

# ***FiRE******SiDE***

The House Magazine of the Thermax Group Volume 48 No. 1 January - March 2018







## **About the Cover**

When hot winds blow and temperatures sizzle, across India, an astonishing variety of cooling drinks come to our rescue. Watermelon and sugarcane juices, aam panna, jaljeera and khus sherbet, sambharam and lassi – these magical heat doublers help us survive the scorching season.

Here's kanji to add to that list – a fermented drink made with water, carrots, beetroot, mustard seeds and hing.

*Photo by Sameer Karmarkar*

**BACK COVER**  
**Energy boost**  
**for RCF**

## *Comment*

“ We have to continually be jumping off cliffs and developing our wings on the way down. ”

– Kurt Vonnegut

### **Editor**

A.M. Roshan

### **Assistant Editor**

Swastika Mukherjee  
Chitra Kartik

### **Design**

Shashi Karmarkar

### **Production & Circulation**

Chitra Kartik

### **Printed at**

Vyoma Graphics, Pune

### **Correspondents :**

<b>Heena Nanda</b>	Heating	<b>S. Chandak</b>	Administration
<b>Geeta Kshirsagar</b>	Cooling	<b>Aditi Vakil</b>	BTG
<b>Mukesh Ghodke</b>	Services	<b>Connie Fernandes</b>	Finance
<b>Noorjahan Khan</b>	B&H	<b>Saheblal Shaikh</b>	Corporate Safety
<b>Bhushan Chitaley</b>	Power	<b>Kirti Pitale</b>	Mumbai
<b>Hardik U. Patel</b>	Enviro	<b>Reshma Mehrotra</b>	Delhi
<b>Abinash Patro</b>	WWS	<b>Swati Aditya</b>	Kolkatta
<b>Veena Coutinho</b>	Chemical	<b>Satyamanikkam M.B.</b>	Chennai
<b>Suresh Nikam</b>	TECC	<b>Janki Thaker</b>	Savli
<b>Kavita Naidu</b>	HR	<b>Sujata Deshpande</b>	Thermax Foundation
<b>Manasi Purandare</b>	IR		



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# Contents

2

## WHAT'S NEW?

Thermax commissions a fully automated water treatment plant in Bangladesh • Rooftop solar PV project, second largest in India, for GAIL • Cogen boiler for a client in the Philippines • Construction Chemicals help to restore heritage palaces • Cooling division does brisk business in Russia • Powerpac boiler launched • Thermax wins Rs. 503 crore order for three cogeneration plants.

6

## EXPRESSIONS

Focusing on the company's recently held Learning Fest, Meher emphasises the importance of organisations facilitating employee learning to stay relevant and survive.

8

## UP CLOSE

Sunil Raina talks of his early years of learning customer care in Thermax and of the encouraging signs of business revival in the captive power area, in a conversation with the editor.

10

## ROUND UP

Thermax promotes better Indo-Chinese business relations • Excellence in Governance Award at the Economic Times Family Business Awards • ESPs for emission control in Thailand • Profit from Heat seminars • Employees volunteer for the annual blood donation drive and the Runathon of Hope • Senior managers try their hand at cricket • HR team takes a pause to recharge • National Safety week celebration • Thermax on Twitter • News from exhibitions • And recognition for achievements by employees and their families.

18

## SIGNPOSTS

Zadie Smith talks of the return journey from the isolating privilege of University education to the joys of being one of the many hands that take on the projects of a generation.

24

## VOICES

Anu Aga talks about the vexing issue of corporates being part of the problem of corruption and reflects on the ways to tackle it. • Connie Miranda shares her husband Terence's transformation from a heart attack survivor to a marathon runner.

28

## SLICE-OF-LIFE

Popular sentiment finds its echoes in a fair ground of Ujjain • Even cells cannot limit the irrepressible talk time, as a Minister finds out • And a cartoon that takes us back to the basics.

# What's New?

The three million litre per day plant helps in the removal of TDS and iron



*Inside view - filtration unit and (inset) reverse osmosis plant: a reference installation*

## ***Thermax installs a fully automated water treatment plant in Bangladesh***

**T**hermax has commissioned a water treatment plant with a capacity of three million litre per day (150 m<sup>3</sup>/ hour). The fully automatic plant is for a global beverage company's manufacturing facility at Mymensingh, Bangladesh, about 90 km from Dhaka.

This comprehensive project treats the inlet water (drawn from the ground) through a combination of systems for aeration, filtration and ultrafiltration. These help in the removal of TDS (total dissolved solids) and iron from the water. The system also comprises dealkaliser,

softening and double stage reverse osmosis (RO) plants and a backwash recovery system.

In water treatment systems, the backwash process that cleans up the filters at specific intervals, essential for optimum performance, consumes large quantities of water. The WWS team has designed a backwash recovery process to recycle 87% of the water. The wastewater reject from the RO plants also is recycled. As a result of such integrated design and automation (operated through SCADA offered with PLC) the plant,

compared to conventional ones, operates at an overall 5% higher efficiency.

Through an appreciation letter, the customer expressed his satisfaction with the performance of the Thermax plant. It is now a reference project for peer companies in Bangladesh.

Thermax has also supplied two Shellmax boilers with BOP to the same customer.





*Second largest rooftop installation in India: shrinks GAIL unit's carbon footprint*

**T**hermax has commissioned a rooftop solar PV power plant for Gail (India) Limited (GAIL) at its petrochemical complex in Pata, Uttar Pradesh. The 5.76 MW plant, second largest in India, is spread over two warehouse roofs measuring 500 m x 65 m each, and will generate 79,30,000 units of electricity per annum for GAIL's captive use.

Thermax was awarded the contract in January 2017 to set up the

plant on a turnkey basis as well as manage its operations and maintenance for four years. Solar Energy Corporation of India (SECI) was the project consultant.

For the project, Thermax used 18,300 modules of 315 Wp (watt peak) with advanced Polycrystalline technology. Adequate measures to ensure safety have been taken.

The plant is equipped with central inverters and a SCADA based

tracking system monitors the various aspects of generation and operations. It's expected to reduce GAIL's carbon dioxide emission by 6000 tons per annum.

Projects like GAIL's, hopefully, should encourage industries to tap into the latent potential of rooftops in meeting the ambitious renewable energy target that India has set for itself.

## ***Cogen boiler in the Philippines***

**T**hermax supplied and commissioned a 45 TPH, travelling grate boiler at a greenfield distillery of ProGreen Agricorp. The distillery situated in the Balayan area was inaugurated on 14<sup>th</sup> March 2018.

The distillery is designed for the production of 2,00,000 litres of ethanol per day. The boiler will supply steam for both process and 6 MW of captive power. The multi fuel boiler is designed to fire bagasse (sugarcane waste), coal and biogas. Thermax has also supplied emission control and ash handling systems.



*Thermax's Behram Irani (left) with the ProGreen AgriCorp team: steam and power for ethanol production*

# A facelift for heritage palaces from Construction Chemicals



*City palace, Udaipur: Thermax construction chemicals support its restoration*

**T**hermax Construction Chemicals played a pivotal role in the successful restoration of two heritage monuments – City Palace of Udaipur and Vadodara's Laxmi Vilas Palace.

Both projects were executed within a time-frame of 90 days in

co-ordination with Ushta Infinity, specialists in the conservation of heritage buildings. The scope of work covered strengthening the existing structural members, increasing the passage area and waterproofing of roofs as well as domes. The Thermax team led by Praveen Khanna used a range of chemicals for seismic retrofitting,

epoxy repair, corrosion resistance and elastomeric water proofing.

Says Sanjay Bhude, who heads the Construction Chemical Group, "This unique project will add to our proven expertise gained from executing over a 100 structural repairs and rehabilitation projects in many countries."



