

FiRESiDE

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Cover

Moored boats talk to us about stillness and movement.

Images of repose, they ask us to hush and take a pause from our fevered lives. They also call us in, to sway to the slow swell beneath, the wind pointing to the hazy horizon.

Inviting us from the intersection of stasis and motion, these boats hint at tranquility gained in the rhythm of rowing.

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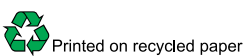
BACK COVER

Connecting to win:
Celebrating Thermax's
Channel Partners

Comment

🍊 If it is necessary sometimes to lie to others, it is always despicable to lie to oneself. 🍊

– W. Somerset Maugham



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CONTENTS

2

What's New

Thermax commissions a cogen boiler at ICPL ■ Revamps water treatment plant at Shasta Bio-fuels ■ Green steam from TOESL for Rallis and ITC ■ Thermax chillers in Turkey ■ A project to improve energy efficiency at IOC refinery in Assam.

6

Expressions

Meher Pudumjee sums up the salient points of the recent Paris Climate Summit Agreement, and what they entail for India and companies like Thermax.

8

Up Close

Sanjay Reddy talks about Thermax's international business, and his realisation of the importance of interconnections, in a freewheeling conversation with A. M. Roshan.

10

Round Up/ Limelight

Anu Aga honoured with Compliance Crusader 2015 award ■ TBWES vendors meet to plan for better business prospects ■ Trekking with employees and Akanksha kids ■ Training sessions for SABIC, Tetra Pak engineers and CMG ■ Safety awards for Thermax and TBWES ■ Participation in trade fairs; and accolades received by Thermax staff and their families.

18

Signposts

Excerpt from food writer Bee Wilson's book, *First Bite: How We Learn to Eat*, which discusses whether it is possible to acquire new food habits beyond the ones learnt at home and from others.

26

Beyond Business

Featuring the Thermax-run K. C. Thackeray Vidya Niketan English Medium School that has been blazing a trail of excellence.

27

Voices

Shrinidhi writes about how Delhi revealed its charms to her, when she gave it a chance.

28

Slice of life

The dilemma of which language to teach parrots in multi-lingual Nigeria ■ Yarn detanglers who love to untie knots ■ and a t-shirt that highlights what happens between life and death.

Thermax commissions cogeneration boiler at ICPL



The ICPL plant : sugar and power from a single source



S. Mallikarjun, MD (second from right) with his team from ICPL at the Thermax factory

WHAT'S
NEW?

At Indian Cane Power Limited (ICPL), Mudhol, Karnataka, the Boiler and Heater division of Thermax has commissioned its biggest cogeneration boiler for the sugar industry. The high efficiency traveling grate boiler (195 TPH, 125 KG/CM² and 550 °C) is installed for ICPL's upgraded cogeneration plant of 83 MW capacity. After captive use, IPCL exports extra power to the grid.

ICPL began operations in 2008 with a modern 5000 tons of cane per day (TCD) sugar plant and a 28 MW co-generation plant, for which a Thermax boiler had been supplied. Recently, the sugar plant expanded its capacity to 12000 TCD and for the

related expansion of the co-generation plant, Thermax commissioned the new cogen boiler. Along with the boiler, Thermax also supplied an electrostatic precipitator and auxiliaries for emission control.

For industrial units operating on solid fuel, Thermax's high efficiency travelling grate boilers offer benefits that include fuel flexibility, low maintenance and better operation. There are over 240 such boilers – both single-drum and bi-drum variants – supplied to countries such as the Dominican Republic, Zambia, Mexico, Philippines, Thailand and Cambodia, besides numerous installations in the domestic market.

TOESL to supply green steam to Rallis and ITC

Thermax Onsite Energy Solutions Ltd. (TOESL) recently signed an agreement with Rallis India Ltd. to supply steam for its unit in Dahej SEZ, Gujarat. The 10 year agreement envisages the supply of 'green' steam to Rallis using agro-waste biomass briquettes, replacing the customer's existing furnace oil based system. This is TOESL's first business venture with a Tata Group company.

In related news, TOESL has once again partnered with the ITC Group by installing



an 8 TPH boiler at its first milk processing facility at Munger, Bihar. The paddy husk fired boiler will supply steam to the facility which is part of ITC's CSR initiative to create sustainable livelihoods in villages through a livestock development programme.

With the commissioning of this boiler, TOESL now supplies green steam to ITC's tobacco, food and dairy businesses.

ITC Munger: energy from paddy husk

Water treatment revamp project at Telengana's Shasta Bio-fuels

Thermax refurbished a dysfunctional water treatment plant at a brewery to get it up and running within 43 days.

The 125m³/hour ultra-filtration reverse osmosis system had been supplied by another company to Shasta Bio-fuels in Telangana in 2012. It couldn't adapt to the seasonal variations of raw water, affecting the quality of water taken in for the distillery's process needs. To make matters worse, a management change happened due to which the plant had not been shut properly and was left idle for over six months without

preventive maintenance. The plant audit conducted by the Chemical and Water Services SBU revealed the extent of internal and external damage.

Thermax recommended measures such as revamp of high rate solid contact clarifiers, replacing filter media, resin and UF/RO membranes, introducing instrument calibration, and modifying PLC software. Adhering to a stringent time schedule, the team revamped the plant on time including its manual and automatic operations.



New dosing system for UF membranes: delivering the desired quality and quantity

Thermax chillers in Turkey and other overseas markets



This commercial complex in Zagreb, Croatia's capital, is air conditioned by a Thermax chiller

Thermax recently supplied chillers to two leading hospitals, Dia Bilkent and Dia Mersin, in Turkey. Both hot water fired single effect systems are to be used for air conditioning – four chillers of 630 TR in Dia Bilkent and a 1230 TR chiller in Dia Mersin.

Since its first order in Turkey in 2004, Thermax now has more than 30 installations in the country, covering various sectors. While Erzurum Mall uses a 557 TR double effect chiller-heater for its air conditioning, Etis Bakir, a fertiliser unit has installed a 530 TR steam

driven chiller for process cooling.

