



# **FiRE**SiDE

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**Editor**

A.M. Roshan

**Assistant Editor**

Natasha Rodricks-Naidu

**Design**

Shashi Karmarkar

**Production & Circulation**

Vilas Bade

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Vyoma Graphics, Pune



**Cover**

In scorching summer, a flowering tree is a gift for our eyes and souls.

There aren't many sights that can match the visual resplendence of the Indian laburnum (or golden shower cassia) tree in bloom.

Nearly every Indian language has a name for this magnificent tree: amalthas (Hindi), kanikkonna (Malayalam), bahava (Marathi), xonarua (Assamese), and so on. It adorns our folktales and songs.

Its soft gold petals brighten our days and soften our anxious wait for the rains to arrive.

*Photo: Sameer Karmarkar*

**BACK COVER**

**300 MW independent  
Power Plant  
from Thermanx**

*Comment*

“A great many people think they are thinking when they are actually rearranging their prejudices.”

— William James



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**Correspondents :** Gauri Kaveeshwar Heating Farhan Kauchali Cooling Mukesh Ghodke Services Noorjahan Khan B&H Vivek Taneja Power  
Varsha Patekar Enviro Abinash Patro WWS Veena Coutinho Chemical N.Haridas TECC Kavita Naidu HR  
Sneha Patil IR S. Chandak Administration Aditi Vakil BTG Jenny Alexander Finance Asmita Kshirsagar RTIC  
Saheblal Shaikh Corporate Safety Kirti Pitale Mumbai Reshma Mehrotra Delhi Swati Aditya Kolkatta Lakshmi Gupta Chennai  
Janki Thaker Savli

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Fireside is also hosted on the website : [www.thermaxglobal.com](http://www.thermaxglobal.com) Email : [a.roshan@thermaxglobal.com](mailto:a.roshan@thermaxglobal.com) [natasha.naidu@thermaxglobal.com](mailto:natasha.naidu@thermaxglobal.com) Copyright © Thermanx Limited 2016

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In the land of bullet trains, a passenger train stops at a station for just one student ■ Once signs from Gods, meteorites now are regulars at the altar of the mighty Dollar ■ A poster that celebrates the liberating force of reading.

# B&H commissions projects in Saudi Arabia and Turkmenistan



*Waste gas fired boiler at SABIC and (inset) natural & refinery gas fired boiler at Turkmenbashi refinery*



## WHAT'S NEW?

**T**hermax has commissioned its first waste heat recovery boiler to convert tail gas (residual gas) from a carbon black plant to steam. At the Saudi Elastomer Project (SEP) in Jubail the energy efficient 90 TPH boiler burns the hazardous gas with high carbon monoxide content and generates steam at 45 bar (G), 375°C. Daelim, Korea is the EPC consultant for the carbon black plant with an installed capacity of 67000 tonnes per annum.

The Saudi Elastomer Project is a joint venture between SABIC and ExxonMobil. *Fireside*, in its June-September 2014 issue,

had featured the assembly and dispatch of equipment for the project from Mundra port.



Thermax also commissioned 2 x 35 TPH floor mounted boilers at Turkmenbashi refinery, its second project in Turkmenistan. The natural and refinery gas fired boiler generates 35 TPH steam, each at 14 kg/cm<sup>2</sup>(g), 250°C. The order was received from EPC contractor Petrogas, Dubai, and paves the way for more business from the oil & gas sector in Central Asia.



# Thermax bags order for energy efficiency improvement project from RCF

In February 2016, Thermax received an order worth Rs.353 crore from Rashtriya Chemicals and Fertilizers Limited (RCF) to execute an energy efficiency improvement project. It involves commissioning a 50 MW gas based co-generation plant at RCF's facility in Thal (Maharashtra) to generate captive power. Thermax will also install waste heat recovery boilers downstream of the turbines to provide required steam for process.

The scope of supply includes two 25 MW each gas turbines and 2x100 TPH waste heat recovery boilers, besides civil works, and balance of electrical, mechanical and instrumentation works. The project is expected to be completed by early 2018.

Having commissioned gas based power plants at ONGC Mangalore Petrochemicals Ltd., North Eastern Electric Power Corporation Ltd. and Arvind Mills, and now with the RCF Thal order, Thermax is ready for emerging opportunities in gas based power generation. Says B.C. Mahesh, EVP- Power business, "We are natural partners in industry's search for viable and clean energy. Our expertise in gas based captive power plants should now help us prequalify for bids in international markets."



*A gas based power plant Thermax commissioned at NEEPCO : partnering industry*

## 2.5MW PV solar project underway at an automobile factory

Thermax Solar's ability to simplify a complicated structure, handle quality issues and deliver on time won it a repeat order from an automobile major in Chennai. The new order is for a 2.5 MW project worth Rs. 17 crore for captive power and the project is slated to be completed by May 2016. Says Dr. R.R. Sonde, EVP - Research Technology Innovation Centre, "Thermax competed with premier solar firms for this project. As we move on to more significant projects, we hope to



scale up our offerings in solar PV."

For its first project at the plant in November 2015, Thermax installed a solar photovoltaic (PV) panel-covered parking structure. The PV facility generates 500 KW power for the plant. The parking that spans 2 acres, accommodates 28 buses and 103 cars, and has five car charging points. 7.5 lakh units of green power will be generated every year for the next 25 years.

*Solar panels at the car park :earlier project for 500 kW power*



# ***Helping industries conserve water: Zero liquid discharge plants from Thermax***

*Recycling effluent and saving water at SAB Miller : ZLD system*



**T**hermax recently installed a Zero Liquid Discharge plant at the SAB Miller brewery in Aurangabad, Maharashtra. The 75m<sup>3</sup>/hour reverse osmosis and ZLD systems treat and recycle effluent, thereby conserving fresh water. The successful implementation has helped Thermax bag two more ZLD orders from SAB Miller for their plants in Rajasthan and Haryana.

Zero-liquid discharge systems help manufacturing companies comply with the stringent pollution control regulations that have come up in the past decade. They treat and recycle wastewater, leaving zero discharge at the end. Reverse osmosis,

ultra-filtration systems and other tertiary treatment processes form part of the process. Thermax has implemented ZLD in industries such as textile, automobile, chemical, pharma, refinery and brewery.



Thermax is also executing a ZLD project at Emcure Pharmaceuticals. It will help the Pune based firm enhance capacity, and integrate its effluent and sewage treatment and recycling plants spread across their factory. Thermax will engineer a compact, multi storied plant and recover 99% water. The project is expected to be completed by the end of 2016.



# Chillers for Adani Group and a real estate complex in New York

**T**hermax will provide 10,000 TR cooling for Adani Group's Mundra Solar PV Ltd. Five double effect steam driven chillers will use steam from the customer's coal based power plants to air condition the production area of the PV cells. This is the highest value single order that the cooling division has bagged in India.

Conventionally, copper, copper nickel or stainless steel tubes are employed in the chiller's absorber and condenser section; but since Mundra Solar uses sea water directly, corrosion resistant titanium tubes are being used. The project is expected to be completed by June 2016.



*Ready for despatch : highest value single order in India*

Thermax will also supply four multi-energy absorption chiller-heaters for the Hudson Yards Development Project in Manhattan, New York by May 2016. The equipment will provide chilled and hot water for air-conditioning. Each chiller is designed for 664 TR of cooling and 4280 MBH heating. They are driven by exhaust gases and heat from jacket water coming from 3.3 MW GE Jenbacher natural gas engines which generate electricity for the buildings. The \$20 billion Hudson project spread across 28 acres includes commercial and residential space, shops, restaurants and a luxury hotel.