## Chillers on the Russian front

*Low-temperature chillers: niche products for the food & beverage segment*

**T**hermax's Cooling business bagged orders for ten chillers in Russia in 2017-18. The growing food & beverage industry accounted for the major share of orders. Noteworthy among them was an order bagged from the leading brewer, Kursk Malt for two double effect steam fired chillers; and another one from a dairy major Agro complex for hot water chillers. The newly introduced low-temperature chillers for 1°C chilled water from Thermax's Absorption Cooling portfolio saw good traction in the F&B market.

Strengthening Thermax's local presence by partnering with Cold Energy, a reputed distributor also helped. Says Abhijit Moholkar from International Sales, "Increased reach in CIS countries and offer of turnkey solutions along with local cooling towers helped us grow the business, and we hope to sustain the momentum in the coming year."

The ten chillers order will take up the installed units in Russia to 60.



**New  
products  
and  
technology  
from  
Heating**



*Thermax team at the launch: modular boilers available in the 6-18 tonne range*

## **Launches Powerpac: Ideal for cogeneration needs**

**T**hermax Heating launched Powerpac boilers to meet industry's needs for process heating and cogeneration applications. These boilers, available in the 6 to 18 tonne range, will replace the company's well known bi-drum boilers which will continue to be available for capacities above 18 tonnes.

Powerpac boilers offers several

advantages to the customer. Compact and modular in construction, they are easy to transport and compared to conventional boilers, can be installed in half the time. Modular design also eliminates chances of error while fixing the peripherals.

A water tube boiler, Powerpac is highly efficient with multi-fuel flexibility and ensures uninterrupted

operations, ensuring high uptime. With better access to heating areas and option for online-soot blowing, they are designed for easy maintenance. Powerpac also has a smart controller (Thermowiz) making it IoT enabled.

Satisfied with Powerpac's performance, recently a Gujarat based customer presented a letter of appreciation to Thermax.

## **Wins Rs. 503 crore order for three cogeneration plants**

**T**hermax will set up three natural gas based EPC cogeneration plants (each of 20 MW capacity) for National Fertilisers Limited (NFL). The public sector company has placed an order worth Rs. 503 crore with Thermax for the plants to be commissioned at its facilities in Haryana and Punjab.

The project is the outcome of NFL's initiative to bring down its

dependence on fossil fuel and to save energy. The three cogen plants through a combination of GTGs (Gas-Turbine-Generators) and HRSGs (Heat Recovery Steam Generators) will generate power for captive use and steam for process simultaneously. Says Unny, "The thrust on cogeneration for saving energy costs has increasingly gained importance among our customers where we have secured recent orders." Thermax's proven

expertise in EPC cogen plants positions it well in pitching for new business across sectors.

The scope of supply includes design, engineering, manufacturing, construction and commissioning of the cogeneration plants. The project is to be completed in 22 months.

# Expressions



“Due to  
the general feeling  
that experiences from  
non-engineering  
or manufacturing  
companies ‘won’t  
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often turned off.”

The vibe as we entered the Thermax Learning Academy (TLA) was contagious – buzzing with many youngsters laughing, chatting, playing snakes and ladders, some deeply engaged in a game of chess. It felt vibrant and full of energy. Congratulations to our employees for their whole-hearted participation in the Learning Fest. I am glad Manjiri and her team have taken forward the idea that Sharad, Nidhi and the L&D team started last year. I would like to thank all of you for your enthusiasm and efforts in organising and participating in this event to drive forward the learning agenda at Thermax.

My take-away from this festival and its celebration of learning through story-telling, movie-making, illustration or art is that all of us can learn and must continue learning; we can learn at any age; we can learn the most complex of issues; it’s all a matter of how it is presented to us, how best each of us assimilates and applies knowledge, and our own mindsets – are we willing to absorb new ideas and challenge our old beliefs?

As children we all start with boundless curiosity and the desire to question, open ourselves to experience and explore. Somewhere, through years of rote learning, passive listening to what the teacher says, an exclusive focus on competing and scoring higher marks, as also the fear of ridicule and failure, we lose our earlier enthusiasm to learn, grow, collaborate and adapt. That is why the L&D team has the challenging task of igniting our minds; making subjects interesting, so that we gladly learn and retain that knowledge to apply it to our workplace.

However, most millennials are no longer passive learners. Today, smart phones and tablets are a simple extension of our personal lives. We can be sure that employees bring similar expectations to the technology apps they use at work. And that includes learning.

A few weeks ago, I was browsing through the various courses offered by the education focused company, *Coursera* and found an interesting one on ‘Sustainability’ taught by IESE Business School in Barcelona. It was easy, user friendly and since I could download the material, I could learn at my own pace, wherever I happened to be. Each section was 6-8 minutes long, enough to keep my wholehearted attention, interwoven with TED talks and some reading material. Each section ended with a quiz, to test what we had learnt. You had to score 80% and above in order to pass. What is wonderful is that you can be of any age and enrol in this programme.

These days the pace of change is phenomenal and companies, especially the old brick and mortar ones, face issues of skill gaps and poor learning & development platforms at the work place. We hear about the Internet of Things (IoT), Artificial Intelligence (AI), machine learning – how these technologies can wipe out the need for many jobs, unless we learn at a furious pace to transform or reinvent ourselves to stay relevant in the age of automation.

It’s time we truly adopted the concept of the *Learning organisation*, where learning is embedded with each individual. At Thermax, we are very good at what we do, but quite old fashioned in



the way we do it.

We can be quite rigid in the way we think. We genuinely believe that our work can only be done by engineers, hence anyone who is not an engineer is not taken as seriously. What about a psychologist in the marketing function to understand buyer behaviour, or someone from an institute of design to help us improve the look, feel and ergonomics of our products? We often believe we can only learn from another engineering, manufacturing company who are like us. Why can't we apply to our own business Amazon's way of intimating customers about any item bought? Due to the general feeling that experiences from non-engineering or manufacturing companies "won't work here," our minds are often turned off.

We have created artificial silos between divisions, which sometimes prevent us from learning and adopting the good work that others have done. For example, if one division is using an effective project management software, why are some others still on spreadsheets?

Once again, we are good at what we do, but let's understand that the world is changing at a very fast pace; we are living in a volatile, uncertain, complex and ambiguous world. Earlier business was more or less stable, linear and predictable. But today, change can be completely disruptive – it can delete or erase businesses overnight. To stay competitive, to stay relevant, and anticipate change, we have to constantly reinvent ourselves and we can do that only if we are a truly 'learning and adapting organisation' – an organisation where each individual takes accountability for their learning and their relevance to the business.

They say AI in HR is fast transforming the workplace. It's being used for search and recruiting, onboarding to employee training, coaching and mentoring. AI can figure out employees' career options, the gap in their skill set and what modules they need to study, along with the learning style that best suits them. This way learning becomes more focused, user friendly, personalised and outcome driven – a bit like what I studied through *Coursera*, but moduled for the skills required at Thermax.


Many of the learning methods adopted by learning organisations are linked to an LMS (Learning Management System) and/ or learning portals. Online courses, videos, and assessments are often packaged and clustered together in LMS systems, working together to create high-quality learning content. I am happy to share with you that Thermax has started on the LMS journey this year and we are currently kick-starting the programme to ensure Thermax is future ready.

However, we must make it fun in order to attract our people and encourage learning. Employees need to learn, remember and then apply new skills to improve performance. Learning retention is a vital element of high-performing L&D programmes, so it's important to find out which training options result in higher retention and therefore application rates.

I look forward to Thermax creating a joyous, vibrant learning environment, so that our people enjoy the journey, weather the storms of change and remain at the top of their game.