The customer network of Thermax Cooling business now spreads also to Croatia and Azerbaijan. At the Green Gold Complex commercial centre in the Croatian capital, Zagreb, Thermax absorption chillers provide chilled water for air-conditioning during summer and hot water for district heating during the winters. They work on the exhaust from two GE Jenbacher engines of 637 kW capacity set up for captive power.

This project also has a 700 kW compression chiller as backup.



Istanbul airport is a client of Thermax's Cooling business

Improving energy efficiency at IOC refinery, Assam



Petrochemical refinery : energy saved is profit gained

Thermax has signed a three- year contract with Indian Oil Corporation to plug steam leakages in its traps and allied systems at the Bongaigaon refinery in Assam. C&H-Services SBU won the contract for continuous monitoring and survey of 5,760 steam traps and condensate recovery system spread within the refinery.

Petroleum refineries and the petrochemical complexes have a large demand for steam in their heating and tracing applications.

The steam and condensate network plays a vital role in ensuring the effective operation of plants, as losses and leakages can impair energy efficiency.

Thermax will help the refinery to step up steam recovery from 67% to 97%. The order bagged by Amit Phanse, Subhendu Sen, Malemnganba Huirem and Rajesh Suryavanshi reinforces Thermax's commitment to help industries conserve resources and profits.

FabX- improved system for wastewater treatment

Thermax recently introduced an upgraded version of the fluidised aerobic bio-reactor (FAB), its popular technology for wastewater treatment with more than 1000 installations in the urban sector – malls, townships, IT parks, commercial complexes and buildings. The new FabX extends the earlier unit's plus points of occupying less floor area, convenience through the compact plug-and-play operations, and quick commissioning with minimal site work while adhering to stringent outlet parameters.

The improved air grid design of the new system increases the efficiency of oxygen transfer. It keeps the outlet biochemical oxygen demand to less than 5 parts per 10,000 of suspended matter without the use of ultra-filtration membranes. The unit requires fewer electro mechanical components. Treated sewage from this improved unit can also be reused for gardening, car wash, toilet flushing, and in cooling towers.



Upgraded FabX unit: smaller footprint and quick commissioning



The Paris Agreement makes way for a world that would move, over this century, towards cleaner energy systems and fuel sources.



Among the many campaigns that made Climate Change the top global concern, there was the documentary, 'An Inconvenient Truth' that featured Al Gore presenting on the subject. It showed us the alarming speed at which the earth is heating up due to increasing number of people, rising levels of consumption, industry and transportation. Still, there are skeptics who believe that climate change is natural and hence inevitable. Today, as the ice melts rapidly and the weather patterns change dramatically, as we face a dangerous rise in pollution levels, spread of diseases and disappearing animal species, it would be in our own self-interest to act before it's too late.

It was with this purpose the historical United Nations Climate Change Conference took place in Paris from 30th November to 12th December, 2015. It was the last chance for the nations of the world to "save the world" from catastrophic and "man-made" climate change.

A few weeks ago, I had the privilege of listening to our Union Minister for Environment, Forests and Climate Change, Shri. Prakash Javadekar. On behalf of India, he was instrumental in navigating the talks in Paris where the developing countries would speak in one voice. It was an enormously challenging task, as the UN Convention states that there needs to be complete unanimity for any resolution.

It was a remarkable geopolitical achievement – for 196 nations to hammer out an Agreement on the night of December 12 – given the disagreements that divided the developed and developing countries since signing the UN Framework Convention on Climate Change (UNFCCC) in 1992, and the failures of the earlier Climate Summits of Cancun and Copenhagen. Several contentious issues dogged climate negotiators – who should be held responsible for the historical emissions of greenhouse gases that triggered global warming and climate change; the role of countries in capping emissions and arresting climate change; and who will share technology and the financial burden of the mitigation efforts.

Even though the developing world may not have been a part of the problem, it certainly had to be a part of the solution. Fortunately, there is growing realisation that climate change cuts across geopolitical boundaries, and needs collective action.

And the Agreement had to be seen as "fair" and "just". The planet still has four billion poor people who don't have access to drinking water, food, electricity and other basic necessities. Hence the developing countries will need to grow, but follow a sustainable growth path. As we grow, the developed world has a lot more responsibility – such as sharing science and technology with the developing world, collaborative research which ideally should be open access. It cannot be all about profits, it's also about saving our planet.

Fundamentally, the well-to-do in developed and developing countries will have to start living a more sustainable lifestyle – one of reduced consumption, or to begin with, of reduced waste.

The Agreement will come into effect in 2020. In the next four years, the world is expected to put in place common rules for measurement, reporting and verification of the action of all countries.

However, as the Agreement reflects the compromises that came out of the divergent concerns of the developed and developing nations, it also has been criticised – that it's a feel good text, full of good intentions but with no metrics, no dates and no targets; that it leaves the world at the mercy of voluntary action from various nations.

Let me sum up some of the salient points of the Paris Climate Agreement – overall, for India, and what it means for Thermax:

It states that world nations will try to limit the rise in the global average temperature from pre-industrial revolution times, to below 2 °C, and possibly within 1.5 °C. It means that we will have to stop emitting greenhouse gases to keep the rise in world temperature below 2 °C by 2070 or to maintain it within the 1.5 °C target by 2050. Nations would work to achieve the

twin goals of limiting global warming in the long run and to promote, in the short term, collective action to minimise damage due to climate induced disasters.

Developed countries are to provide, by 2020, \$100 billion to developing countries for their climate mitigation and adaptive efforts. Till now, this figure has been just \$10 billion. Similarly, there is to be a technology mechanism to help developing countries adopt clean technologies.

Every five years there will be a stock taking of emission reduction and finances.

It is to be noted that none of the above is legally binding and that applies also to the quantum of emissions to be reduced, the finances that will eventually be set aside for climate mitigation and the transfer of clean technologies. In short, the Paris Agreement leaves a lot to the better instincts of the nations of the world.

What stands out is the overall direction in which the world economy would move over this century – towards cleaner energy systems and fuel sources. The Agreement can persuade world nations to implement their economic growth agenda without damaging the environment. Success will depend on the political will of countries.