# Thermax commissions bi-drum boiler at Cargill

**I**n August 2015, Thermax commissioned a saturated bi-drum boiler for Cargill India in Davangere, Karnataka. The 52 TPH, 19.5 Kg/cm<sup>2</sup>g, coal fired AFBC boiler is part of the food company's state-of-the-art wet corn milling plant. The facility has a capacity to mill 800 tonnes of corn daily and will produce glucose and derivatives from corn for use in the food and healthcare industry.



Thermax's scope included boiler, electrostatic precipitator, coal and ash handling system. American Safety Standards were followed during commissioning as per the client's Environment, Health and Safety requirements. Cargill has acknowledged Thermax's achievement of completing four million safe man hours during construction.

*Built to American safety standards : boiler for Cargill*





2016 is a special year for us as Thermax turns 50 this December. Wanson India, the precursor of the company was incorporated on 30th December, 1966. In the eventful years that followed, we passed several milestones: in 1980 we adopted the name Thermax and our logo. Over the years, our logo in distinctive red and black has come to embody our key expertise – maximising thermal efficiency.

In 1995, we were listed on the Bombay and National Stock exchanges. A year after going public, the company suddenly lost its visionary leader, my father Rohinton Aga. The Board appointed Anu, who boldly took over the reins along with her senior management team and led the organisation.

The end of the millennium saw the country and our company facing very tough times. Here again, after a major restructuring exercise in 2000, the company turned around, positioning itself as an engineering major specialising in energy and environment solutions. From 2002, as the Indian economy surged ahead, we grew steadily, transforming ourselves into an organisation with overseas customer installations, sales & service networks. We began thinking of a global footprint, as also of adding on manufacturing capacity in new geographical locations.

It is interesting to remember how we began. Back then, Wanson India had a modest beginning with an “equity of Rs. 3, 00,000, a small shed of 5000 sq.ft, a band of 50-odd dedicated people, and abundant enthusiasm.” Our Chinchwad factory was situated on eight acres of land, its tall grass home to numerous scorpions and snakes. Old stalwarts like Mr. Gagrati who built the plant, practically lived at the factory. Cars were a luxury and many of our employees walked from Chinchwad station to the factory.

In those days, we made small packaged boilers, popularly called baby boilers. Since then, from this thread of steam, we have created a weave of varied applications for customers that eventually grew into vibrant businesses. Apart from heating systems to cater to every segment of industry, we exploited heat recovery to build a business in absorption cooling systems and pioneered cogeneration and trigeneration applications, so that industry could have the twin or triple benefits of steam, power and cooling from a single source. Boilers needed treated water and called for emission control, so we organically moved into related businesses – water treatment and air pollution control. With the treatment of water came chemicals and today, we have a robust chemical business that supports these diverse businesses in the energy-environment space.

Over these 50 years, we have provided equipment and services to small and medium sized companies as well as blue chip corporates, Indian and global. It is gratifying to realise that we have grown by supporting the growth of many companies and they have stayed with us as customers over 20 and 30 years. Simultaneously, our channel partners and vendor partners have also grown with us.

We have had our share of highs and lows. We experimented with diverse businesses, were lucky in some, and burnt our fingers elsewhere. Eventually in 2000, we decided to build on our core strength of energy and environment. It has been an exciting journey as we grew as an organisation that provided project expertise, served varied applications and integrated solutions besides wide-ranging products and services to client industries in over 85 countries.

The success story that we crafted was made possible by several generations



of our customers and employees, our board of directors – past and present, channel partners, suppliers and local communities where we have been working. It is time to pause and remember those invaluable contributions at every stage of our company's evolution. I would like to take this opportunity to thank each and every one of you. Our sincere thanks to our employees' families too – for their rock solid support, which helped our people give their best to customers.

Culture is not something you can build overnight. I am very proud to say that all of you have created something unique over these last 50 years: an organisation that empowers and gives a lot of freedom, operates with integrity, is inclusive and believes that happy and productive employees create happy customers. Our culture, so far, has been able to groom people from within, including our three MDs and CEOs. We believe that each employee is an 'intreprenuer' who psychologically owns Thermax. This commitment was expressed by Dr. N.D. Joshi when he declared, "this is my first and last job!" The living connect that our employees feel with the company was expressed eloquently by my father when he spoke about "the satisfaction of a job well done; the joy of a repeat order from a happy customer; the thrill of exporting successfully against global competition; the glow of seeing members of the corporate family improve their standards of life; the fulfillment that comes from sharing one's time, energy and resources for larger causes."

From the very beginning we had a vision that linked business to society at large. In his letter to the Wanson graduates, Mr. Bhathena, my grandfather, asked them to be warriors in "a ceaseless fight against poverty, disease, communalism, despondency and indolence all around us." In our own modest way, we have been able to support the aspirations of some of the

poorer and marginalised sections of our society, by providing quality education to our youth. As Anu always maintains "business cannot survive in a society that fails."

World over, the capital goods sector is patiently awaiting a lift in the investment cycle. The next 50 years will have its share of ups and downs, highs and lows, but if we passionately work as 'Team Thermax', serving our customers, conserving resources, preserving our environment, making our products, projects and services faster, better, cheaper, more efficient and don't take our success for granted, I have no doubt that "the best is yet to come".

Let us celebrate 2016 as our Golden Jubilee year, when we shall look back with legitimate pride and a sense of fulfilment; and look ahead with renewed vigour, dedicating ourselves to continue with the ongoing transformation of Thermax into a more purposeful, respected and value based global organisation.

My heartfelt thanks to all of you.

Warm regards,

**Meher Pudumjee**

For this year, on all our communication material, let us use this modified Golden Jubilee logo of Thermax, presented here. As always, please ensure that we maintain the integrity and sanctity of our logo, which is the face of our Thermax brand. The Corporate Communications group will provide you with the relevant logo formats.

Details of the planned events will be communicated to you in due course.



# ***‘The challenge is to solutions to the small***

Debashis Bhanja, Head of Thermax's Channel Group, shares with A.M. Roshan, his thoughts on the new business realities and why it is important for his team to connect directly with customers.

## **UP CLOSE**

**L**istening to Debashis Bhanja, I am reminded of Thomas Edison's line, "Everything comes to him who hustles while he waits." Here we are, waiting for the core sector to revive, for the investment cycle to kickstart. Like his erstwhile colleagues from the project businesses, Debashis too hopes for the slack season to end, for revival to happen. At the same time, he is also working with his Channel Management team to get a foothold in new business segments, hidden beyond the big ticket project orders. "Out there is a large market for smaller products, and the challenge is to provide robust but scaled down solutions," he says.

In fact, he is pursuing a slightly older idea. Earlier too, when he worked with Enviro, the air pollution control business of Thermax, he remembers the strategic decision to hike up the top line revenue figures of the business in the boom years of the last decade. One of the ways of doing this was to focus on the sponge iron sector in Eastern India with a different approach. "There, we had to customise by configuring the emission control equipment differently to make them affordable for smaller kilns." What had been desirable then in a resurgent market, has become a business imperative now.

For Debashis, it was not the first time such persistence of earlier themes happened. As a fresh GET from VNIT, he was one of the three metallurgy graduates among the new recruits from the batch of 1986, and the only one going into the field. His training would be of use later, when Thermax honed its business with the ferrous industry.