With warm regards,

**Meher**

  
"To stay competitive, to stay relevant, and anticipate change, we have to constantly reinvent ourselves and we can do that only if we are a truly learning and adapting organisation.."



## **Up Close**

***Sunil Raina, Head of SBU for Medium Power Plants talks to A.M. Roshan about the need to be constantly in the learning mode, and about the interesting mix of business offerings that Power division has in store for its customers.***

**A**t one point in the middle of our conversation, Sunil Raina talks of the Area offices in the 1990s providing pigeon holes for product literature. Each business division would keep the latest leaflets and other technical literature in them. Those days, though he was selling chillers, he made it a point to pick up the literature of other businesses. "I thought it might be a good idea to know more about steam, about water. It did help me to present chillers better."

This eagerness to move beyond his domain, to know about new areas, is a theme to which he returns time and again – the useful strolls he had in the manufacturing plants of Thermax or his visits to customer sites of allied Thermax businesses. "Today, I tell my young colleagues that learning has to continue and they have to drive their own self-learning," he says.

Along with the urge to learn, the preparedness to move to unfamiliar territory mark Sunil's 27-year career with Thermax. After the initial 12 years of schooling in his hometown Srinagar and a B.Tech from Chandigarh's Punjab Engineering College, he worked briefly with a leading compressor company before joining Thermax in 1991.

He started work with Ramani's team in the Heat Recovery Division (HRD) which incubated the Cooling and Power divisions of Thermax. Young Sunil had a great opening, attending his very first annual budget meeting at Ooty. Soon, he

would shift to the Cooling Division, newly formed from HRD. Sunil moved from Pune to Hyderabad, Madras and Ahmedabad. In 1996, he shifted to Baroda as the Corporate Area Manager, reporting to Shishir Joshipura, heading the Western Region. "I set up the office and recruited people. There, I got to know a wider range of Thermax offerings." In 1998, Sunil returned to Pune to head the all-India sales operations of the Cooling business.

That initial decade with Thermax gave him the opportunity to work with and observe the practices of some colleagues committed to customer service. He remembers a time of unseasonal rains and flooding in Baroda. "One of our sales engineers was worried that the pumps at some of the installations could be submerged. As the water level rose and transport and communication networks broke down, he went around on a cycle alerting customers."

From accompanying service professionals on their rounds, he learned it's necessary to develop "conviction about the product and match it with commitment to customer service."

It was important to go beyond just concluding the sale, and to recommend a good solution. He remembers a time when a client from a paint company insisted on copper tubes, instead of stainless steel ones, recommended on the basis of metallurgical calculations to suit local conditions. When subsequently, the equipment had



# is adapting to the changed environment'

problems, "we stood by him and he used to do business with us, even after he moved on to other companies."

Like senior managers who grew up with Thermax, Sunil too had the advantage of working closely with bosses like Shastri who was "a phenomenal sales leader" and Juzer Kothari from whom "I learned a lot in doing meticulous preparation before meeting a customer." But it was the five years he worked with Unny that helped "sharpen my business acumen. He taught us the art of questioning every aspect of cost to improve margins. It was a series of lessons in taking tough business decisions."

In 2006 when Cooling & Heating (C&H) business unit was formed, Shishir offered Sunil the job of common sales head. Sensing an opportunity for new experience, he moved again. Though the structure of a common sales head didn't continue beyond him, he gained enough understanding of the Heating business. And it prepared him to take over, two years later, the position of SBU Head of the C&H Service business. Besides managing a balance sheet, the job helped him understand the intricacies of people management and dealing with components, the micro aspect of energy business.

Since 2009, Sunil has been with the Power division, first three years dealing with small power plants, and the last five plus years as SBU Head of medium-range power plants. For the learner

in him, construction offered new challenges. "I have spent time at the sites," he says matter-of-factly.

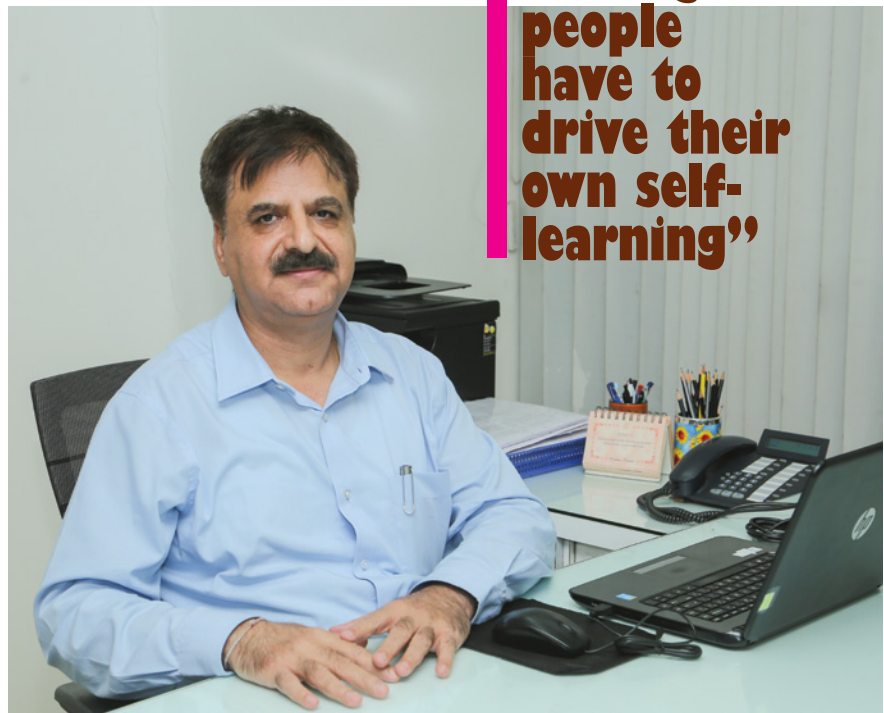
Our conversation happens at a fortunate time when it is daylight again after five dark years for Thermax and the Power business. Sunil is confident that the area in which Thermax operates – captive power – is slated for growth. Industry will continue to opt for cogeneration and captive power. He feels we have a good mix of energy sources for customers looking for captive power options – waste heat, solar energy, natural gas, agri waste and other solid fuel.

Sunil points out that Thermax is adapting to the changing environment. "Our decision to focus on combined cycle power plants,

seek out new opportunities in flue gas desulphurisation to mitigate the adverse impact of coal are some of the new moves."

Our discussion turns to people related issues. I ask him whether long term career options are as good as you are dead for today's young people. He feels that some youngsters will move on after some years. The challenge, according to him, is to identify early enough those committed ones who will give their best in any assignment. Companies need to focus on that limited number of professionals. "With them we need to talk the old language of growth and stability. We should assure them of careers with us. After all, staying on is a two-way street."

**"Young people have to drive their own self-learning"**



## Round up

### Goodwill from Indo-Chinese business relations

In January, Thermax Zhejiang hosted the visit of the Consul General of India in Shanghai, Anil Rai, along with Zhuang Yue, the Deputy Director of Foreign Affairs and the government officials of Jiaxing City.

The visit followed a special

invitation from Dinesh Badgandi, CEO of Thermax's Chinese subsidiary, who was also one of the key speakers at a Business and Investment Forum organised jointly by India and China as part of the *Make in India* initiative at Zhejiang.

The event was attended by bureaucrats and government officials from both the countries; representatives from Indian companies and leading Chinese companies who have invested in India.

Dinesh Badgandi (right) with Zhuang Yue and Anil Rai:  
at the Thermax plant in China



## PHOTONEWS



Thermax received the 'Excellence in Governance' Award at the Economic Times Family Business Awards.

"Corporate governance is something that has to be practised in spirit and we as a family firmly believe in it, we don't just follow the letter of the law," said Pheroze who along with Sharad Gangal received the award in Mumbai on 23<sup>rd</sup> March.