For India and developing countries, the inclusion of Common But Differentiated Responsibility (CBDR) in the Agreement is a major success. It means countries which had no role in causing climate change, and which need to grow rapidly to meet the development needs of their people, now don't have to limit their emissions on the same level as those of developed nations, in the short term. The developed nations will have to peak their emissions before countries like India reach there.

Though for the next 10 to 15 years, India will need coal for its development plans and will continue to exploit its reserves, it will face the reality of the drying up of global financial support for thermal power development. One of the objectives in the Agreement is that it shall allow for "finance flows consistent with a pathway towards low greenhouse gas emissions..."

As a nation and as a company it is up to us to make a virtue of this necessity. We need to pursue growth with responsibility. The Indian Government's recent target to generate 175 GW of electricity by 2020 from renewable sources (of which 100 GW will be solar) is an attempt to find a balance between fossil and non-fossil sources of energy. It is a hugely ambitious target and will need to be thought through. We also need policies towards efficient and cleaner mass transportation, so that people like us start using public transport.

Our company is positioned in the happening space of energy and environment. We started with boilers using oil as a fuel, moving onto gas, coal and biomass waste; we introduced heat recovery systems for energy efficiency including vapour absorption chillers, which use water as a refrigerant and a fraction of the electricity used by compression chillers. With captive power came cogeneration and tri-generation, air pollution abatement products, chemicals to enhance efficiencies as also water recycle. About six years ago, we started to introduce products using solar energy, including hybrid models. With the Paris Summit, disruptions in technology, low prices of oil and commodities, and government policies, there will be challenges but more importantly, opportunities, which we need to tap into. Over the years, I would like to see Thermax enhance its portfolio in greener and cleaner technologies, through incessant innovation, new and different business models and by being agile to meet the needs of our customers. We also have to think of our processes and habits and how efficient we are with resources, at work and beyond.

Let us remember the wise saying, "We do not inherit the earth from our ancestors, but borrow it from our children".

Meher Pudumjee

EXPRESSIONS

We also need policies towards efficient and cleaner mass transportation, so that people like us start using public transport.



'Our job is to present a unified

Sanjay Reddy, Head of Thermax's International Business Group, tells A. M. Roshan about how the company grew together with its customers, and shares plans for accelerating business operations in overseas markets

UP CLOSE

At one point of time in the middle of our conversation, Sanjay Reddy spoke about a happy time when the compartments that divide a multidivisional company like Thermax began to disappear from his mind. That was in 2009, when as part of Thermax's operational excellence (OPEX) project, he gained a sequential, end-to-end understanding of what happens in a manufacturing plant. From there, it was a short stretch to the overlapping boundaries of various businesses. "The job offered me a clear view of business processes, freed from silos. Helped me realise how important are interconnections - between roles, functions and people."

That insight and his experience over the past 30 years in Thermax are useful today, as Sanjay heads the company's International Business Group (IBG), set up to expand operations in South East Asia, the Middle East and Africa. "Our job is to present a unified Thermax and its diverse product portfolio in these markets," he explains.

Sanjay who joined Thermax in 1985, the only person with an electrical engineering diploma to be chosen from the 165 candidates that year, found his calling in the technical services function of the Heating business. A survey for the Thermax Service Franchisee scheme spearheaded by B. D. Das and subsequent experience at field installations taught him the vital role of customer support. Eight years later, in 1993, Sanjay would work to set up the service network for Pune Area Office which he remembers as the "best break until then" as it tested his managerial capabilities and gave him the confidence to move into new ventures. The two-man outfit soon grew into a 22-member team.

After heading Heating group's technical service in the western region, he moved

into HO to take charge of the international service operations of Heating. During this time, Sanjay and an informal team, created to support the Russian business, bagged several projects including a World Bank funded district heating project. Thereafter, for nearly 10 years from 1997 to 2007, he headed the technical services.

Sanjay sees service professionals as tightrope walkers balanced between business compulsions and customer support and says, "If at all they lean to one side, the slant has to be towards the customer." The challenge continues as we grow and reach across to customers through our channel partners. He believes that we should always work to maintain that fine balance between the trust that we hold and what we delegate to our channel partners. Citing the cases of several clients who have been with the company for over two to three decades, he says many units that began with one ton boilers have, as they grew, placed orders for bigger capacity equipment, and even for captive power plants. "We grew together, and it is crucial that we keep that connect alive and vibrant."

Naturally, in such a dynamic environment, he is clear that customer support will always remain a work in progress.

By 2007, business was booming, but it was getting to be more of the same, except for a change in scale or the excitement of some oddball project. Sanjay felt the need to move on, to do something more. He worked on a McKinsey-enabled project to cut down throughput time for boilers to steam in seven days, followed by Project Harmony which saw a streamlining of the factory premises to create more space. Then came the OPEX project where he experienced the power of planning to make things happen, work with teams to realise improvements on the ground.

Thermax in overseas markets'

In 2010, Sanjay played a key role in Thermax's acquisition of Danstoker in Denmark. He was in charge of the technical due diligence that preceded the M&A, and as Thermax's Point Man in Europe, would help in the integration of the two companies. "The 2^{1/2}-year European experience has been very satisfying, especially the fact we could harmonise perspectives from two countries and two companies on an equal footing."

The diverse experience that he gathered from "disparate assignments" made him the natural choice to be the programme manager of Project Genesis that Thermax began with Mckinsey's support to grow its international business. What began as an exploration of new business avenues for the Heating group, soon grew into a venture to expand Thermax's business in South East Asia. To facilitate IBG's work, Thermax now has two subsidiaries registered in Indonesia and Singapore with others to follow. "We have dedicated teams working in both countries and after 18 months of hard work, an active customer base too."

Intent on transforming Thermax into a truly global company, Sanjay and his IBG colleagues have hired local staff, and are also establishing a new manufacturing hub in Indonesia with the first phase expected to come up by mid-2016. It is an exciting and uneasy time for the team as there aren't comforting signposts to mark the new territory. "While we accelerate our business development, we also have to pause to absorb our understanding of the

terrain. We need to be patient," he says summing up South East Asia business. In the 2nd phase of Project Genesis, IBG would extend its work to the Middle East and Africa.