For over two decades, ever since his first posting in 1987, Debashis was with the Enviro division. After a six-month stint with proposal and application engineering, he moved into sales. He feels that an early exposure to those functions was a valuable training for a career in sales. After eight years in Calcutta, he worked in Mumbai from 1996 to 2001 and then moved to Pune. With growth came the need for a thrust on marketing efforts. "The group also needed to build its presence within the company itself, and this is what we did," he explains. When the division completed 25 years, the occasion was effectively used to celebrate its achievements inside the company.

When the dealer network was reorganised as the Channel Management Group of Thermax by Sudhir Vahal and team, the divisional product businesses were brought under a mini-Thermax umbrella for an integrated approach. Debashis represented Enviro in its efforts to standardise products. From 2007, besides the captive business that came from other groups, Debashis was in charge of the channel segment of the Enviro business apart from creating a marketing organisation. Growth had created its own difficulties and this was the time to reorient, rebuild and streamline processes. He led the execution of these aspects.

His growing conviction of the need for standardised solutions was strengthened when he moved to Delhi as the Head (CRM) of Northern Region in 2012. Among other things, it gave him a close view of business requirements in the old and emerging industrial towns of the country. "The new business reality called for decentralised satellite setups. We quickly



# ***provide robust and medium sector'***

established the Lucknow office and began work on a new Chandigarh set up."

During his tenure, he played a key role in Thermax's forays into new overseas markets and in establishing our Myanmar, Laos and Cambodia operations.

Back in Pune by the end of 2015 to take over the reins of Channel Management from Sudhir, Debashis was on familiar ground, but one marked by changed realities. One of them is employee turnover, which he says "is a fact we have to accept." Denial is not going to be a solution. What will work is "faster training for quick induction and absorption of people who succeed those who choose to move out." It is also equally important to document, retrieve and disseminate product knowledge with the help of new yet effective tools and processes. He also points to the bigger behavioural challenges that his young engineers in their late twenties face, as from Day One they begin managing channel partners, established entrepreneurs in their own right.

Over the years, what was gained through the channel network may have been a little dented by a loss in direct customer connect. Debashis would like to change this as his team gears up to reach out to new customers in new segments and upcoming industries. "It is time we elevated the thinking process of our people, and insist that it is not enough to end up with mere price and delivery details as we interact with our customers," he observes.

In the depressing business environment, how does he keep his head clear? "Reading on my kindle during travels and catching up with the sports and wildlife channels on television, when time permits – they help to unwind." He loves quizzes and training people, not surprising for someone whose parents are both academics with doctorates in the biological sciences. In yet another recurrence of patterns, his son would like to follow the grandparents and pursue his Master's in cancer research and teaching. Debashis accepts both continuity and change. "The Shantiniketan of Tagore's time where I have my roots exists today only in the mind, so maybe it is good that some threads remain unbroken," he reflects.



“  
**On customer contact, it is time we elevated the thinking process of our people.**  
”

*Capturing dust and fumes :  
reduced emission for a healthier workplace*

## Fume extraction system for Kirloskar Ferro Alloys

In January 2016 Thermax commissioned a fume extraction system for mini blast furnaces at Kirloskar Ferro Alloys in Hospet, Karnataka. The furnace, used in the production of basic and foundry grade hot metal, needed a system that captured hazardous dust and fumes to which the workers were exposed. To meet emission standards, the customer approached Thermax.

After studying the plant layout, the Enviro team designed two dust collectors (bag

filters) as part of the system to reduce pollution, and a swivelling hood to capture dust in the limited space. During fabrication and installation, costs were brought down by using steel supplied by the customer for non-critical components.

Each bag filter has been designed to filter 2,40,000 m<sup>3</sup>/hour polluting gas and emission at work zones has been brought down to 2 mg/Nm<sup>3</sup>.



## Thermax channel partners take part in construction exhibition

M. M. Enterprises and Shubh Constro, Thermax channel partners from Pune participated in Constro-2016 held from January 14 to 17. Thermax's construction chemical team provided technical support and showcased its products at this exhibition.



*At the venue : sharing expertise*

Leading architects, consultants, builders and contractors visited the venue. The exhibition was organised by Pune Construction Engineering Research Foundation, a non-profit organisation working for qualitative improvement in construction technology.

ROUND UP





*Enviro team at site : celebrating safety*

## One million safe man-hours completed at NTPC Rihand site

At the NTPC Rihand site in UP, Thermax Enviro team has clocked one million safe man hours. They have been at work since August 2014 on retrofit and revamp of electrostatic precipitators, allied equipment for two boilers of 500 MW each.

With two tower cranes, 300 workers did the dismantling and erection job at the site.

They faced safety hazards including work at 35 meters height. Thermax's key project professionals – Manoj Jha, P. S. Rao, Abhay Pradhan, Prashant Puri, Mahender Pandey, Sourav Parmanik, Jayant Borkar and Vivek Shukla – led the effort on this project that Thermax executed in collaboration with Hitachi. It was commissioned in early April, 2016.



*Fun on the terrace : bright and beautiful*



## Kites over Environment House

On 15th January, the sky over the Environment House was bright with colourful kites as employees from various offices streamed on to the terrace to celebrate Makar Sankranti. "After my school

years, it was the first time I was flying a kite, and it was beautiful," says Saket from WWS.

The day also saw women employees sharing time and gifts over 'haldi kumkum'.

*LIFT and Pune School Board : education through innovation*



## Thermax Foundation organises Maha Shikshan Jatra

**T**hermax Foundation's Leadership Institute for Teachers (LIFT) recently organised Maha Shikshan Jatra in collaboration with the School Board of Pune Municipal Corporation. The event showcased the best teaching practices of PMC teachers trained by LIFT.

It was a special event, as this year the 29 teachers enrolled for the LIFT programme have been awarded the 'Teacher Innovator' certificate jointly by the University of Roehampton, London and STIR, a teacher-led movement to improve children's learning in developing countries.

*Participation at a session : aspects of safety*



**T**hermax's seventh regional safety training programme for Cooling, Heating, O&M services and TOSEL happened at the regional centers. Among the 60 participants were site engineers, safety officers, facility managers, channel associates, project contractors and supervisors.

The trainers – Anant Kshirsagar, Madan Kulkarni, Selvan V, Audumbar Nagane,

Bhupender Singh, Ajay Goel, C.N. Patil – held sessions on statutory requirements at site, contractor rating systems, incident sharing and safety aspects of O&M services. Maxsafety, an external agency, conducted a programme on behavioural and leadership aspects of safety.

During the sessions key performers were recognised and awarded certificates.



## Sindhutai Sapkal at Sakhi session



**S**indhutai Sapkal, the renowned social worker and activist talked to Thermax employees at its Learning Academy.

Sindhutai, who has done exceptional work in bringing up orphaned children, shared the difficult and inspiring moments of her life. It was a moving experience to listen to her explain how she overcame her fears

and helped children grow up with care and security.

At this special Sakhi programme organised for all employees on 16th February 2016, regions and other offices were also connected through video conferencing.

*Sindhutai with employees : overcoming fears*



**Thermax equipment at the world's largest sulphuric acid plant**

**T**hermax teams executing the orders for the world's largest sulphuric acid plant crossed a milestone when Boiler & Heater (B&H) group delivered energy conservation equipment in Saudi Arabia.

