenty-six-year-old salesperson for a popular automotive website told me that he didn't "want to be a test dummy for Tesla." He owns a few pre-2000 cars, and sees them as valuable investments. At Radwood, he said, he had become a member of the Human Driving Association, an organization aiming to protect people's freedom of movement and right to drive their own cars. The H.D.A. imagines a future in which, for safety reasons, human driving is made illegal. To prevent this scenario from coming to pass, it advocates laws requiring carmakers to include a steering wheel in every vehicle; it also argues that every future car should be fully drivable under hundred-per-cent human control. For members of the H.D.A., events like Radwood aren't purely nostalgic. They're an expression of resistance. They believe that, in a world of level-five autonomous

vehicles, driving a 1991 Volvo GL could become a radical political act. It might make you an outlaw.

The Human Driving Association's founder, Alex Roy has deep misgivings about the prospect of a fully autonomous, steering-wheel-less future. In his view, cars that lack steering wheels or are inoperable when disconnected from communications networks subvert human agency, self-sufficiency, and freedom. He likes to say that human autonomy—as opposed to vehicular autonomy—is the only kind that matters. “Autonomy = freedom,” he has written. “The freedom to go anywhere, or nowhere at all, or to



speed across the country for no damn good reason.”

Roy's sensational rhetoric belies the depth of his critiques. He charges journalists with accepting too quickly the autonomous-vehicle industry's narrative of inevitability without interrogating its technological claims. Much has been written about the five levels of vehicular autonomy specified by the Society of Automotive Engineers. (They ascend from level zero, where most cars are today, to the fully autonomous level five.) And yet, Roy maintains, there is still broad disagreement about where various real-world systems, from Tesla's autopilot to Cadillac's Super Cruise, belong in that taxonomy. In his view, this has led to a widespread sense that autonomous-driving technology is further advanced than it really is—a dangerous misperception, because people may overestimate the self-driving capabilities of the cars they buy. Given today's technology, he writes, “The bar for use of the words ‘autonomous’ and ‘self-driving’ needs to be set so high that no media outlet can exploit them for traffic, no car company can use them in a press release to boost their stock price, and most importantly, no driver thinks they can take their hands off the wheel, even temporarily.”

Roy also questions the widespread assertion that driverless cars are safer than those driven by humans. Car companies, he argues, have chosen the metrics by which autonomous safety is judged; some focus on the number of miles driven, others on how often hands-free systems must be disengaged, and so on. This data is selectively published; there is no common standard. He argues that no autonomous car has been proved to be safer than one with a human being behind the wheel.

Finally, Roy points out that many of the problems autonomous cars promise to solve also have simpler, non-technological solutions. (This is true, of course, only if one assumes that driving isn't a problem in itself.) To reduce traffic, governments can invest in mass-transit and road infrastructure. To diminish pollution, they can build bike lanes and encourage the adoption of electric cars. In Roy's opinion, the best way to make driving safer has nothing to do with technology: it's to raise licensing standards and improve driver education.

Waymo, the driverless-car firm owned by Google's parent company, Alphabet, has been test-driving its autonomous vehicles in Arizona since 2016. People there have attacked the

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cars in a variety of ways: throwing rocks; cutting tires; aiming guns; trying to run them off the road. Like the Luddites of the early nineteenth century, who brandished hatchets, hammers, and muskets and smashed the mechanical looms that were taking their jobs, these attackers seem to be expressing a visceral feeling of contempt for the promised disruptions of autonomous technology. Their distrust and resentment may be widespread. According to the Pew Research Center, a majority of Americans say that they would not want to ride in a driverless vehicle; seventy-two per cent of the skeptics said that they don't trust the cars, have safety concerns, or simply worry about giving up control. And yet the same study shows that two-thirds of Americans expect cars to become driverless in the next fifty years. Who wouldn't feel resentment, contemplating a future they don't want but is going to happen anyway?

Meredith Broussard, a former software developer who is now a professor of data journalism at New York University, explores

resistance to autonomous vehicles in her recent book, *Artificial Unintelligence: How Computers Misunderstand the World.* “The people who are protesting and messing with these vehicles—I wish we would listen to them,” she told me. Broussard argues that the autonomous-vehicle industry has short-circuited the debate around the issue of safety. “The logical fallacy is where they say, ‘If you don't adopt our technology, people will die,’ ” she explained. “It shuts down the conversation. No one wants someone to die.”