*ESP installed at site: repeat orders from the Mitr Phol Group*

## Emission control in Thailand



In January 2018, the Enviro team of Thermax commissioned an Electrostatic Precipitator (ESP) for checking the emissions at a boiler installation site of Thailand's Mitr Phol group, Asia's leading sugar and bio-energy producer.

The ESP was part of an order that Thermax won in 2016 for

design, supply, erection and commissioning of a 175 TPH high pressure traveling grate boiler and auxiliaries. The boiler had been commissioned earlier, and the ESP handles a gas volume of 4,89,000 m<sup>3</sup>/day.

This is the sixth ESP order that Thermax has won from Mitr Phol.



*Participants at one of the seminars: updates on latest offerings*

## 'Profit from Heat' seminars

**T**hermax connected with customers and dealers through its 'Profit from Heat' seminars organised in Amritsar, Ludhiana and Chandigarh. The sessions spread over three days received an overwhelming response from over 200 participants. They were updated on the latest offerings from the Chemical, Heating and Cooling, Water & Waste Management and Service businesses of Thermax.

# Impressive response to annual blood donation drive

**T**hermax organised its annual blood donation camp on February 16, the death anniversary of founder chairman, Rohinton Aga. As part of the company's CSR initiatives, the camp was held at offices and factories with the help of authorised blood collection centres and the Indian Red Cross Society.

Over 700 employees donated their blood across the workplaces including Pune, Savli, Delhi and Mumbai. Sholapur and Jhagadia factories and Chennai office conducted the camp for the first time.



*CSR initiative: organised annually across India*



*Thermax participants at Runathon: fitness and community welfare*

## Running for a cause

**5**:30 am on a Sunday morning at Nigdi. 165 Thermax employees line up at the starting point for the *Runathon of Hope*, the yearly marathon for corporates organised by the Rotary Club of Pune, to raise funds for the social causes that they support.

Since the inception of the event in 2010-2011, Thermax has been

one of its consistent sponsors, and employees have been participating in good numbers. This year the theme was 'Making a Difference' with entries solicited in various categories of 2 km to 21 km.

Kirti Naik, Vaibhav Yadav and Manisha Jadhav volunteered to distribute T-shirts to the runners. All participants completed the

runs in their respective categories and received medals.

This year too, Runathon proved to be a bracing experience, helping many Thermax employees run for fitness and for the larger cause of community welfare.





## And the cricket fever continues

Winners (Power Avengers) and below, Runners-up (Heating Warriors)

The cricket enthusiasts of Thermax were back in action on 3<sup>rd</sup> March with the inter-departmental Senior Management Cricket Tournament 2018 at the Tata Motors ground in Pimpri, Pune.

Organised for the second consecutive year, the tournament witnessed eight teams of Thermax managers. After several rounds of exciting matches, 'Power Avengers' emerged as winners and 'Heating Warriors' were the runners-up. Pheroze Pudumjee, Meher Pudumjee and Sharad



Gangal were the Chief Guests for the day; joining them for the finals were Ashish Vaishnav and Rabindranath Pillai, who till

then had been playing for their respective teams.

It was a fine day of cricket and camaraderie.



*Outbound for learning: Away from boring classrooms*

## Recharge time for HR

What better way to learn than to skip the monotony of classrooms and head out for a refreshing change of environment?

In February, the HR team did just that. At their annual HR Outbound, this time held at Prakruti Resorts, the team focused on the leadership aspects of leveraging human behaviour and team dynamics. This year's session also was unique as it saw some members from Denmark, China and Indonesia join the programme.





# National Safety Week celebration

**T**hermax celebrated the National Safety Week from 4<sup>th</sup> to 10<sup>th</sup> March through a series of awareness programmes about prevention of industrial accidents and adoption of safe work habits.

The week-long celebration saw various activities – essay and drawing competitions for employees' children on the theme of Health, Safety & Environment; safety sessions at the vendors' locations, a drama contest on safety for the workmen and contractors and a session on cancer awareness by Dr. Pradip Rane.

Felicitation programmes were held at the sites, where prizes were given and sweets distributed to all. "This annual event helps us to sharpen our employee focus on occupational health and safety issues", says A.G. Kshirsagar, Head of Safety.



Safety sessions at locations; and a talk on health awareness at Pune by Dr. Pradip Rane.



## Thermax joins the Twitterati Club

**T**hermax made a modest presence on social media in 2015, and has been leveraging this platform to add resonance to its existing channels of communication. After creating a follower base of 69,000 on LinkedIn and 4,500 on Facebook and growing, Thermax recently launched its Twitter account.

The company's digital initiatives reflect the power of the social media that

companies can avail to communicate and build their brands. Though the new platforms can be a mixed blessing – in view of the medium's power to amplify both positive and negative news – Thermax is keen to make use of social media's phenomenal reach.

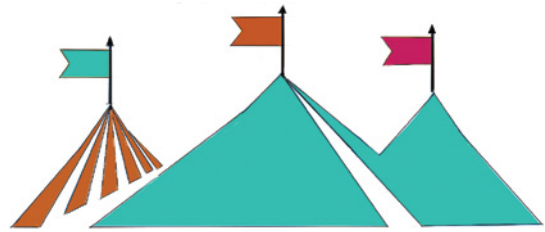
We invite you to join the club and follow us on <https://twitter.com/ThermaxGlobal>.



Thermax's twitter page



# Exhibitions



## POWER GEN Asia 2017

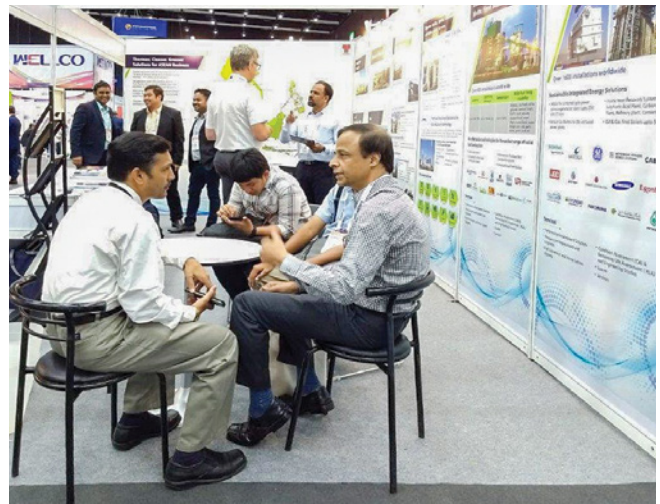
Thermax participated in Power Gen Asia 2017. At this mega event in Bangkok, Thermax highlighted its significant installed base in South East Asia, strong local presence and service capabilities in various Asian countries in the areas of steam and power generation, EPC solutions, solar and gasification technologies.

## Acrex 2018

Thermax's Cooling business participated at ACREX 2018, South Asia's largest HVAC exhibition, at Bangalore. Backed by case studies from across the globe, Thermax showcased its excellence in manufacturing, product innovation and service. At the event, the new high COP hot water driven absorption chiller was introduced along with evaporative condenser and closed loop cooling tower for process cooling applications.

## PSME Convention, Manila

Thermax was one of the key sponsors of the 65<sup>th</sup> Convention of Philippines Society of Mechanical Engineers (PSME) held in Manila in October 2017. Thermax presented its credentials through technical papers on water & wastewater solutions for F&B industry, combustion technology for coal & biomass, one degree application with vapour absorption machine and overall Thermax offerings.



Clockwise from top: Acrex, Bangalore; Power Gen, Bangkok; and PSME, Manila

## Ayan awarded Shilpa Visharad

Ayan Paul was awarded the 'Shilpa Visharad' in Fine Arts by the Sarabharitiya Sangeet-O-Sanskriti Parishad, Kolkata. He is the son of Shanti Paul who works with WSS.