It despatched three waste heat recovery boilers (261 TPH, 66 bar, 500 °C) and a gas

fired boiler (273 TPH, 65 bar and 500 °C)

B&H had competed with reputed US and South American suppliers and won this order in January 2014. The sulphuric acid plant is designed by Monsanto Enviro-Chem Systems, USA. SNC-Lavalin of Canada is handling EPC.

*Thermax equipment ready for despatch : energy conservation*

## LIFT in Maharashtra educational event

**T**hermax Foundation participated in the 'Shikshnachi Vari', an educational exhibition organised by the Government of Maharashtra. Over 7000 teachers from all over the state attended this five-day event at Pune to present and discuss new methods and learnings.

The LIFT staff was also invited to be a part of the organising committee of this initiative. The team contributed by selecting teachers

*At the educational exhibition : sharing best practices*



and identifying best practices. Eight PMC teachers trained under the LIFT programme presented 'best education practices' at the event. It is a proud moment for the Foundation as it marks the beginning of reaching out beyond classrooms to the wider systemic arena.

## CSR Award for Thermax Foundation



*Honours for  
Thermax CSR :  
connecting through  
education*

**T**hermax Foundation bagged the top CSR award under the manufacturing category (2015-16) instituted by the Amity Global Business School, Pune. 45 companies participated under IT, non-IT and manufacturing categories from Pune. The top three shortlisted companies were asked to make final presentations to the jury.

M.N. Sanyal presented on Thermax's CSR.

The award was handed over by Sandeep Mukherjee, Executive Director, PWC to M N Sanyal and Chaitra Murlidhar from Thermax Foundation.



## Thermax Premier League successfully completes 11<sup>th</sup> year



*Chemical Fighters and Desi Girls with TPL trophies : striving to win*



In its 11<sup>th</sup> year, Thermax Premier League (TPL), the company's interdepartmental cricket tournament received an overwhelming response from employees across the company. A total of 54 teams and over 700 players were part of the tournament. Each team strove to win and a festive atmosphere prevailed throughout the event. The matches were held on weekends during January and February.

In the batting and bowling category (women), Shalmalee Marathe and Radhabai Kshirsagar respectively won the prizes for best performance. In the men's category top prizes went to Govinda Yenare (best batsman), Pavan Yadhav (best bowler) and Sushil Malusare (best all-rounder).

## Enviro outbound at Lonavala

Enviro organised a programme for its senior managers at Orchards Resort, Lonavala in February. This two-day initiative focused on aspects of organisational development. Given multiple situations and



activities, the participants were compelled to think differently. Through role plays and discussions, they were encouraged to come up with ideas to help the growth of their colleagues and the organisation.

*Senior managers loosening up : thinking differently*

## Donate blood to save lives



*Donors at a Therman venue : increasing participation*

At the blood donation drive organised on February 16, at various locations in India, Therman employees donated 552 units of blood. Like every year, the programme was in memory of Therman's founder chairman, Rohinton Aga. Employees

from Delhi office and Solapur factory also participated for the first time in this initiative.

For the drive, Therman had tied up with the Poona-Sasoon-Jehangir-SSG hospitals and with the Lions club.

## Therman team participates in Mumbai Marathon and Runathon



*Participants at the Runathon: running for a cause*

For the 10<sup>th</sup> successive year Therman participated in the Standard Chartered Mumbai Marathon 2016, fielding two teams in the half-marathon and dream-run categories. Through employees, Therman raised 6.43 lakh rupees to help Akanksha Foundation in its educational efforts.

Therman team also won the 1<sup>st</sup> Runner Up prize in the Corporate Race at Runathon in Pimpri- Chinchwad. Over 300 employees participated in this marathon.



# New appointments at Thermax

## Strategic Business Unit (SBU) Heads



**Hemant Joshi** took over as SBU Head for the WWS business.

The former Projects chief of Heating(C&H), Hemant has been with Thermax for over 26 years. Among his various assignments, he also had been the Corporate Regional Manager for Northern region.

Hemant reports to Amitabha Mukhopadhyay, Business Unit Head (WWS)



**K.P. Hari Govind** is the new SBU Head for C&H Heating's India business. He had been heading the products group of C&H.

Hari has 22 years experience in Heating in different roles in Hyderabad, Chennai, Coimbatore and Pune, before heading global sales.

He reports to Hemant Mohgaonkar, BU Head (C&H).

## Corporate Regional Managers (CRMs)



**Vikrant Chitale** joined Thermax as CRM– Northern region.

This is Vikrant's second innings with Thermax. Beginning as a Graduate Engineer Trainee with Thermax, in his 15 year career Vikrant went on to work with Burckhardt Compression (India) Pvt. Ltd., L&T and Cummins India in various sales and marketing roles.



**Dipu Das** has taken over as CRM for Eastern region.

He has been with Thermax for over 17 years and handled different roles in eastern region before he took on a larger role to lead sales for North and East region for C&H Services.

Vikrant and Dipu report to BU Head (CFSS), Hemant Mohgaonkar.

*Fireside* wishes Hemant, Hari, Vikrant and Dipu successful and mutually rewarding careers with Thermax.



What does work mean to people? Does it make them anxious and fearful or give them a sense of fulfilment? Does work help us experience reality or force us to be escape artists?

Extracted from Terkel's preface from the book



sabotage. Often the two impulses are fused in the same person.)

It is about a search, too, for daily meaning as well as daily bread, for recognition as well as cash, for astonishment rather than torpor; in short, for a sort of life rather than a Monday through Friday sort of dying. Perhaps immortality, too, is part of the quest. To be remembered was the wish, spoken and unspoken, of the heroes and heroines of this book.

There are, of course, the happy few who find a savor in their daily job: the Indiana stonemason, who looks upon his work and sees that it is good; the Chicago piano tuner, who seeks and finds the sound that delights; the bookbinder, who saves a piece of history; the Brooklyn fireman, who saves a piece of life . . . But don't these satisfactions, like Jude's hunger for knowledge, tell us more about the person than about his task? Perhaps. Nonetheless, there is a common attribute here: a meaning to their work well over and beyond the reward of the paycheck.

For the many, there is a hardly concealed discontent. The blue-collar blues is no more bitterly sung than the white-collar moan. "I'm a machine," says the spot-welder. "I'm caged," says the bank teller, and echoes the hotel clerk. "I'm a mule," says the steelworker. "A monkey can do what I do," says the receptionist. "I'm less than a farm implement," says the migrant worker. "I'm an object," says the high-fashion model. Blue collar and white call upon the identical phrase: "I'm a robot." "There is nothing to talk about," the young accountant despairingly enunciates. It was some time ago that John Henry sang, "A man ain't nothin' but a man." The hard, unromantic fact is: he died with his hammer in his hand, while the machine pumped on. Nonetheless, he found

immortality. He is remembered.

As the automated pace of our daily jobs wipes out name and face—and, in many instances, feeling—there is a sacrilegious question being asked these days. To earn one's bread by the sweat of one's brow has always been the lot of mankind. At least, ever since Eden's slothful couple was served with an eviction notice. The scriptural precept was never doubted, not out loud. No matter how demeaning the task, no matter how it dulls the senses and breaks the spirit, one must work. Or else.