It is possible that making fresh beginnings is innate with Sanjay. His family came over from Rajamundhry three generations earlier and put down their roots in Pune. Five years before Sanjay was born, the Pune flood caused by the Khadakwasla dam collapse took away their house and his father had to begin his life all over again.

Sanjay likes to read. "Used to love thrillers. Still do. But of late, I also read historical fiction. On life in earlier centuries; or retelling of the Mahabharata." And every evening, an hour's walk in Pune's Pradhikaran locality where he stays is a must for him.

“
**It is crucial
we keep our
customer-connect
alive and vibrant**
”



Anu Aga conferred the Compliance Crusader 2015 award



Anu receiving the award: growth guided by essential principles

Anu Aga, Director of Thermax was conferred the Compliance Crusader 2015 award at the Annual Compliance Awards 2015. The award was presented by Adi Godrej, Chairman of Godrej Industries, in Mumbai on 10th October.

The awards are instituted to recognise and honour compliance and ethics professionals who excel in demonstrating the culture of

compliance across the organisation. Over 200 nominations were received for various categories for the event organised by Legasis.

While accepting the award Anu said, "It is a recognition of the healthy values and tradition that Thermax has nurtured over the years. I am proud to say that our growth has not been at the expense of shortchanging the essential principles that have guided us all along."

Thermax commissions Solar PV power plant at Asahi India



The 1MW rooftop grid: sustainable PV solutions

Thermax has recently commissioned a 1 MW roof-top grid interactive solar PV power plant for Asahi India Glass Limited at Chennai. The team completed the project in a record time of 35 days. All necessary approvals from the Tamil Nadu government were obtained and the project also registered 100% safe man hours.

Thermax is executing a series of solar PV (photovoltaic) projects across India. In Chennai, it had earlier completed solar PV installations for IIT and the Tatas. In the short span since its inception in 2012, the solar PV group has already installed 6.6MW of projects in cities including Nagpur, Pune, Nashik, Gandhinagar, Bangalore and Delhi.

TBWES Vendors enlist support for new market challenges

The first vendors' meet organised by Thermax Babcock & Wilcox Energy Solutions (TBWES) on 7th and 8th September had 115 Indian and international participants. They represented engineering and marketing firms which included, among others, Changbao, Vallourec, JSW, JSPL Severfield, L&T Piping, L&T Howden, Alstom, and Honeywell.

It was their first visit to the Shirwal plant which has a 3000 MW annual capacity to manufacture subcritical and supercritical boilers. Later, at the TBWES office in Bavdhan, Unny, Ravinder, Deepak Chopra and Mark Ward from B&W shared the objectives of the meet. The visitors experienced firsthand the company's long-term commitment and preparedness for new market challenges. Some of the vendors also made short presentations on their experience, of working with TBWES and how they could help with the company's business prospects.



Vendors at the Shirwal plant: instilling confidence through TBWES' manufacturing expertise

Pravin Karve outlined the design-to-cost process and methodology, which set the backdrop for the next day's deliberations that covered various aspects of the value chain.



Leadership team: prepared for market challenges



Thermax launched an Online MBA Programme for its employees with IMT- Ghaziabad. The online programme is a blend of online lectures, study material and classroom sessions. The UGC-recognised IMT Centre for Distance

Learning is highly regarded for its courseware designed for self-learning.

From the large number of applicants, 29 qualified for the first batch.

Sharpening sales focus at CMG

Participants and facilitators at the training: gaining competitive advantage



The sales force at Channel Management group has sharpened their focus, thanks to a four month sales intervention programme, Torchbearers, aimed to build sales effectiveness. This programme provides the sales team with various tools to help them gain competitive advantage on the job.

Facilitated by the Learning and Development team, this pilot programme was conducted by external trainers Saandeep Tyagi and Murali Subramanian. It has covered all territory, zonal and business managers at CMG. The programme has also been conducted for Cooling and Heating divisions.

Amit Atre is the new Compliance Officer



Amit Atre is appointed the Compliance Officer of Thermax. Amit will be taking over as the Company Secretary from G.P. Kulkarni.

He comes with over 13 years of varied experience in organisations including General Electric, Cummins India and Hognas India. Before joining Thermax, at General Electric India he was the Senior Counsel – Supply Chain and Labour & Employment.

A law graduate from ILS College, Pune, Amit is a fellow member of the Institute of

Company Secretaries of India and Chartered Secretaries and Administrators (ICSA), UK. He also has a Masters in Business Studies with specialisation in HR from IMSSR, Pune.

Amit's wife Prajakta works for Barclays Technology Centre, Pune as a Test Manager and their son Avaneesh studies in the 5th standard.

Fireside wishes Amit a mutually rewarding career with Thermax

Sakhi for Women



A question for Ms. Dasgupta : learning to own the choices and decisions we make

Ipshta Dasgupta, COO, GE South Asia shared her experience with Sakhi – the all women forum at the auditorium of Thermax Environment House. Recounting instances from her own life, she asked her

listeners to take risks in life. She emphasised that all women should be aware about the choices they make and the decisions they take in life.

A trek in the hills with children



Happy and tired faces: employees with Akanksha children

Thermax Foundation organised a trek to Lohagad fort, near Lonavla, on 29th November. Nearly 50 employees and 100 children from Akanksha took part in the walk up the hills to enjoy the clean air.

The trek gave an opportunity for Thermax staff to get acquainted with the children from the various Learning Centres of Akanksha that Thermax Foundation supports.

Customer training at SABIC



Utility personnel at the workshop: resin application and operation at Saudi companies

Thermax Chemical team and its business partner, YBA Kanoo organised a training programme for SABIC and some private sector Saudi companies. Held at Jubail in September, over 50 utility personnel from industries attended this training session on ‘Tulsion ion exchange

resin applications and operations’.

Tulsidas Avhad from Thermax conducted the programme. Manoj Tripathy, Dani Hrishikesh and Nilesh Belsare coordinated the programme on behalf of YBA Kanoo.