Safety has long been a central argument for the adoption of driverless cars. According to the National Highway Traffic Safety Administration, ninety-four per cent of serious crashes are due to human error, and some thirty-five thousand Americans die in traffic-related accidents each year. Autonomous-vehicle makers

claim that, by seeing more and responding faster than human drivers can, their cars will save thousands of lives. According to this logic, not adopting autonomous-vehicle technology would be irresponsible—even unethical. “People may outlaw driving cars because it's too dangerous,” Elon Musk said, at a technology conference, in 2015. (“To be clear, Tesla is strongly in favor of people being allowed to drive their cars and always will be,” he elaborated later, on Twitter. “Hopefully, that is obvious. However, when self-driving cars become safer than human-driven cars, the public may outlaw the latter. Hopefully not.”)

Perhaps it was inevitable that a nascent right-to-drive movement would spring up in America, where—as fervent gun-rights advocates and anti-vaccinators have shown—we seem intent on preserving freedom of choice even if it kills us. “People outside the United States look at it with bewilderment,” Toby Walsh, an Australian artificial-intelligence researcher, told me. In his book *Machines That Think: The Future of Artificial Intelligence*, from

2018, Walsh predicts that, by 2050, autonomous vehicles will be so safe that we won't be allowed to drive our own cars. Unlike Roy, he believes that we will neither notice nor care. In Walsh's view, a constitutional amendment protecting the right to drive would be as misguided as the Second Amendment. "We will look back on this time in fifty years and think it was the Wild West," he went on. "The only challenge is, how do we get to zero road deaths? We're only going to get there by removing the human."

Broussard has a term for the insistence that computers can do everything better than humans can: technochauvinism. "Most of the autonomous-vehicle manufacturers are technochauvinists," she said. "The big spike in distracted-driving traffic accidents and fatalities in the past several years has been from people texting and driving. The argument that the cars themselves are the problem is not really looking at the correct issue. We would be substantially safer if we put cell-phone-jamming devices in cars. And we already have that technology." Like Roy, she strongly disputes both the imminence and the safety of driverless technology. "There comes a point at which you have to divorce fantasy from reality, and the reality is that autonomous vehicles are two-

ton killing machines. They do not work as well as advocates would have you believe."

Rather than create a constitutional amendment, Broussard argues that drivers should resist laws that would take away their existing rights. Although steering wheels are legally mandatory, the self drive Act, which passed the House in 2017, would allow autonomous-vehicle companies to request exemptions from tens of thousands of other regulations. (The Act died in the Senate, but driverless-car companies are urging Congress to take it up again this year.) According to Broussard, the best way to protect the right to drive may be simply to defeat laws that would legalize autonomous vehicles. "We can challenge the notion that autonomous vehicles are inevitable," she said. "They are not even legal right now."

Today, the Human Driving Association has around ten thousand members. In addition to a constitutional amendment, it advocates for the adoption of automotive technologies that improve safety without limiting freedom.

The human-driver movement, of course, rejects autonomous vehicles for exactly the opposite reason: to preserve the freedom of the individual. And yet the

underlying principle—taking or leaving technology according to one's values—may be Amish at heart. The philosopher Albert Borgmann—the author of *Technology and the Character of Contemporary Life*, among other books—told me that he sees the adoption of self-driving cars as an end point in an ongoing process of technological colonization. When this colonization is complete, consumers will be passive, estranged from their own skills, and disengaged from one another. "Once we are reduced to total passivity in our cars and homes, we are no longer inhabiting them," he said. "We are kept by them."

"It's very obvious that one hundred per cent of the people sign up for our list because cars are an extension of the self," Roy said. "Even if cars were one-hundred-per-cent safe—even if they were free—they would still want to own one. There's something happening here beyond a car."

I nodded, contemplating the low-tech Toyota Corollas and Honda Civics of my childhood. If I squinted, I could almost see them as the horse and buggies of the future.

By M.R. O'Connor

Source: The New Yorker



THERMAX **-The Legacy Lives On!**

Every time during my talks, discussions or business sessions, when it comes to people, processes and leadership, one common factor is always Thermax. And, I keep asking myself one question; how is it that some organisations are remembered by their ex-employees long after they have left and even after so much of water has flown down the Indrayani River?

To look for an answer let me begin from the beginning. Thermax has a special place in my heart and mind. Having been a member of this organisation, it has in many ways significantly changed the way I Think, Act and Relate, and every time I think about it, I feel a strange aroma or aura gradually welling up inside me, and I become nostalgic instantly. This may look a bit dramatic, but I am trying to express my feeling as precisely as I have always felt. It is quite strange that a relatively small

slice of your professional life (about five years) could have such an overwhelming influence on your life and impact your thought process so irreversibly.