Lately there has been a questioning of this "work ethic," especially by the young. Strangely enough, it has touched off profound grievances in others, hitherto devout, silent, and anonymous. Unexpected precincts are being heard from in a show of discontent. Communique from the assembly line are frequent and alarming: absenteeism. On the evening bus, the tense, pinched faces of young file clerks and elderly secretaries tell us more than we care to know. On the expressways, middle management men pose without grace behind their wheels as they flee city and job.

There are other means of showing it, too. Inchoately, sullenly, it appears in slovenly work, in the put-down of craftsmanship. A farm equipment worker in Moline complains that the careless worker who turns out more that is bad is better regarded than the careful craftsman who turns out less that is good. The first is an ally of the Gross National

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work today.**

## The work that we do, day after day after day

Product. The other is a threat to it, a kook – and the sooner he is penalized the better. Why, in these circumstances, should a man work with care? Pride does indeed precede the fall.

Others, more articulate – at times, visionary – murmur of a hunger for “beauty,” “a meaning,” “a sense of pride.” A veteran car hiker sings out, “I could drive any car like a baby, like a woman change her baby’s diaper. Lots of customers say, ‘How you do this?’ I’d say, ‘Just the way you bake a cake, miss.’ When I was younger, I could swing with that car. They called me Lovin’ Al the Wizard.”

Dolores Dante graphically describes the trials of a waitress in a fashionable restaurant. They are compounded by her refusal to be demeaned. Yet pride in her skills helps her make it through the night. “When I put the plate down, you don’t hear a sound. When I pick up a glass, I want it to be just right. When someone says, ‘How come you’re just a waitress?’ I say, ‘Don’t you think you deserve being served by me?’ ”

Peggy Terry has her own sense of grace and beauty. Her jobs have varied with geography, climate, and the ever-felt pinch of circumstance. “What I hated worst was being a waitress. The way you’re treated. One guy said, ‘You don’t have to smile; I’m gonna give you a tip anyway.’ I said, ‘Keep it. I wasn’t smiling for a tip.’ Tipping should be done away with. It’s like throwing a dog a bone. It makes you feel small.”

In all instances, there is felt more than a slight ache. In all instances, there dangles the impertinent question: Ought not there be an increment, earned though not yet received, from one’s daily work—an acknowledgement of man’s being?...

The drones are no longer invisible nor mute. Nor are they exclusively of one class... They’re in the office as well as the warehouse; at the manager’s desk as well as the assembly line; at some estranged company’s computer as well as some estranged woman’s kitchen floor.

Many old working class women have an habitual gesture which illuminates the years of their life behind. In others, you see a rhythmic smoothing out of the hand down the chair arm, as though to smooth everything out and make it workable; in others, there is a working of the lips or a steady rocking. None of these could be called neurotic gestures, nor are they symptoms of acute fear; they help the constant calculation.

In my mother’s case, I remember the illuminating gesture associated with work or enterprise. She was a small entrepreneur, a Mother Courage fighting her Thirty Years’ War, daily. I remember her constant feeling of the tablecloth, as though assessing its quality, and her squinting of the eye, as though calculating its worth...

To maintain a sense of self, these heroes and heroines play occasional games. The middle-aged switchboard operator, when things are dead at night, cheerily responds to the caller, “Marriott Inn,” instead of identifying the motel chain she works for. “Just for a lark,” she explains bewilderedly. “I really don’t know what made me do it.” The young gas meter reader startles the young suburban housewife sunning out on the patio in her bikini, loose-bra’d, and sees more things than he would otherwise see. “Just to make the day go faster.” The auto worker from the Deep South will “tease one guy ‘cause he’s real short and his old lady left him.” Why? “Oh, just to break the monotony. You want quittin’ time so bad.”



The waitress, who moves by the tables with the grace of a ballerina, pretends she's forever on stage. "I feel like Carmen. It's like a gypsy holding out a tambourine and they throw the coin." It helps her fight humiliation as well as arthritis. The interstate truckdriver, bearing down the expressway with a load of seventy-three thousand pounds, battling pollution, noise, an ulcer, and kidneys that act up, "fantasizes something tremendous." They all, in some manner, perform astonishingly to survive the day. These are not yet automata.

The time study men of the General Motors Assembly Division made this discomfiting discovery in Lordstown. Gary Bryner, the young union leader, explains it. "Occasionally one of the guys will let a car go by. At that point, he's made a decision: 'Aw, fuck it. It's only a car.' It's more important to just stand there and rap. With us, it becomes a human thing. It's the most enjoyable part of my job, that moment. I love it!"

There are cases where the job possesses the man even after quitting time. Aside from occupational ticks of hourly workers and the fitful sleep of salaried ones, there are instances of a man's singular preoccupation with work. It may affect his attitude toward all of life. And art.

Geraldine Page, the actress, recalls the critique of a backstage visitor during her run in *Sweet Bird of Youth*. He was a dentist. "I was sitting in the front row and looking up. Most of the time I was studying the fillings in your mouth. I'm curious to know who's been doing your dental work." It was not that he loved theater less, but that he loved dentistry more.

At the public unveiling of a celebrated statue

in Chicago, a lawyer, after deep study, mused, "I accept Mr. Picasso in good faith. But if you look at the height of the slope on top and the propensity of children who will play on it, I have a feeling that some child may fall and be hurt and the county may be sued.

I find some delight in my job as a radio broadcaster. I'm able to set my own pace, my own standards, and determine for myself the substance of each program. Some days are more sunny than others, some hours less astonishing than I'd hoped for; my occasional slovenliness infuriates me . . . but it is, for better or worse, in my hands. I'd like to believe I'm the old-time cobbler, making the whole shoe. Though my weekends go by soon enough, I look toward Monday without a sigh.

Is it any wonder that in such surreal circumstances, status rather than the work itself becomes important?

Thus the prevalence of euphemisms in work as well as in war. The janitor is a building engineer; the garbage man, a sanitary engineer; the man at the rendering plant, a factory mechanic; the grave digger, a caretaker. They are not themselves ashamed of their work, but society, they feel, looks upon them as a lesser species. So they call upon a promiscuously used language to match the "respectability" of others, whose jobs may have less social worth than their own...

Not that these young men in white shirts and black gloves are so secure, either. The salesman at the advertising agency

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is an account executive. "I feel a little downgraded if people think I'm a salesman. Account executive – that describes my job. It has more prestige than just saying, 'I'm a salesman.'" A title, like clothes, may not make the man or woman, but it helps in the world of peers – and certainly impresses strangers. "We're all vice presidents," laughs the copy chief. "Clients like to deal with vice presidents. Also, it's a cheap thing to give somebody. Vice presidents get fired with great energy and alacrity."

In a further bizarre turn of events (the science of medicine has increased our life expectancy; the science of business frowns upon the elderly), the matter of age is felt in almost all quarters. "Thirty and out" is the escape hatch for the elderly auto worker to the woods of retirement, some hunting, some fishing. . . . But thirty has an altogether different connotation at the ad agency, at the bank, at the auditing house, at the gas company. Unless he/she is "with it" by then, it's out to the woods of the city, some hunting, some fishing of another sort. As the work force becomes increasingly younger, so does Willy Loman.

Dr. John R. Coleman, president of Haverford College, took an unusual sabbatical during the early months of 1973. He worked at menial jobs. In one instance, he was fired as a porter-dishwasher. "I'd never been fired and I'd never been unemployed. For three days I walked the streets. Though I had a bank account, though my children's tuition was paid, though I had a salary and a job waiting for me back in Haverford, I was demoralized. I had an inkling of how professionals my age feel when they lose their job and their confidence begins to sink." Dr. Coleman is 51.