19 year-old Ayan has won several certificates for fine arts, classical music, Rabindra Sangeet and Nazrul Geeti. Braving Guillain-Barre syndrome, a disorder that afflicts the nervous system, he completed ISC in 2017 and is now studying BA English(Honours) with Rabindra Sangeet at the Rabindra Bharati University.

Ayan is also interested in gardening and cooking.



Ayan



Manoj

## Manoj receives high honours from Harvard Business School

Manoj Purohit completed an online five-month Business Management course from Harvard Business School in 2017. Among the top five percentage of his batch, Manoj finished, in Harvard parlance, with 'high honours.'

Learning subjects like Economics, Finance & Business Analytics from experts through an active learning platform, Manoj was helped by University's famed method of case studies submitted by peers across industries.

Manoj's blog is published on the Harvard website: <https://hbx.hbs.edu/why-hbx/student-stories/Manoj-Purohit-Econ>

## Karate Kid, Frabin

Frabin Franklin has won his karate Black Belt. The 17 year old Frabin, an autistic child, has been practising karate for the past seven years. He is also passionate about his workouts and cycling.

Frabin who completed his 10<sup>th</sup> class from National Institute of Open Schooling Board is the son of Beena and Franklin John (Sales Tax department).



Frabin



## Tanishka makes art from vegetables

At an inter-school art exhibition, children were given various themes and asked to express their creativity through colours. Tanishka Inamdar, a 4<sup>th</sup> standard student painted the world of vegetables. She says she has always been attracted by “leafy vegetables, vermilion red tomatoes, purple brinjals and orange pumpkins.”

Her imaginative work was appreciated by the judges. Daughter of Ganesh Inamdar from Heating Sales & Marketing, Tanishka studies at the SPM English Medium School.



Tanishka



Jagdish

## BTG celebrates win of CIO 100 Award 2017

Jagdish Lomte has won the CIO 100 Award at the 12<sup>th</sup> Annual CIO 100 Symposium & Awards Ceremony in Pune. Jagdish, Vice President & CIO accepted the award for a project designed and built by Thermax's Business Technology Group – for an Enterprise Management Solution to bring the IT environment under a unified management platform.

Organised by IDG Media, the Symposium is a gathering of CIOs and senior IT and business professionals who use information technology to facilitate the digitisation of their businesses and engage with customers.

## HR Excellence Award

At the World HRD Congress held on 17<sup>th</sup> February, 2018, Sharad Gangal – EVP (HR) of Thermax received the 'HR Excellence in Manufacturing' Award. The event recognises leading organisations and HR practitioners creating impactful human capital strategies.

Sharad received the award from Dr. Harish Mehta, Chairman and MD of Onward Technologies Ltd. and founder member of NASSCOM.



Sharad

# Signposts



## Don't let your fellow humans be alien to you

*In this commencement address at New School University, New York in 2014, writer Zadie Smith talks of the return journey from University education that makes us feel the Privileged Individual to the joys of being one of the many hands that take on the projects of a generation.*

**W**elcome graduating class of 2014 and congratulations. You did it! How do you feel?

I guess I can only hazard a guess which means thinking back to my own graduation in England in 1997, and extrapolate from it... Like you I was finally with my degree and had made of myself – a graduate. Like you I now had two families, the old boring one

that raised me, and an exciting new one consisting of a bunch of freaks I'd met in college.

But part of the delightful anxiety of graduation day was trying to find a way to blend these two tribes, with their differing haircuts and political views, and hygiene standards and tastes in music. I felt like a character in two different movies.

And what else? Oh, the love dramas. So many love dramas!

Mine, other people's. They take up such a large part of college life it seems unfair not to have them properly reflected in the transcript. Any full account of my university years should include the fact that I majored in English literature, with a minor in drunken discussions on the difference between loving somebody and being 'in love' with that person. What can I tell you, it was the '90s. We were really into ourselves...



The thing I wanted most in the world was to be an individual. I thought that's what my graduation signified, that I had gone from being one of the many, to one of the few. To one of the ones who would have 'choices' in life. After all my father didn't have many choices, his father had none at all. Unlike them, I had gone to university. I was a special individual. Looking back it's easy to diagnose a case of self-love. People are always accusing students of self-love, or self-obsession. And this is a bit confusing because college surely encourages the habit. You concentrate on yourself in order to improve yourself. Isn't that the whole idea? And out of this process hopefully, emerge strikingly competent individuals, with high self-esteem, prepared for personal achievement.

When we graduate, though, things can get a little complicated. For how we are meant to think of this fabulous person, we've taken such care of creating. If university made me special did that mean I was

worth more than my father, more than his father before him?

Did it mean that I should expect more from life than them? Did I deserve more?

What does it really mean to be one of 'the few'?

Are the fruits of our education a sort of gift, to be circulated generously through the world, or are we to think of ourselves as pure commodity, on sale to the highest bidder? Well let's be honest you're probably feeling pulled in several direction right now. And that's perfectly natural.

In the '90s the post-graduation dilemma was usually presented to us as a straight ethical choice, between working for the banks, and doing selfless charitable work. The comical extremity of the choice I now see was perfectly deliberate. It meant you didn't have to take it too seriously. And so we peeled off from each other. Some of us, many of us, joined the banks. But those who didn't, had no special cause to pat ourselves on the back. With rare exceptions,

we all pursue self-interest more or less. It wasn't a surprise. We'd been raised that way. Born in the '70s, we did not live through austerity, did not go to war like my father, or his father. For the most part we did not join large political or ideological movements. We simply inherited the advantages for which a previous generation had fought.

And the thing that so many of us feared was the idea of being subsumed back into the collective from which we'd come. Of being returned to the world of the many. Or doing any work at all in that world.

In my case this new attitude was particularly noticeable. My own mother was a social worker, and I had teachers in my rowdy state school who had themselves been educated at precisely the elite institution I would later join. But amongst my college friends, I know of no one who made that choice. For the most part, we were uninterested in what we considered to be 'unglamorous pursuits'. We valued individuality

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***“It feels good to give your unique and prestigious selves a slip every now and then and confess your membership in this unwieldy collective called the human race.”***

above all things. You can thank my generation for the invention of the word ‘supermodel’, and the popularisation of ‘celebrity’ and ‘lifestyle’, often used in conjunction with each other. Reality TV – that was us. Also, televised talent shows. And when the fussier amongst us detected in these visions of prestigious individuality something perhaps a little crass and commercialised, our solution was to go in some ways further down the same road, to out-individuate a celebrated individual.

We became hipsters. Defined by the ways we weren’t like everybody else. One amusing, much commented upon consequence of this was that we all ended up individuals of the same type. Not one-of-a-kind, but one ... of-a-kind.

But there was another aspect I now find melancholic. We isolated ourselves. It took us the longest time to work out that we needed each other. You may have noticed that even now we seem somewhat stunned by quite ordinary human pursuits, like having children or

living in a neighbourhood, or getting ill. We are always writing lifestyle articles about such matters in the Sunday papers. That’s because, until very recently, we thought we were going to get through this whole life thing purely on our own steam. Even if we were no fans of the ex-British Prime Minister Margaret Thatcher, we had unwittingly taken her most famous slogan and embedded it deep within our own lives. ‘There is no such thing as society,’ she said. We were unique individuals. What did we need with society? But then it turned out that the things that have happened to everybody since the dawn of time also happened to us. Our parents got old and ill. Our children needed schools and somewhere to play. We wanted trains that ran on time. We needed each other. It turned out we were just human. Now, I might have this completely backward, but I get the sense that something different is going on in your generation. Something hopeful. You seem to be smarter sooner. Part of these smarts is surely born out of crisis. In the ‘90s

we had high employment and a buoyant economy. We could afford to spend weeks worrying about the exact length and shape of our beards, or whether Kurt Cobain was a sell-out. Your situation is more acute. You have so many large, collective tasks ahead, and you know that. We had them too, but paid little attention, so now I’m afraid it falls to you. The climate, the economy, the sick relationship between the individual prestige of the first world and the anonymity of the third – these are things only many hands can fix working together. You are all individuals but you are also part of a generation and generations are defined by the projects they take on together.