C&H Services conducts training for Tetra Pak young engineers



Participants and faculty: customised training on utilities

A group of project engineers and newly inducted graduates from Tetra Pak attended a customised six day- training programme on utilities at Thermax. Organised by Services (Cooling & Heating) at the request of Tetra Pak, it was the result of the success of an earlier programme in 2013.

Rajesh Kulkarni and Suvra Sengupta from C&H services, Mugdha Kulkarni from Cooling, Abhinaya Puri and Supriti Parolkar from WWS conducted the training on steam, cooling, electrical, compressed air, water and effluent treatment.

From the Trade Fairgrounds

World Sugar Expo, Thailand

Thermax participated in the World Sugar Expo 2015 at Bangkok in October. Its Chemical division and International Business Group (IBG) highlighted water treatment plants, cogeneration and tri-generation systems, ion exchange resins, performance chemicals, boiler and air pollution control equipment.

The chemical team from India presented a technical paper on 'Ion exchange resin applications for the sugar industry'.



Palmex 2015, Indonesia

In November, Thermax participated in Palmex Indonesia – a specialised Asian event that brings together international companies focusing on palm oil and related technologies.

Bharat Pathak, B.R. Shelar and Samuel Simatupang from Thermax made a technical presentation on 'Energy efficient solutions for heating and cooling in the palm oil industry'.



ADIPEC, UAE

B&H and Chemical divisions participated in the Abu Dhabi International Petroleum Exhibition and Conference (ADIPEC) in November 2015.

Thermax presented its systems and capabilities for the oil sector – heating systems, oilfield chemicals, ion exchange resins and services offering. The event helped reach out and renew relationships with the hydrocarbon majors in the region.



TBWES bags two Safety Awards



Mohan and Amol accepting the awards: for zero injuries and best performing operation at a large site

At a conference on global environment-health-safety organised by the Babcock & Wilcox group, TBWES, the Indian joint venture company won two safety awards : Target Zero (zero dard injuries) and CEO Award 2015 for best performing operation (large site). They were chosen from among B&W and its subsidiary companies world-wide participating in the three-day event held in the USA.

The Awards were for 'Best in Class' safety performance within B&W. They honoured

TBWES employees for their commitment and hard work in implementing the B&W target zero initiatives and for 'finishing each day and every day – incident and injury free'.

Mohan Patil, manufacturing chief, and Amol Palli, safety officer represented TBWES at the conference and explained the HSE Management Systems implemented at the Shirwal plant in India.

TECC conducts height and monsoon safety campaigns



Safety awareness and practices at a customer site

Thermax Engineering Construction Company (TECC), has been organising various programmes on safety. Recently, it conducted height safety training at various sites. The safety team identified critical aspects of working at heights such as material falling from height, electrical safety, etc. and also covered safety equipment demonstrations, height safety instructions. Safety quiz for workers and supervisors and motivational programmes were conducted at all sites.

There was also a monsoon safety campaign for preventive measures on possible hazards due to rain at site locations. The colony of labourers was inspected and measures taken to prevent snake bites.

Two safety awards for Thermax



At the award ceremonies: implementing innovative safety management systems

Thermax won the Platinum Greentech Safety Award 2015 and Safety Innovation Award 2015 for its innovative health, safety and environment (HSE) practices.

B. K. Mathur and Sachin Gardi of Thermax HSE group received the Platinum Greentech Safety Award from Mridula Sinha, Governor of Goa at the 14th Annual Occupational Health, Safety and Fire conference organised by Greentech Foundation. The award

ceremony had participation from several organisations – Indian Oil Corporation, Adani Power, Hindalco, ONGC and Birla Tyres.

On behalf of Thermax, Madan Kulkarni, Saheblal Shaikh and Vaibhav Ghare accepted the Safety Innovation Award organised by the Institute of Engineers, India. The award recognised the company's excellence in innovative safety management system.

Coca-Cola team visits Thermax



Coca-Cola utility heads at Environment House: interacting on various products and applications

A team of 40 utility heads of various plants of Coca-Cola visited Thermax at Chinchwad in October 2015. The session started with Hemant Mohgaonkar giving them an overview of Thermax and a visit to the solar installation at Energy House.

Later, at the factory they witnessed demonstrations of the integrated boiler-chiller installation and solar hot water generator. The visitors interacted with Thermax's team of experts on various products and applications.



SIGNPOSTS

What we eat and how healthily we eat are not pre-determined. We learn our food habits at our homes and from others. Is it possible to acquire new habits? Food writer Bee Wilson explains how we form our food preferences and how we may be able to change them. An extract from her book *First Bite: How We Learn to Eat*

So many of our anxieties around diet take the form of a search for the perfect food, the one that will cure all our ills. Eat this! Don't eat that! We obsess about the properties of various ingredients: the protein, the omega oils, the vitamins. But nutrients only count when a person picks up food and eats it. How we eat – how we approach food – is what really matters. If we are going to change our diets, we first have to relearn the art of eating, which is a question of psychology as much as nutrition. We have to find a way to want to eat what's good for us.

Our tastes follow us around like a comforting shadow. They seem to tell us who we are. Maybe this is why we act as if our core

attitudes to eating are set in stone. We make frequent attempts – more or less half-hearted – to change what we eat, but almost no effort to change how we feel about food: how well we deal with hunger, how strongly attached we are to sugar, our emotions on being served a small portion. We try to eat more vegetables, but we do not try to make ourselves enjoy vegetables more, maybe because there's a near-universal conviction that it is not possible to learn new tastes and shed old ones. Yet nothing could be further from the truth.

All the foods that you regularly eat are ones that you learned to eat. Everyone starts life drinking milk. After that, it's all up for grabs. From our first year of life, human

tastes are astonishingly diverse. But eating is not something we are born instinctively knowing how to do. It is something we learn. A parent feeding a baby is training them how food should taste. At the most basic level, we have to learn what food is and what poison is. We have to learn how to satisfy our hunger and also when to stop eating. Out of all the choices available to us as omnivores, we have to figure out which foods are likable, which are lovable and which are disgusting. From these preferences, we create our own pattern of eating, as distinctive as a signature.