Perhaps it is this specter that most haunts working men and women: the planned obsolescence of people that is of a piece with the planned obsolescence of the things they make. Or sell. It is perhaps this fear of no longer being needed in a world of needless things that most clearly spells out the unnaturalness, the surreality of much that is called work today.

A tape recorder, with microphone in hand, on the table or the arm of the chair or on the grass, can transform both the visitor and the host. On one occasion, during a playback, my companion murmured in wonder, "I never realized I felt that way." And I was filled with wonder, too. . . . As with my two previous books, I was aware of paradox in the making of this one. The privacy of strangers is indeed trespassed upon. Yet my experiences tell me that people with buried grievances and dreams unexpressed do want to let go. Let things out. Lance the boil, they say; there is too much pus. The hurts, though private, are, I trust, felt by others too.

I realized quite early in this adventure that interviews, conventionally conducted, were meaningless. Conditioned clichés were certain to come. The question-and-answer technique may be of some value in determining favored detergents, toothpaste and deodorants, but not in the discovery of men and women."<sup>7</sup> There were questions, of course. But they were casual in nature – at the beginning: the kind you would ask while having a drink with someone; the kind he would ask you. The talk was idiomatic rather than academic. In short, it was conversation. In time, the sluice gates of dammed up hurts and dreams were opened.

The most profound complaint, aside from non-recognition and the nature of the job,



is “being spied on.” There’s the foreman at the plant, the supervisor listening in at Ma Bell’s, the checker who gives the bus driver a hard time, the “passenger” who gives the airline stewardess the gimlet eye . . . The indignation of those being watched is no longer offered in muted tones. Despite the occasional laugh, voices rise. Such humiliations, like fools, are suffered less gladly than before.

Perhaps it is time the “work ethic” was redefined and its idea reclaimed from the banal men who invoke it. In a world of cybernetics, of an almost runaway technology, things are increasingly making things. It is for our species, it would seem, to go on to other matters. Human matters. Freud put it one way. Ralph Helstein puts it another. He is president emeritus of the United Packinghouse Workers of America. “Learning is work. Caring for children is work. Community action is work. Once we accept the concept of work as something meaningful – not just as the source of a buck – you don’t have to worry about finding enough jobs. There’s no excuse for mules any more. Society does not need them. There’s no question about our ability to feed and clothe and house everybody. The problem is going to come in finding enough ways for man to keep occupied, so he’s in touch with reality.” Our imaginations have obviously not yet been challenged.

“It isn’t that the average working guy is dumb. He’s tired, that’s all.” Mike LeFevre, the steelworker, asks rhetorically, “Who you gonna sock? You can’t sock General Motors . . . you can’t sock a system.” So, at the neighborhood tavern, he socks the patron sitting next to him, the average working guy.

And look out below! It’s predetermined, his work being what it is...

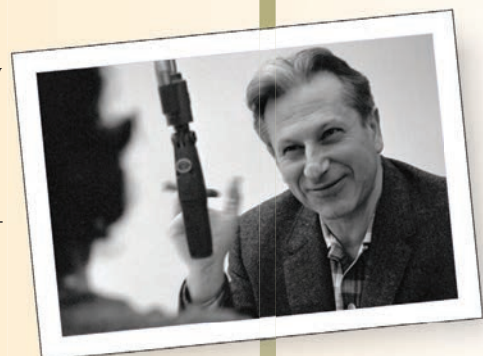
But there are stirrings, a nascent flailing about. Though “Smile” buttons appear, the bearers are deadpan because nobody smiles back. What with the computer and all manner of automation, new heroes and anti-heroes have been added to Walt Whitman’s old work anthem. The sound is no longer melodious. The desperation is unquiet.

Nora Watson may have said it most succinctly. “I think most of us are looking for a calling, not a job. Most of us, like the assembly line worker, have jobs that are too small for our spirit. Jobs are not big enough for people.”

During my three years of prospecting, I may have, on more occasions than I had imagined, struck gold. I was constantly astonished by the extraordinary dreams of ordinary people. No matter how bewildering the times, no matter how dissembling the official language, those we call ordinary are aware of a sense of personal worth – or more often a lack of it – in the work they do.

[Excerpted from *Working* by Studs Terkel]

**“I think most of us are looking for a calling, not a job. Most of us, like the assembly line worker, have jobs that are too small for our spirit. Jobs are not big enough for people.”**



*Studs Terkel at work*



*Kashmiri*

## Kashmiri, now a PhD scholar

**K**ashmiri has been awarded Ph.D in Chemistry by Bharati Vidyapeeth Deemed University. Her thesis, developed over four years, was about 'Studies on synthesis, characterisation and gas sensing properties of rare earth and transition metal oxide systems'.

Kashmiri is a lecturer at the MIT Group of Institutes, Pune. She likes to cook and dance. She is the wife of Ashish Khamkar from WWS.



## Devdas bags the innovator award from GPI

**F**or an innovative suggestion, N.G. Devdas, working with B&H at Saudi Arabia, has received an award from the Gulf Power International (GPI). The company which specialises in O&M of power plants, is the sponsor and agent of Thermax's B&H business there. He won the award, traditionally organised for the employees of the Al Dabbagh Group of which GPI is a member.

His innovative idea for GPI – and value engineering in hydrocarbon plants to improve operational efficiency – was considered more valuable over those given by the Group's employees. The idea suggested a diversification from the company's traditional portfolio. GPI is implementing Devdas's suggestion.

*Devdas with Al Dabbagh officials*



## Srivatsank wins the science fellowship



*Srivatsank*

**S**rivatsank Sudhakar has been selected for the Kishore Vaigyanik Protsahan Yojana, a national fellowship programme under the aegis of the Government of India's Science & Technology Department. The aim of the program is to identify and support talented students to pursue research careers in science.

Thanks to the fellowship, Srivatsank, a student of 12<sup>th</sup> standard, will be able to pursue his education at one of the colleges of the Indian Institute for Science Education and Research (IISER). The fellowship will support his education for five years.

Srivatsank is the son of P. Sudhakar from Enviro. He likes reading and playing badminton.



## V.M. Raut is the new president of Dadar Toastmasters

**V**.M. Raut, CRM of Western region, is the President of Dadar Toastmasters club, Mumbai for 2015-16. He has been a member of Toastmaster International for the past 12 years and has served in various capacities including that of Area Governor in Dubai.

Toastmasters help their members develop communication and leadership skills, resulting in greater self-confidence and personal growth.

Raut follows cricket, likes to travel and read.



*V. M. Raut*



## Tanya bags first prize in Spell Bee

**T**anya Mathew has stood first in her class in the Spell Bee competition with a 95% score. She received a gold medal with cash prize and has qualified for the state level competition.

A 9<sup>th</sup> standard student at Ursuline Convent School, Chinchwad, Tanya is the school head girl for the academic year 2016-17. She loves reading and playing the keyboard. Tanya is the daughter of Ivan Mathew working with the Exim Group.



*Tanya*



## Neel bags the best presenter award

**N**eel Parikh has won the 'best presenter award' at the National Convention for CA students at Ahmedabad. He was awarded for speaking on 'Systems audit.'

Neel had been selected as one of the top speakers from Vadodara at the Times public speaking contest in 2015. A final year CA student, he is the son of Mukesh Parikh from B&H, Savli plant. He likes reading, public speaking and travelling.