Let me give you a few instances which may give you some glimpses of how organisational culture, values and beliefs are built, brick by brick. My first intersection with Thermax began with an apparently innocuous interview at the Apollo Bunder office of Thermax which at that time housed it's regional office, in Mumbai. The interviewer was P M Kumar and he in his inimitable style never made it look like an interview. We were talking, discussing and exchanging thoughts on various issues, including HR. This meeting resulted in a chain of interviews, and I made three to four trips to Pune, during which I met about ten or more people including Business Heads, top management representatives, and my prospective 'peer' in HR.

My final meeting was with Mr. Rohinton Aga, and this proved to be one of the most precious moments of my life, the memories of which are still vivid in my mind. He came out of his office, invited me into his office, held the door for me as I walked in, made me sit comfortably in the sofa next to him; and not across the table of his official sitting place, and began to make tea for me. During the ongoing discussions, again, not an interview, at one moment, he asked me that he had seen quite a few HR people start their own consulting business, after gaining enough confidence and experience. How about you? To which I replied, "I am basically an organisation man, and at this stage, I have no such intentions." The moment I said, "organisation man", I could see his eyes suddenly light up with a childlike curiosity; he leaned forward with a smile on his face and asked me, "Have you read *The Organization Man* by William Whyte?" I said 'yes', and we then began to discuss the book.

When I left his cabin, the thought that came to my mind was; I just met a business leader, an intellectual, a thought leader and a philosopher, all rolled into an illustrious Mr. Rohinton D. Aga. Trust me, I felt little dizzy and a lot honoured!

I was selected and then came the day of my joining. My first encounter was with the lady handling the reception desk, who called me 'Siddharth'. Having come from an organisation that was during those times mired in an overwhelming hierarchy, laborious bureaucracy and excessive niceties, this was different. In fact, being addressed by my first name was itself a first!

And then came my meeting with Anu and here is her first sentence to me: 'My name is Arnavaaz Aga, but this name is a bit of a tongue twister, so you can call me Anu. However, you may initially have some hesitation calling me Anu, so you can start with calling me Mrs. Aga, but never call me Madam.'

My next formal meeting with Anu was at the time of my confirmation, which turned out to be yet another life-changing moment, that has stayed with me even after so many years. Here is what she told me: "I am very happy with you and would like you to be part of my team. But there is only one thing which I would like to share with you as feedback, and that is; you don't seem to disagree with me quite often, and largely say 'yes' to what I say?" In any other

organisation it could have easily been construed as an 'indictment' but knowing Thermax, I clearly understood it as an 'invitation'. But, before that let's ask ourselves, "How many HR Directors/CHROs, leave aside Business Owners, have the courage to say this and demand this particular behaviour from their subordinates?"

Now all these were different incidents, apparently unconnected to each other but were they really unrelated? I don't think so. I saw a pattern emerging; a careful nurturing of what we ostensibly call culture, values or beliefs. It was, without doubt, different, and maybe that is why it has, even after more than two decades, remained etched on my mind, fresh and fragrant.

And thus, began a journey; or a quest for a meaning; for the mind, spirit and intellect. I, many times tell my audience that my five years with Thermax were much more precious and satisfying than a degree from any of the top business schools in India.

And that brings me to the next question that I ask myself: How do organisations survive and thrive? How do they ensure that perhaps insignificant, but emotionally profound gestures keep them relevant and connected not only with their current but ex-employees too? And finally, how do successful organisations keep learning and growing?

Here is another example of how a small get-together turned out to be a memorable moment for us and why Thermax, and our association with it, continues to enthral us, even after so many years!

Somewhere in October last year, many of us, the ex-HR professionals of Thermax, had a 'reunion' and to our immense delight Anu Aga, our ex-colleague and the then Director HR of Thermax, also joined in, and she hosted us at her house. For me, the additional high came from the fact that I got an opportunity to meet two of my three HR mentors - Anu Aga and Prasad M. Kumar.

There were no expectations, no agendas, no speeches, and no self-aggrandising gestures but an unbridled expression of nostalgic moments, emotional affiliations and feelings of relatedness that binds us together even after so many years (some of us were meeting after about two decades).

The group represented six waves or generations of

HR professionals, separated by different timelines yet united by a unique culture; and the common thread was how Thermax had touched our lives in some way or other and how it became a 'way of life', rather than being a mere organisational milestone to be proudly displayed in our CVs. For some of us, Thermax had indeed changed our lives forever.