In today's food culture, many people seem to have acquired uncannily homogenous tastes. In 2010, two consumer scientists argued that the taste preferences of childhood provided a new way of thinking about the causes of obesity. They noted a "self-perpetuating cycle": food companies push foods high in sugar, fat and salt, which means that children learn to like them, and so the companies invent ever more of these foods "that contribute to unhealthy eating habits". The main influence on a child's palate may no longer be a parent but a series of food manufacturers whose products – despite their illusion of infinite choice – deliver a monotonous flavour, quite unlike the varied flavours of traditional cuisine. The danger of growing up on endless sweet and salty industrial concoctions is not that we are innately incapable of resisting them but that the more frequently we eat them, especially in childhood, the more they train us to expect all food to taste this way.

Once you recognise the simple fact that food preferences are learned, many of the ways we approach eating start to look a little weird. To take a small example, consider the parents who go to great lengths to "hide" vegetables in children's meals. There is this notion that children have an innate resistance to vegetables, and will only swallow them

unawares, blitzed into pasta sauce or baked into sweet treats... A far cleverer thing would be to help children learn to become adults who choose vegetables consciously, of their own accord.



By failing to see that eating habits are learned, we misunderstand the nature of our current diet predicament.

As we are often reminded, eating has taken a dramatic collective wrong turn in recent decades. Around two-thirds of the population in rich countries are either overweight or obese; and the rest of the world is fast catching up. The moral usually drawn from these statistics is that we are powerless to resist the sugary, salty, fatty foods that the food industry promotes. But there's something else going on here, which usually gets missed. Not everyone is equally susceptible to the dysfunction of our food supply. Some people manage to eat sugary, salty, fatty foods in modest quantities, and then stop. It's in all our interests to find out how they have done it.

Many campaigners would say cooking is the answer. Our difficulty is not just that we haven't learned to cook and grow food, however important that is: it's that we haven't learned to eat in ways that support health and happiness. Traditional cuisines across the world were founded on a strong sense of balance, with norms about which foods go together, and how much one should eat at different times of day. Much cooking now, however, is nothing like this. In my experience as a food journalist, chefs and food writers tend to be prone to compulsive

Eating is not something we are born instinctively knowing how to do. It is something we learn. Many tastes – say, for green tea or vodka – are acquired in adulthood.



eating and other disordered food obsessions. For cooking to become the solution to our diet crisis, we first have to learn how to adjust our responses to food. Cooking skills are no guarantee of health if your inclinations are for twice-fried chicken, Neapolitan rum babas and French aligot: potatoes mashed with a tonne of cheese.

Like children, most of us eat what we like and we only like what we know. Never before have whole populations learned (or mislearned) to eat in societies where calorie-dense food was so abundant. Nor is overeating the only problem that plagues modern affluent civilisations. Statistics suggest that around 0.3% of young women are anorexic and another 1% are bulimic, with rising numbers of men joining them. What statistics are not particularly effective at telling us is how many others – whether overweight or underweight – are in a perpetual state of anxiety about what they consume, living in fear of carbs or fat grams and unable to derive straightforward enjoyment from meals...

The question of how we learn to eat – both individually and collectively – is the key to how food, for so many people, has gone so badly wrong. The greatest public health problem of modern times is how to persuade people to make better food choices. But we have been looking for answers in the wrong places.

David L Katz of the Yale-Griffin Prevention Research Center is a rare voice of sanity in the clamorous world of nutrition. He disputes the commonly held view that the reason we don't eat better is because there is so much confusion over what the "best diet" really is. The medical evidence suggests that it doesn't matter whether we reach this point via a low-fat route or a low-carb one (or vegan or paleo or just good old-fashioned home cooking).

"Our problem," notes Katz, "is not want of knowledge about the basic care and feeding of Homo Sapiens. Our problem is a stunning and tragically costly cultural reluctance – to swallow it."

Take vegetables. The advice to eat more vegetables for health could hardly have been clearer. We have been given the message many times, in many forms. Many people, however, have absorbed the lesson from childhood that vegetables and pleasure – and more generally, healthy food and pleasure – can never go together. Consumer scientists have found that when a new product is described as "healthy", it is far less likely to be a success than if it is described as "new".

When it comes to our dining habits, there is a giant mismatch between thought and deed; between knowledge and behaviour. The way we eat is not a question of worthiness but of routine and preference, built over a lifespan.



Once we accept that eating is a learned behaviour, we see that the challenge is not to grasp information but to learn new habits. Governments keep trying to fix the obesity crisis with well-intentioned recommendations. But advice alone never taught a child to eat better ("I strongly advise you to finish that cabbage and follow it with a glass of milk!"), so it's strange that we think it will work on adults.

Many of the joys and pitfalls of children's eating are still there for adults. As grown-ups, we may still reward ourselves with treats, just as our parents did, and continue to "clean our plates", though they are no longer there to watch us. We still avoid what disgusts us, though we probably know better than to throw it under the table when no one is looking.

There is a common assumption – shared, curiously enough, by those who are struggling to eat healthily and many of the nutritionists who are trying to get them to eat better – that we are doomed by our biology to be hooked on junk food. The usual story goes something like this: our brains evolved over thousands of years to seek out sweetness, because in the wild we would have needed a way to distinguish wholesome sweet fruits from bad bitter toxins. In today’s world, where sugary food is abundant, or so the thinking goes, our biology makes us powerless to turn down these “irresistible” foods.

Yet around a third of the population manages to navigate the modern food world just fine and select a balanced diet for themselves from what’s available. They have learned the eating skills that can protect them in this environment of plenty.

Viewed through the lens of behavioural psychology, eating is a classic form of learned behaviour. There is a stimulus – an apple tart, let’s say, glazed with apricot jam. And there is a response – your appetite for it. Finally, there is reinforcement – the sensory pleasure and feeling of fullness that eating the tart gives you. This reinforcement encourages you to seek out more apple tarts whenever you have the chance.

In our lives, the stimulus-response behaviour around food is as infinitely complex as the social world in which we learn to eat. It has been calculated that by the time we reach our 18th birthday, we will have had 33,000 learning experiences with food (based on five meals or snacks a day). Human behaviour is not just a clear-cut matter of cue and consequence, because human beings are not passive objects, but deeply social beings. We do not just learn from the foods we put in our own mouths, but from what we see others eat, whether in our own families, at school or on TV.