*Neel receiving the award*

– Meenu Thomas,  
Thermax Foundation



## Look Around for Stories Aplenty

### VOICES

Besides my work with the Thermax Foundation, to make life a little more fun, I write stories for young children. It all began when, as a teacher in Delhi, I used to collect a lot of children's books for my students, and later analyze them as a part of a project in my M.A education course at TISS. I got interested in children's literature and the thought came to me about trying my hand at writing.

Tulika Books has published two of my books. The first one, *Fakruddin's Fridge*, is a picture book for young readers which talks about the course of problem solving by a little boy. *Tiji & Cheenu*, the recent one is a bilingual book for early readers. It brings out the idea of friendship that doesn't look for similarities but celebrates differences.

I still remember the joy I felt on receiving the first copy of my first book. But it also brought home the sense of responsibility when you write something for an audience. And not just any audience, it's children you are talking about! How they perceive the world around them has a direct bearing on their socio-emotional development.

When I write for children, I aim to present the world around them as it exists, as they

notice it. I try to avoid sanitising what they see which leaves them with only dominant stereo-typical images to follow. For instance, in my first book, it was a deliberate decision for the fridge to be found by Fakruddin and not by, say, a Rahul or a Raman. In children's books, especially in recent stories that I have read so far, I have come across very few characters or settings from the Muslim community. Hence, an attempt to represent the under-represented for children.

In the second book, there's a reference to Tiji helping his father in the kitchen. Many find a man in the kitchen rather odd and that feeling itself is worth questioning. What is strange about it when that too is a part of our reality? I have always known my father to be a good cook and he does most household chores himself. It might be the same in many of our families, still why do we think it's different. Interestingly, when I read aloud this book at a recent event, children easily accepted the idea of their fathers cooking at home but their mothers found it too amusing to be accepted even as a possibility.

If our children are so much more accepting and accommodating, why not present them with multiple perspectives instead of a single



dominant ideology. The choice as well as the responsibility are ours and I choose to take up this responsibility.

In storytelling sessions for students of different age groups, it's been a great journey with Fakruddin's Fridge, making them think aloud, involving them in open ended discussions and gaining new perspectives from them. With Tiji & Cheenu, the year is just opening up and I can foresee plenty of learning as we go along.

In December I took two sessions for Bookaroo, the annual children's literature

festival organised by Pratham in various cities. Here, I read aloud Fakruddin's Fridge to a group of inquisitive nine year olds and chatty six year olds. In February, after the official launch of Tiji & Cheenu at KitabKhana Kala Ghoda Art Festival in Mumbai, I read aloud the story to a bunch of toddlers accompanied by their parents. And it was great to have my friends in Mumbai add to my happiness.

Children bring joy to most people's lives. Being a children's author helps garner this joy and give back some to them as well.



**H**undred is a number generally associated with achievement. Sachin Tendulkar is the God of Cricket for scoring a hundred hundreds. Every kid wants a perfect 100 in an exam, every person would like to live to a hundred years. But for me, 100 was a dreaded number. The reason? I weighed over a hundred kilos.

A book is judged by its cover, a product sells better when packaged well. So when your weight becomes your identity it becomes very difficult to prove yourself to the world. In school, I never got to dance or sing in the first row. To my classmates I was the big fat mean monitor. I found it tough to prove myself worthy of the basketball team. In class 4, I begged the 'Wish Fairy' to make me thin.

In college, I avoided parties because suddenly I was the odd one out, crammed into a corner wondering why I was even invited while everybody else was dressed in their best, laughing and chatting away to glory. At dance performances in college festivals, my balloon-like appearance made guys hesitant to partner with me. I had friends I could count on my fingertips. I excelled academically at science, math, and language. But for every step ahead I took to establish my identity, my inferiority complex forced me two steps back into a shell. My close friend Moumita used to tell me, you're the prettiest girl, but it came with a disclaimer like those mutual fund schemes: just lose weight.

The pills prescribed in my childhood for hypothyroidism worsened my obesity. I met doctors and tried out allopathy, ayurved

and homeopathy. At various points, I also exercised, did yoga, played basketball and crash dieted. Finally, a couple of years ago I suffered a ligament tear due to my excess weight. My doctor said, "Let's get this straight, madam. There is no other option but to lose weight and the clock is ticking life away. The sooner you do it, the better". That struck a chord. I put on hold my preparation for higher studies. And I resolved to change my life for good – the best decision I ever made.

I began strength training in full swing, and enrolled with a personal trainer. I completely cut down on junk food, and went through the trouble of cooking my healthy meals. Fat loss is a science, and results are best achieved through a combination of exercise and diet. Fat loss for women is especially tough if, like me, you have hormonal imbalance and associated disorders. But it's often said that when God gives you troubles, he also gives you the strength to fight them. You will certainly need grit, a never-say-die attitude and a willingness to work hard. There are no shortcuts in the form of fat cutters or slimming teas as teleshopping ads claim.

I used to ask myself why I had to spend so much of my hard earned money on the weight loss regime. Why should I be toiling in the gym while others are sipping coffee, watching TV? Then, I realize I have lost around 25 kg in a year. I now believe that everything happens for the best. I rediscovered myself and am a much stronger person. My healthy lifestyle continues and I will pass this on to my family as well.

## A journey of shedding EXCESS baggage



– **Dipti Dwivedi**  
Research, Technology,  
Innovation Centre  
(RTIC)

# A Japanese train stops at this station for just one high school student

For years, there's been just one passenger who regularly waits at the Kyu-Shirataki train station, on Japan's island of Hokkaido: a high-school girl, Kana Harada on her way to class. Trains stop there only a few times a day—once to pick up the girl for school and a few times after the school day is over.

When Kana boards the train, there are about 10 other passengers, mostly other students, inside. With only three services stopping at Kyu-Shirataki Station in the afternoon, Kana isn't able to stay back with her friends after club activities at school.

Ridership at the Kyu-Shirataki station and a few neighboring ones had dramatically fallen because of the remote location, and freight service had ended there as well. But students depend on the train for transit, and parents



asked Japan Railways to keep the station open for their children. The company will keep operating the station until March, when the fiscal year ends—and when this teen is expected to graduate.

*(From CCTV News, Asahi Shimbun and sindonews.com)*

## SLICE OF LIFE



## Meteorites through the ages

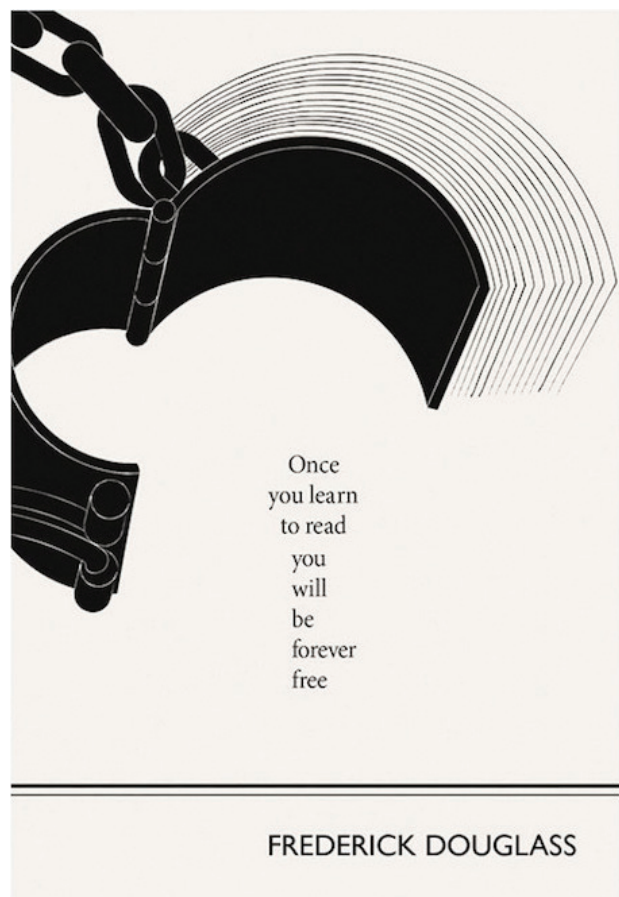
Over 125 meteorite pieces and related material were put for sale at Heritage Auctions, in Manhattan in 2012. The catalogue at the auction speaks as much about meteors as about the changing attitudes to them:

In 1492, a stone fell from the sky outside the walled city of Ensisheim, in France. Its descent was seen as a sign from God; the extraterrestrial origin of meteorites would not be accepted for another 300 years. The Ensisheim meteorite was brought into the city and chained up in church to keep it Earth-bound. It is Europe's oldest preserved meteorite.

500 years later, in October 1992, video cameras caught the fiery descent of a meteorite that fell on the trunk of a red Chevy Malibu parked in Peekskill, New York. The owner of the car, 18-year-old Michelle Knapp, sold the car within a week for 25 times the \$400 she paid for it. Not only are two pieces of this meteorite for sale, collectors also have a chance to purchase the original title to the Malibu and the bulb from the rear tail light, which exploded when the car's trunk was punctured by the meteorite.

*(Adapted from [www.livescience.com](http://www.livescience.com))*

And this poster on a literary quote:





# Thermax Learning Academy: for new age professionals



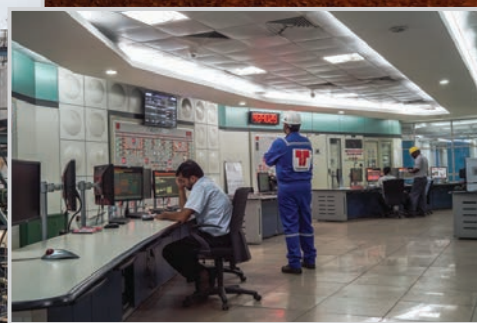
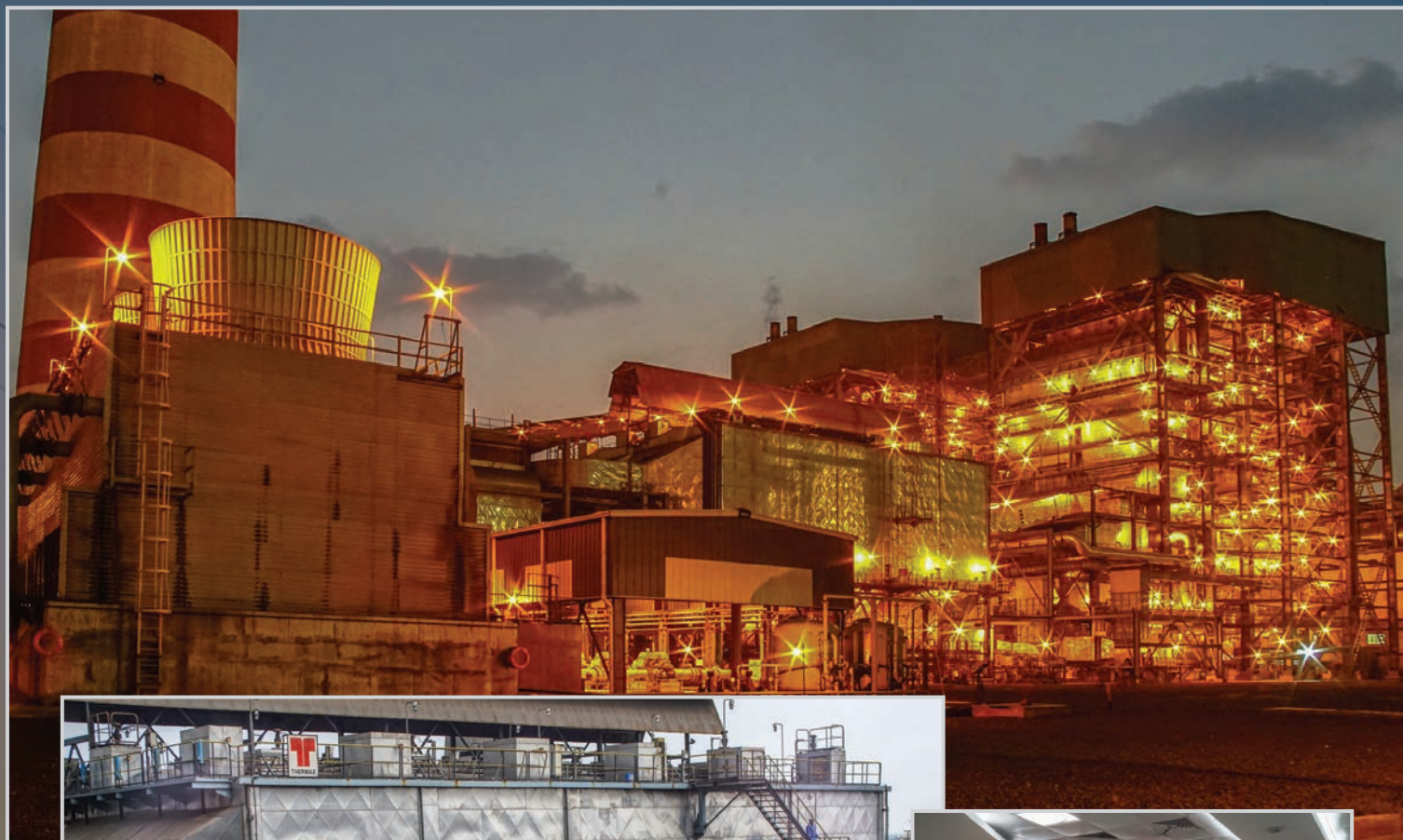
Thermax Learning Academy (TLA) was inaugurated by Unny on 6th January, 2016. The Academy offers state-of-the-art infrastructure at the revamped Energy Environment Research Centre (EERC).

Commenting on the advanced training technologies deployed by the Academy, Unny stated that the initiative is in step with the company's ongoing digitisation programme.



# 300 MW Independent Power Plant from Thermax

The 2 x 150 MW independent power plant that Thermax commissioned for Meenakshi Energy Private Limited in Krishnapatnam on the eastern coast of India. Built on a turnkey EPC basis, the coal based plant has boilers, water and wastewater treatment systems, air pollution control equipment from Thermax.



■ 2 IR-CFBC boilers for 495 TPH steam @143 ata at a temperature of 540 degree C. ■ 2 single reheat type steam turbines to generate 300 MW electricity. ■ 1.35 km of long fuel conveying system to handle 340 TPH of coal. ■ A system to bring in 5000 m<sup>3</sup>/hour of saline water through a 2 km cross country pipeline, for the plant's cooling water needs. ■ 450 km of electrical cables and about 300 km of control cables for control & instrumentation ■ 400 KV of electrical evacuation system including switchyard.