All of us, including Anu, shared experiences, anecdotes and memories that represented slices of our lives, but when seen in totality, emerged as a brilliant and larger than life collage of culture, built and nurtured over decades by the founders of Thermax. And for most of us, our experiences represented a reaffirmation about how Thermax valued people and respected the contrary viewpoint.

Thermax is more of an institution; an organisation so different yet grounded, informal yet process oriented, organised yet creative, and structured yet so devoid of hierarchy.

But as the glorious moments of togetherness came to an end and as we parted reluctantly, we were filled, with a refreshing interaction on the one hand, and the other, by sadness about the beautiful moments that we had left behind and the glorious legacy that we all are part of.

But the most reassuring realisation was that Thermax and its legacy lives on!



– **Siddharth Dhar**
(Managing Partner, Saffron Strategic Consulting and ex- Thermaxian)



As I penned down my thoughts on the occasion of International Men's Day which falls in November, I took the opportunity to reminisce and acknowledge the contribution of men in my personal and professional growth. Let me explain.

I have always expressed my heartfelt thanks to the men in my family and my friends from time-to-time, whenever I had the chance to do so. But this time, I would like to extend my heartfelt thanks to my first mentor and manager, Pravin Karve; who is currently the Executive Vice President of the Boiler & Heater division at Thermax.

I met Pravin for the first time at a mentorship programme when I

joined Thermax as a management trainee in November 2006. I had heard a lot about him from my colleagues. However, when I saw him, I was pleasantly surprised by his personality, which is an epitome of grace and humility. He agreed to be my mentor, and that was the start of my professional grooming for an exciting career ahead. I was this gawky newcomer with absolutely no practical technical knowledge of a boiler, and here I was recruited for handling the international marketing and tendering of boilers. But not once during any technical discussion, did Pravin make me feel that I was immature, incompetent or a misfit for the job. Instead, he taught me the basics of professional conduct like how to organise emails, files and folders in my laptop so that any information could be easily retrieved, as and when required. It was he who also taught me how to respond to emails, not to use bold or capital letters in emails (as it seems like shouting) and to use dispassionate salutations and greetings. He suggested that if a colleague or customer expects my replies on queries pointwise, my response should be just next to each question in a different font colour. I still continue to use these methods, even after 12 years. He deeply ingrained in me the importance of developing an expertise in tools like MS Excel and MS PowerPoint, to be always curious about all the latest trends and advancements in technology and to make use of the same in day to day tasks. "Technology and efficiency go hand in hand," he had said.

I confidently faced any professional challenge that came along my path at Thermax, while on the personal front; Pravin introduced me to 'The Art of Living' foundation that resulted in calming down the personal storms. I was made to understand that every person deals with their struggles that others would not be aware of, which is why it is important to be nice to all. At the same time, he also advised me not to be a pushover, not to apologise unnecessarily and never allow people to walk over me. He advised me to have the wisdom to identify people, analyse situations and avoid emotional reactions or responses to anything. I learnt the importance of turning up to work every morning with a fresh mind, fresh face, professional and clean attire, greet people warmly, and to travel light with no past baggage.

I thank Pravin for making me confident, ensuring that I pay attention to details, and practice high ethics at work.

Back in the year 2008, I recollect how during a meeting, a dear colleague complained of what he perceived as being bullied at the workplace and how given his frustration, he wanted to resign. After giving him a patient listening ear, Pravin laughed it off and shared how every person's professional ship will hit an iceberg once in a while. He expressed how he has undergone such hardships himself, and the only thing one could do is to grin, bear, breathe, concentrate better, work harder, and the phase would

pass on its own, life is too long for such experiences to last forever!

The most important lesson of life that I have learnt from Pravin is how important it is to make other people feel good about themselves. By doing so, we automatically empower them and give them confidence. This helps them gather enough strength to fight and survive alone under any circumstance.

Because of my association with Pravin early in my career, I have developed a passion for teaching and training newcomers. I derive great pleasure when I instil confidence in the new joiners by making them feel good about themselves, guide them about the right channels and motivate them to attain greater heights in life and career. This is my *karma* now.



– Manasi Joshi
(Operations, Jabil Circuits Pvt. Ltd.
and ex- Thermaxian)

An Interview of a Millennial



X: Good afternoon Mr.Z. It's great to have you today for a tete-a-tete. I'm X, the HR manager here and in-charge for lateral hires. Please feel comfortable.