As children watch and learn, they pick up many things about food besides how it will taste. A rodent can press a lever to get a sweet reward, but it takes an animal as strange and twisted as a human being to inject such emotions as guilt and shame into the business of eating. Before we take our first bite of a certain food, we may have rehearsed eating it in our minds many times. Our cues about when to eat and what to eat and how much to eat extend beyond such drives as hunger and hormones into the territory of ritual (eggs for breakfast), culture (pies at a football match) and religion (turkey at Christmas, lamb at Eid).

Our modern food environment is fraught with contradictions. The burden of religious guilt that has been progressively lifted from our private lives has become ever more intense in the realm of eating. Like hypocritical temperance preachers, we demonise many of the things we consume most avidly, leaving us at odds with our own appetites. Numerous foods that were once reserved for celebrations – from meat to sweets – have become everyday commodities, meaning not only that we overconsume them but that they have lost much of their former sense of festive joy. The idea that you don’t eat between meals now seems as outdated as thinking you must wear a hat when you step out of the house.



In many ways, children are powerless at the table. They cannot control what is put in front of them, where they sit, or whether they are spoken to kindly or harshly as they eat.

Food companies push foods high in sugar, fat and salt... children learn to like them, and so the companies invent ever more of these foods



Their one great power is the ability to reject or accept. One of the biggest things many children learn at that table is that their choice to eat or not eat unleashes deep emotions in the grown ups close to them. They find that they can please their parents or drive them to rage, just by refusing dessert.

After a certain point in our lives, we discover the glorious liberation of being able to choose whatever we want to eat – budget permitting. But our tastes and our food choices are still formed by those early childhood experiences. Rather alarmingly, it seems that our food habits when we were two – whether we played with our food, how picky we were, the amount of fruit we ate – are a pretty accurate gauge of how we will eat when we are 20.

The acquisition of eating habits is a far more mysterious skill than other things we learn in childhood, such as tying our shoelaces, counting or riding a bike. We learn how to eat largely without noticing that this is what we are doing. Equally, we don't always notice when we have learned ways of eating that are dysfunctional, because they become such a familiar part of ourselves...

Many tastes – for green tea, say, or vodka – are acquired, if at all, in adulthood. When we learn to love these bitter substances, we undergo what psychologists call a “hedonic shift” from pain to pleasure. You may overcome your childish revulsion at the bitterness of espresso when you discover the wonderful after-effects, how it wakes up your whole body and infuses you with a desire for work. The great question is what it takes for us to undergo a similar hedonic shift to enjoying a moderate diet of healthy food. The process will be different for each of us, because all of us have learned our own particular way of eating, but wherever you start, the first step to eating better is to recognise that our tastes and habits are not fixed but changeable.

Poverty makes eating a healthy diet harder in numerous ways. It's not just because it is far more expensive, gram for gram, to buy fresh vegetables than it is to buy heavily processed carbohydrates. Maybe you live in a “food desert” where nutritious ingredients are hard to come by; or in housing without an adequate kitchen. Growing up poor can engender a lifetime of unhealthy food habits, even if your income later rises. When the flavour of white bread and processed meat are linked in your memory with the warmth and authority of a parent and the camaraderie of siblings, it can feel like a betrayal to stop eating them.

Yet it's striking that some children from low-income households eat much better than others, and sometimes better than children from more affluent families. The problems with how we eat now cut across boundaries of class and income. It is feasible to create decent, wholesome meals on a shoestring budget. Equally, there are successful businesspeople who will – literally – pass out from hunger at their desks rather than allow an unfamiliar meal to pass their lips when their preferred junk food is not available. Assuming that you are not living in a state of famine, the greatest determinant of how well you eat is the way you have learned to behave around food.



Changing food habits is one of the hardest things anyone can do, because the impulses governing our preferences are often hidden, even from ourselves. And yet adjusting what you eat is entirely possible. We do it all the time. Were this not the case, the food companies who launch new products each year would be wasting their money.

Even though most of us have tastes acquired very young, we can still change. EP Köster,

a behavioural psychologist who has spent decades studying why we make the food choices we do, says that food habits “can almost exclusively be changed by relearning through experience”. That is, if we want to relearn how to eat, we need to become like children again. Bad food habits can only change by making “healthy food” something that is pleasure-giving. If we experience healthy food as a coercion it can never taste delicious.

It’s seldom easy to change habits, particularly those so bound up with memories of family and childhood, but, whatever our age, it looks as if eating well is a surprisingly teachable skill... There are three big things we would all benefit from learning to do: to follow structured mealtimes; to respond to our own internal cues for hunger and fullness, rather than relying on external cues such as portion size; and to make ourselves open to trying a variety of foods. All these three can be taught to children, which suggests that adults could learn them too.

For our diets to change, as well as educating ourselves about nutrition – and yes, teaching ourselves to cook – we need to relearn the food experiences that first shaped us. The change doesn’t happen through rational argument. It is a form of reconditioning, meal by meal. You get to the point where not eating when you are not hungry – most of the time – is so instinctive and habitual it would feel odd to behave differently. Governments could do a great deal more to help us modify our eating habits. In place of all that advice, they could reshape the food environment in ways that would help us to learn better habits of our own accord. A few decades from now, the current laissez-faire attitudes to sugar – now present in 80% of supermarket foods – may seem as reckless and strange as permitting cars without seatbelts or smoking on aeroplanes. Given that our food choices

are strongly determined by what’s readily available, regulating the sale of unhealthy food would automatically make many people eat differently. Banishing fast-food outlets from hospitals and the streets surrounding schools would be a start.

But at an individual level, we won’t achieve much by waiting for a world where chocolate is scarce. Having a healthy relationship with food can act like a lifejacket, protecting you from the worst excesses of the obesogenic world we now inhabit. You see the greasy burger and you no longer think it has much to say to you. This is not about being thin. It’s about reaching a state where food is something that nourishes and makes us happy rather than sickening or tormenting us. It’s about feeding ourselves as a good parent would: with love, with variety, but also with limits. Changing the way you eat is far from simple, but nor, crucially, is it impossible.