Even at the level of slogan you decided to honour the contribution of the many over the few, that now famous ‘99 Percent’. As far as slogans go, which is not very far, yours still sounds more thoughtful to me than the slogans of my youth which were fatally effected by advertising: Be strong. Be fast. Be bold. Be different. Be you ... be you, that was always the take



away. And when my peers grew up, and went into advertising, they spread that message far and wide. 'Just be you,' screams the label on the shampoo bottle. 'Just be you,' cries your deodorant. Because you're worth it. You get about fifty commencement speeches a day, and that's before you've even left the bathroom.

I didn't think you'd want any more of that from me. Instead I want to speak in favour of recognising our place within 'the many'. Not only as a slogan, much less as a personal sacrifice, but rather as a potential source of joy in your life.

Here is a perhaps silly example. It happened to me recently at my mother's birthday. Around midnight it came time to divide out the rum cake, and I, not naturally one of life's volunteers, was press ganged into helping. A small circle of women surrounded me, dressed in West African wraps and headscarves, in imitation of their ancestors. 'Many hands make short work,' said one, and passed me a stack of paper plates. It was my job to take the plated slices

through the crowd. Hardly any words passed between us as we went about our collective tasks, but each time we set a new round upon a tray, I detected a hum of deep satisfaction at our many hands forming this useful human chain. Occasionally as I gave out each slice of cake, an older person would look up and murmur, 'Oh you're Yvonne's daughter,' but for the most part it was the cake itself that received the greeting or a little nod or a smile, for it was the duty of the daughter to hand out cake and no further commentary was required. And it was while doing what I hadn't realised was my duty that I felt what might be described as the exact opposite of the sensation I have standing in front of you now. Not puffed up with individual prestige, but immersed in the beauty of the crowd. Connected if only in gesture to an ancient line of practical women working in companionable silence in the service of their community. It's such a ludicrously tiny example of the collective action and yet clearly still so rare in my own life that even this minor instance of it

struck me.

Anyway my point is that it was a beautiful feeling, and it was over too soon. And when I tried to look for a way to put it into this speech, I was surprised how difficult it was to find the right words to describe it. So many of our colloquial terms for this 'work of many hands' are sunk in infamy. 'Human chain' to start with; 'cog in the machine'; 'brick in the wall'. In such phrases we sense the long shadow of the twentieth century, with its brutal collective movements.

We do not trust the collective, we've seen what submission to it can do. We believe instead in the individual, here in America, especially. Now I also believe in the individual, I'm so grateful for the three years of college that helped make more or less of an individual out of me — teaching me how to think, and write. You may well ask, who am I to praise the work of many hands, when I myself chose the work of one pair of hands, the most isolated there is.

I can't escape that accusation.

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***“Are the fruits of our education  
a sort of gift, to be circulated  
generously through the world, or  
are we to think of ourselves as pure  
commodity, on sale to the highest  
bidder?”***

I can only look at my own habit of self-love and ask, ‘what is the best use I can make of this utterly human habit?’ Can I make a gift of myself in some other way? I know for sure I haven’t done it half as much as I could or should have. I look at the fine example of my friend, the writer and activist Dave Eggers, and see a man who took his own individual prestige and parlayed it into an extraordinary collective action – 826 National, in which many hands work to create educational opportunities for disadvantaged kids all over this country.

And when you go to one of Dave’s not for profit tutoring centres, you don’t find selfless young people grimly sacrificing themselves for others. What you see is joy. Dave’s achievement is neither quite charity or simple individual philanthropy. It’s a collective effort that gets people involved in each other’s lives.

I don’t mean to speak meanly of philanthropy. Generally speaking, philanthropy is always better than no help at all, but it is also in itself

a privilege of the few. And I think none of us want communities to rise or fall dependent upon the whims of the very rich. I think we would rather be involved in each other’s lives and what stops us, most often, is fear.

We fear that the work of many hands will obscure the beloved outline of our individual selves. But perhaps this self you’ve been treasuring for so long is itself the work of many hands. Speaking personally, I owe so much to the hard work of my parents, the education and health care systems in my country, to the love and care of my friends.

And even if one’s individual prestige, such as it is, represents an entirely solo effort, the result of sheer hard work, does that everywhere and always mean that you deserve the largest possible slice of the pie?

These are big questions, and it is collectively that you’ll have to decide them. Everything from the remuneration of executives to the idea of the commons itself, depends on it. And at the core

of the question, is what it really means to be ‘the few’ and ‘the many’. Throughout your adult life you’re going to have a daily choice to throw your lot in with one or the other. And a lot of people, most people, even people without the luxury of your choices, are going to suggest to you, over and over, that only an idiot chooses to join the many, when he could be one of the few.

Only an idiot chooses public over private, shared over gated, communal over unique. Mrs. Thatcher, who was such a genius at witty aphorisms, one said, ‘a man who beyond the age of twenty-six, finds himself on a bus, can count himself a failure.’

I’ve always been fascinated by that quote. By its dark assumption that even something as natural as sharing a journey with another person represents a form of personal denigration. The best reply to it that I know is that famous line of Terence, the Roman playwright. *Homo sum, humani nihil a me alienum puto.* ‘I am a human being. I consider nothing



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***“You are all individuals but you are also part of a generation and generations are defined by the projects they take on together.”***

that is human alien to me.’

Montaigne liked that so much he had it carved into the beams of his ceiling. Some people interpret it as a call to toleration. I find it stronger than that, I think it’s a call to love. Now full disclosure, most of the time I don’t find it easy to love my fellow humans. I’m still that solipsistic 21 year old. But the times I’ve been able to get over myself and get involved at whatever level, well what I’m trying to say is those have proved the most valuable moments of my life.

And I never would have guessed that back in 1997. Oh I would have paid lip service to it, as a noble idea, but I wouldn’t have believed it. And the thing is, it’s not even a question of ethics or self-sacrifice or moral high ground, it’s actually totally selfish. Being with people, doing for people, it’s going to bring you joy. Unexpectedly, it just feels better.

It feels good to give your unique and prestigious selves a slip every now and then and confess your membership in this unwieldy collective called the human race.

For one thing, it’s far less lonely, and for another thing contra to Mrs Thatcher, some of the best conversations you’ll ever hear will be on public transport. If it weren’t for the New York and London subway systems, my novels would be books of blank pages.

But I’m preaching to the converted. I see you, gazing into your phones as you walk down Broadway.

And I know solipsism must be a constant danger, as it is for me, as it has been for every human since the dawn of time, but you’ve also got this tremendous, contrapuntal force propelling you into the world.

For aren’t you always connecting to each other? Forever communicating, rarely scared of strangers, wildly open, ready to tell anyone everything? Doesn’t online anonymity tear at the very idea of a prestige individual? Aren’t young artists collapsing the border between themselves and their audience? Aren’t young coders determined on an all access world in which everybody is an equal participant? Are the young activists content just to raise the

money and run? No. They want to be local, grassroots, involved. Those are all good instincts. I’m so excited to think of you pursuing them. Hold on to that desire for human connection. Don’t let anyone scare you out of it.