Z: (keeping his phone aside which kept buzzing) Hello ma'am. It's so nice you've agreed for this interview. I'm glad to be here.

X: The feeling is mutual. Welcome to our company. Can you please tell me something about you?

Z: I'm a major in mechanical engineering and minor in marketing. I've done a diploma course in Artificial Intelligence. My last job was in a fin-tech company where I worked as a Risk Analyst. I like playing

squash and in my free time I enjoy playing video games.

X: Well, that's an interestingly diverse profile (raised eyebrows and tight lips). To be honest, it is difficult for me to see how you fit in our requirement. What do you think makes the greater difference- Your work or your boss?

Z: I really appreciate that you asked this. To me, the job is of course a very important factor, but the right manager can make a great difference. I really think the manager has a lot to do with how a person fares at a job. I don't want a helicopter, hovering

over me and micro-managing my activities. It will be really great if I have someone who will be focused on growing together, who will be easy enough to give me the freedom to explore avenues while at the same time sees to it that my KPIs are in a good shape.

X: Don't we all want a boss like that! We will try our best to get you someone who fits to the best of your measures. Just asking, was it your previous boss that made you leave your last job?

Z: Lol, funny that you ask. Okay so, yeah, there were like various reasons I left that job.

X: Was it the pay?

Z: The pay was of course less. But when is it good enough!? What irritated me was the incompetence.

X: Your boss's incompetence?

Z: Haha.. No. My previous job tolerated incompetence. My colleagues were lethargic and my boss didn't mind that all. It really ticked me off. My company has so much potential but the nonchalance was really keeping us tied back. It got frustrating for me to work there.

X: Well, that's something new.

Z: Maybe. Also I didn't have a sense of purpose there...

X: Why? Was your job role not well defined?

Z: It very much was. I wish it wasn't so much. I enjoy doing cross-functional work. Moreover, I was raised to believe I could change the world. I'm desperate for you to show me that the work we do here matters, and makes some real change. Just to give you an example, my connections on LinkedIn are doing some path-breaking work. Someone is creating a positive change in society by cleaning beaches while some are leading the march

for women's rights. A college mate has become an influencer on Instagram and is travelling the world. The bottom line is not my priority. My job should create some impact in the organisation as well as my life.

X: Even I hate my job now (thinking). I really don't get you millennials. You worked there for only a year. Wasn't it too soon to ask?

Z: I wish it were simpler for you (giggles), but as a matter of fact it is. "Adults" look at us with presumptions. You patronize us because you have already stereotyped us in your minds. We want to be your partners in growth. We want to be considered more seriously. Maybe you have misunderstood our expectations. I want to make money, I really do, but what we want to make more is real impact.

X: Very well. It was pleasure meeting you. I am not sure if my organisation will be fit enough for you, but can we come together and work in tandem to 'make an impact'?



– Akshay Rajee
(Chemicals)

NATIONAL SAFETY WEEK

'Cultivate and Sustain a Safety Culture for building the Nation' was the theme of the National Safety week celebrated in India this year, beginning 4th March, 2019.

To commemorate this occasion, Thermax employees across offices, sites, and manufacturing locations participated in flag hoisting, taking the safety oath and sharing of best practices. Refresher training on near miss and mock drills were conducted at key customer sites to improve the preparedness in the wake of unforeseen incidents. A host of other activities were organised to address every aspect of occupational health and safety such as games to understand risk vs opportunities, safety quizzes, slogan and poster competitions, sessions on lifestyle and stress management as well as short trainings on handling health emergencies.

"As part of our HSE (Health Safety and Environment) philosophy, we strive to make every location injury and incident free and to sustain a safe and healthy culture. An overwhelming response from our employees during the Safety Week is one such reflection of this commitment," says A.G. Kshirsagar, Corporate HSE head.



A significant leap in the Middle East

The Power division of Thermax recently commissioned a 40 MW coal-based captive power plant for Sharjah Cement Factory, a leading cement and clinker manufacturer in the UAE.

This is the first full-fledged EPC project to be executed by the division in the region. It comprises two CFBC boilers of 90 TPH capacity each that are capable of firing multiple varieties of coal along with a first-of-a-kind 30% wood chip firing.

The project scope involved the supply and commissioning of Thermax DM plant, bag filters and dust extraction system along with other Balance of Plant equipment. The plant was conceptualised and synchronised within a record time of 18 months. Commencing 25th March, the plant is operating on stable load and generating power till date.