Walk down these crowded streets with a smile on your face. Be thankful you get to walk so close to other humans. It’s a privilege. Don’t let your fellow humans be alien to you, and as you get older and perhaps a little less open than you are now, don’t assume that exclusive always and everywhere means better. It may only mean lonelier. There will always be folks hard selling you the life of the few: the private schools, private planes, private islands, private life. They are trying to convince you that hell is other people. Don’t believe it. We are far more frequently each other’s shelter and correction, the antidote to solipsism, and so many windows on this world.

Thank you.

– ***Zadie Smith***

## Doing business in India today: does it call for compromises?

**W**hy do companies find it tough to take a stand against corruption?

There is always the fear that they could lose business if they don't indulge in, or at least turn a blind eye to corruption. Of course, there's a cost involved in not taking short cuts. But even after the cost benefit ratios are worked out, we are still left with the question – is it worthwhile to indulge in corruption?

The answer will depend on your value system and whether you define business as merely maximising shareholder value, or, while you make profits you also uphold some principles. In the short run, a corrupt company may succeed and earn profits but the quality of our national life could suffer.

We business people are very clever. When it comes to corruption we think that it belongs to street level politicians and when it relates to business we try to take the sting and stink out of that word by using euphemisms like “governance deficit.”

Transparency International defines corruption as “the abuse of entrusted power for private gain.” In today's world, governments and business houses wield enormous power and the nexus between them encourages and fosters corruption.

Earlier, it was believed that corruption is a by-product of certain societies, especially the

developing nations. But today, we know that corruption can exist in any society, in countries under authoritarian governments as well as in advanced liberal economies and democracies.

In the pre-liberalised India, in a government-controlled economy, crony business houses profited from closeness to the political class. Only sectors like IT which had minimal engagement with the government or export oriented companies could thrive without the blessings of governments. Though we embarked on economic liberalisation in the 1990s, and moved away from the Licence Raj, corruption has found new forms of practice and patronage. Thanks to our popular practice of *Jugaad* – that untranslatable Hindi word to convey a curious mix of innovative thinking, bypassing of approved channels, and fixing – ethical standards of doing business remains very pliable, capable of infinite adjustments.

Today, every walk of Indian life – politics, bureaucracy or business – is tainted with corruption. Over the years we have become immune to corruption. For example,

while selecting our electoral representatives, dishonesty has become a non-issue. All-pervasive corruption, certainly, is the biggest challenge before the country as it erodes the effectiveness of resource allocation and strategy for development. However, we look to someone or the other to clean up the mess. Can we respond differently? Instead of expecting others to change can business owners make a start?

While there are business leaders who syphon off large amounts from their companies for personal gain, there are also honest organisations





forced to make payments to deal with harassment by politicians and bureaucrats. They also have to use 'speed money' to get things done that should have happened normally. It is difficult for individual companies to resist this kind of harassment. Here, business associations can initiate a dialogue between corporates, bureaucracy and political representatives to check this menace.

Independent directors are expected to assure corporate governance. But if critical information is not shared and if their opinions are not respected and followed, how can they succeed in their duties?

Media continues to highlight "respectable" companies who won awards, had high powered independent directors and yet, swindled the shareholders. Facades often mask unpleasant realities.

For companies to say 'No' to certain questionable practices and yet do better than competitors, their products and services have to stand out. They have to focus on outstanding quality, on-time deliveries, constant upgrades through innovation and be ahead of the competitors in all aspects of business. If this happens, in most cases, there will be no need for under-the-table exchanges and it will lead to win-win business for all concerned.

It is alright to get employees sign the Code of Conduct or Business Ethics. But the demonstration of intent for ethical business has to come from the top management and it cannot be a fair weather conviction. A company's determin-

ation to stay on and do ethical business is tested in times of business adversity. It won't do for us to use the old Groucho Marx line, "Those are my principles, and if you don't like them .... well, I have others." It is only when individual conscience speaks firmly and with conviction that government and companies will pause to listen, act and reform their time-tested and questionable ways of doing business.

Corporate governance is not window dressing and business ethics is not another public relations practice to enhance corporate reputation or the company's brand. Ethical business goes beyond profit maximisation and envelops the entire society in a virtuous wrap.

At Thermax, we decided to say no to compromises while securing orders and focus only on taking clean orders. Of course, it meant foregoing some business opportunities, which means a degree of loss in the short term. To compensate for loss in domestic business, Thermax has started focussing a lot more on globalising our operations. From a single digit figure at the turn of the century, we have reached 40% in the international share of our business.

We are a capital goods company and over 60% of our business comes from repeat orders. I am convinced that there are enough business houses keen on adopting transparent business practices as we are. Though we still experience difficulties with a few corporates and several government arms, as far as possible, we will continue to resist harassment, strengthen

our processes and, with growing confidence, walk the talk.

What gives me joy is to listen to our employees say they are proud of being part of an organisation that has a great culture and is by and large honest. Today, youngsters are looking not just for pay and perks but also for occupation that's meaningful and fulfilling. I am sure open culture and ethical conduct will go a long way in helping business houses attract talent.

Corporates need to be profitable and yet we have to find a larger purpose. What is the purpose of business? To me, the business of business is not just business, but human well-being. If we find a larger purpose, we will not be obsessed with profit at any cost. My late husband, Rohinton, expressed the idea aptly when he said, "Profit is not only a set of figures, but of values." In business, we are used to listening to the voice of the shareholders. Can we also listen to that small voice within each of us that tells us what is right and wrong?

**– Anu Aga**

*(Excerpted from the  
K C Narayanan Memorial Lecture  
delivered in Chennai on  
January 30, 2018.*

*For a full text of the speech visit  
this page: <http://www.thermaxglobal.com/resources/writings-of-anu-aga/#myCarousel1>)*

# The heart to run and live healthy



**T**his article is about my husband Terence (Terry), fondly referred to as 'Runner with a Big Heart' by his close band of runners and friends. As he turns 50 this April, I'd like to share his journey of transformation from a heart attack survivor to a marathon runner, inspiring others to lead healthier lives.

It was on our marriage anniversary day in 2013 (February 2) that Terry had a pain in his chest and felt uncomfortable. We were on our way back from a church service, and we stopped at our family physician's clinic for a checkup. As I waited in the car for want of parking space on a crowded Saturday evening, I got a call from the clinic, asking me to come over immediately. I knew something was wrong.

The doctor told me that Terry's ECG showed that he had suffered a heart attack, maybe a day earlier and that he should be admitted at a hospital immediately. As a diabetic, Terry probably did not show the classic symptoms of a heart attack – pain in the left shoulder, breathlessness, sweating and dizziness. Angiography confirmed

blockage in three coronary arteries, one a 95% block. He underwent an angioplasty, where two stents were inserted, and a balloon angioplasty cleared the third.

I thank Almighty Lord that Terry was lucky to get medical treatment on time. He was awake throughout the

procedure, but in a state of shock even after being discharged from the hospital. While recuperating, listening to our son Adrian's emotional talk, Terry realised he has to remain healthy for the sake of his family too. He promised to himself that he would get fit, soon.



*Terence at a marathon: a promise to oneself to stay fit*



Overweight by nearly 20 kg, after the angioplasty, Terry had to follow a new diet regime. It helped him shed around 15 kg in three months. He also met a rehabilitation physiotherapist who advised him to start with 10 minutes of brisk walk, at least four times a day and then gradually increase the duration as well as speed, while maintaining an average heart rate of 130 beats per minute (bpm).

After following the fitness schedule religiously and tracking his heart rate with the help of a monitor, Terry knew he was getting fitter. He had never run before his attack, so he had to be very careful and took all precautions before his first run. In a few weeks, Terry could jog one km easily. Within a couple of months, he could jog five km at a stretch, and there was steady improvement in his heart rate. Then there was no looking back. He ran longer distances, joined a running club to stay motivated and focussed. In October 2013, eight months after his heart attack, Terry ran his first half Marathon (21.097 km) organised by *Pune Running Beyond Myself*. I fondly remember some of the placards we had displayed there to cheer the tired runners, which read, "There is Beer at the Finish Line", "Success tastes Salty, not Sweet", "Your place in History is almost secure".

As he never wanted to see himself as a 'heart patient', a recipient of others' sympathies, Terry kept up his determination. Within a year of

his heart attack, he dared to run his first full marathon (42.195 km). His cardiologist was initially sceptical of this idea, so he took advice from a senior cardiac rehabilitation specialist at the Asian Heart Institute, Mumbai. In January 2014, he ran his first full marathon at the Standard Chartered Mumbai event. He completed it in 5 hours and 22 minutes. It was a memorable as well as an emotional moment for Terry, and as he crossed the finish line, probably no one noticed the tears of joy on his sweat drenched face.

I am glad, in this strenuous journey, he was not alone. His two great buddies, Richard Alphons and Joy Abraham had assured me they would be with him and that he would be fine. They ran their first full marathon along with him in 2014 and they continue to be with him on practice runs and running events.

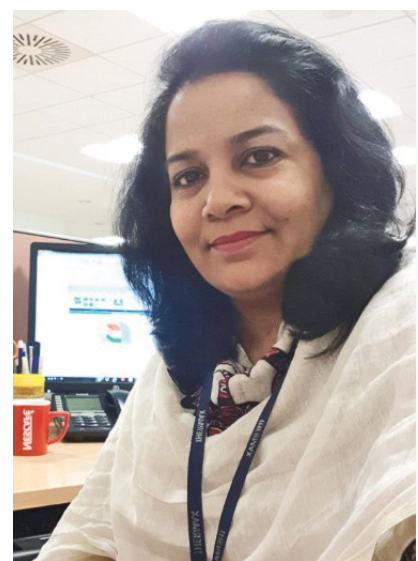
I remember the difficult 5-hour long wait for Terry to complete his Mumbai full marathon and tell me he was okay. On their return, at the Pune railway station, we surprised our husbands with garlands and sweets that left onlookers wondering who these great men were!

By now Terry has run over 20 half marathons (best time 1 hour 58 minutes) in and around Pune, Goa, Hyderabad, Bangalore and the Mumbai Marathon (best time 4 hours 40 minutes) consecutively for the last five years. So far, he has logged over 7000 km of running.

Far away in Switzerland, inspired by Terry's example my sister, Priscilla ran the Geneva Marathon, twice.

These had been exceptional years for Terry as he changed his life with dedication, determination and willpower. He was also fortunate to have the able guidance of his coach who pushed him to his limits and was with him while Terry ran his first marathon. Besides losing weight, running has helped Terry keep his blood pressure under control and he hasn't taken any medicine for diabetes for the last four years.

He is part of the Pune Road Runners Group ([www.puneroadrunners.com](http://www.puneroadrunners.com)). Terry now motivates people to achieve all-round fitness by running and also through his lectures to corporate executives on the importance of staying fit.



**Connie Miranda**  
Corporate Finance

# Slice of Life

## DIAL J FOR JAIL MINISTER

**A** day after he was inducted into the Punjab Cabinet, Minister for Jails, Sukhjinder Singh Randhawa got a congratulatory call. It was from an inmate lodged in one of the state's jails.

Randhawa himself made the startling disclosure to *The Indian Express*. After this first-hand experience of the rampant use of mobile phones in Punjab prisons, he began a state-wide inspection with a surprise visit to the Central Jail in Patiala.

Asked if he knew the caller, Randhawa said, "Yes, he was known to me. Otherwise, why would he call me? I received the call on the day my name was announced as a minister. That day, I did not know I would get the Jails portfolio."

He also said mobile phones inside jails is a big menace and it will not be addressed till the latest jammers are installed. "By the time the Union government decides on 4G jammers, there will be 5G technology and then we will require 5G jammers. So, I will press upon the Centre to plan 5G jammers in advance," he said.

(From *The Indian Express*)

## No buyers for fake babas

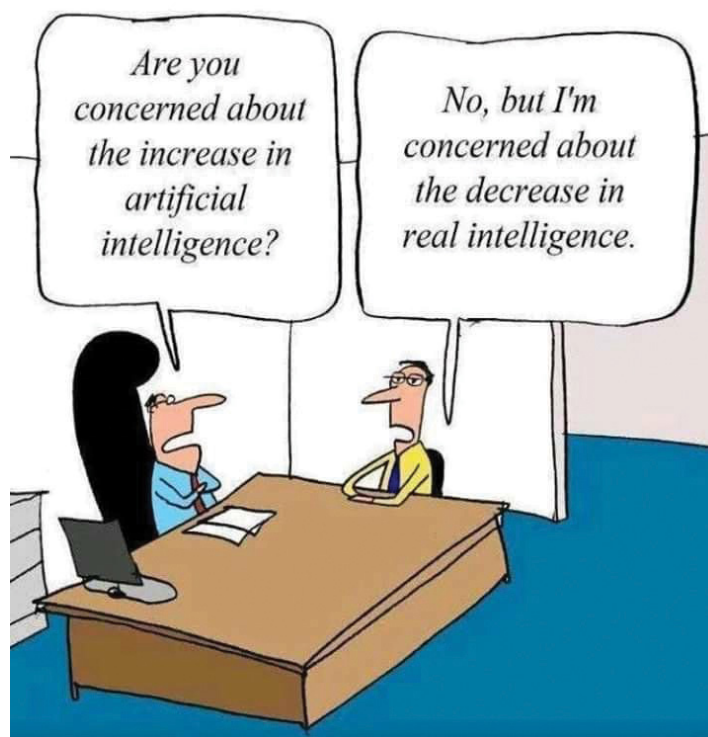
**R**am Rahim and Honeypreet were sold to a Rajasthan based trader for Rs. 11,000 recently during the last day of a fair held in Ujjain. The seller, Hariom Prajapat, who had brought the pair of donkeys from Gujarat was hoping they would fetch Rs. 20,000. Unfortunately he was unable to find any buyers at that price.

Organisers of the annual fair said it is usual for sellers to give fancy names to their donkeys to attract buyers, although it was breeding and physical attributes that really mattered. Other asses present at the fair included GST, Sultan, Bahubali and Jio. Prajapat stated that he had named his donkeys after the convicted baba and his 'daughter' to send a message that they would have to pay for their misdeeds.

(From *Outlook*)



## And this cartoon ...





# Dear Woman: Be Yourself

Women at Thermax had a jolly good time on the occasion of International Women's Day (8th March). Anchoring their celebrations around the theme *Be Yourself* they put up fabulous performances. It was a fun n' frolic evening to remember as they turned up dressed as per their zodiac signs and celebrated each sign's uniqueness.

A self-defence workshop for women was also organised at Pune.

The women at the Delhi office took the day off to be together and just be themselves. The China team too celebrated the day with zest and they painted a picture to commemorate the occasion.





# Energy boost for RCF



Thermax commissioned a 50 MW gas based cogeneration plant at the Thal (Maharashtra) facility of Rashtriya Chemicals and Fertilizers Limited (RCF). Power division executed this project to upgrade the energy efficiency of the urea and ammonia plants on a turnkey basis – from design to commissioning. The scope of supply included two gas turbines (25 MW each) and 2x100 TPH heat recovery steam generators, besides civil work.

The CMD of RCF, in the presence of personnel from both organisations, was briefed about the working of the cogen plant. Back in Pune, Power Division's project team celebrated the Performance Award from RCF for Thermax's contributions.