– Adapted from the Guardian extract of the book, *First Bite : How We Learn to Eat* by Bee Wilson

There are three big things we would all benefit from learning to do: to follow structured mealtimes; to respond to our own internal cues for hunger and fullness; and to make ourselves try a variety of foods.



Zhang Yuting, a prolific writer

Meeet Zhang Yuting, an accomplished fiction writer well known to millions of readers in China, Taiwan, Korea and Thailand. She has a huge following on Qidian.com – a popular internet fiction site.

Zhang is the wife of Seven Yan who works with HR in Thermax (Zhejiang) Cooling & Heating Engineering Co. Ltd. in China.

Her 2006 book, 'Evil Negotiator' made her popular, and she has published 10 books so far.

Her books have been listed No.1 in Taiwan Kingstone Sales, and she is often invited to Taipei International Book Exhibition.

Zhang writes on aspects of love and has also successfully handled science fiction. Last year, she was involved with serials on the Internet and television - 'Super Cute Family' and 'Shaolin Boy Fang Shiyu'.



Zhang Yuting



Vrushali completes Satara Hill Half Marathon

Vrushali Shiralkar successfully completed the Satara Hill Half Marathon, an event that attracts running enthusiasts and elite athletes, in September 2015.

For Vrushali who keeps herself fit through trekking and swimming, marathon was a first time experience. Her family joined her and she ran in the company of her father, cousins, husband and brother. "I felt we were on a family picnic", she said. Vrushali, who joined Thermax a year ago, works with HR in the C&H division.



Vrushali

Sravankumar completes Masters in Engineering

Sravankumar Gudur has completed Masters in Engineering with 82.30% from Solapur University, specialising in manufacturing process engineering. As a part of the ME curriculum, he did a research project on, 'Effect of silicon carbide powder mixed EDM on machining characteristics of SS 316L material.' Details of the project is published in the September issue of International Journal of Innovative Research in Science, Engineering and Technology.

Sravankumar, who joined Thermax as a GET in 2009 works with the Power division. He likes to read Telugu books and enjoys music.



Sravankumar



Young mathematician, Yash

In the recently held International Maths Olympiad, Yash Mandhana stood first from the Maharashtra and Goa zone. His overall international ranking stood at 15. The event is organised by Science Olympiad Foundation, where 27,000 schools from over 18 countries participate.

Yash, who recently scored 97.6% in 10th standard from Podar International School (Chichwad) aims to be an engineer. Son of Dinesh Mandhana from Chemical division, besides numbers, Yash also has a love for reading.



Yash



Saheblal, NEBOSH certified

Saheblal from Corporate Safety has earned the International diploma in occupational Health and Safety. The diploma comes from the National Examination Board in Occupational Safety and Health, U.K.

He has a BE (Mech) from Amravati University and an advanced diploma in Industrial Safety from MSBTE, Mumbai. He joined Thermax in 2007.

Saheblal is a lifetime member of National Safety Council of India. A marathon run enthusiast, Saheblal likes reading, photography and travelling.



Saheblal

A government school blazing a trail of excellence



*The 2015 batch with teachers and staff:
K. C. Thackeray School*

The first municipal school that Thermax Foundation adopted in 2007, has blossomed into an exemplary institution. Consistently performing to high standards, the children of K C Thackeray Vidya Niketan English Medium School (KCTVN) have also been excelling in extra-curricular activities.

Achieving a hat-trick, the school scored 100% results this year too in the 10th standard board exams. Thanks to the efforts put in by the school teachers, staff and students, the year saw 94% students pass with first class and distinction, while 6% scored second class marks. As in earlier years, the result reflects the combined efforts of Thermax Foundation, Akanksha and the Pune Municipal Corporation (PMC).



Mrunal and Pragati with the debating trophy

KCTVN students have been participating in inter school debates, organised by elite institutions such as St. Mary's, Bishop's, Dastur and JN Petit. As the only PMC school competing in such events, the best achieved earlier had not matched the

performance of private schools. But that changed in 2015 when the team led by Mrunal Khadke and Pragati Raskar lifted the best team and best speaker prizes at the St. Mary's debate. At another debate held at Dastur School, Saniya Nasarjung won the trophy for the best rebuttal.

The K C Thackeray School has also been chosen to be part of a global network of innovative schools by Ashoka India – a project that supports such schools to equip young people with empathy, leadership and creative skills to work in rapidly changing environments. Today, it is one of the seven schools that have been selected from India to be part of the Ashoka Changemaker schools and the first one under the public-private partnership model. As part of this network, KCTVN will collaborate with others, share best practices and benefit from Ashoka's facilities.

Principal Shalini Sachdev and her team have shown that children, cared for and given the opportunity, can overcome social and economic limitations and find their true potential. K C Thackeray School offers an alternate and hopeful model for thousands of our government schools, troubled by dropout rates and low performance. Says Shalini, "Today, we don't see ourselves as just a better government school. We would like our children to step out and claim their space among the best."

Fireside congratulates the students, teachers and staff of K C Thackeray School and wishes them continuing success to bring out the best from children.

BEYOND
BUSINESS

DELHI

Dangerous to Dandy : **The changing face of a city**

Oh God! Send me anywhere on this planet but not Delhi. That was my reaction when I got to know that I had to go there for a month-long training. Frightening thoughts of that unsafe city and reports about its rapes, murders and human trafficking enveloped me. It was unnerving, but I had to go.

Finally, I arrived at the famously infamous city, Delhi, for the first time. And all alone. The moment I stepped out of the aerodrome I began looking at everyone with suspicion. Took a cab and throughout the ride, I was continuously thinking: was it the right road? Was he taking me to the place where he was supposed to? His face on the rear view mirror scared me and made me feel as if he was keeping an eye on me. My stress levels kept rising until I finally reached my destination, safe.

A week passed by like this, suspecting every auto driver, cab driver, plumber, electrician, lift attendant, watchman – in fact, wary of every single man in this city. Seemed as if they all had nothing else to do, but harm me. I was also given a long list of things to avoid, like venturing out on my own, travelling alone after dark, etc. So I had nothing else to do but attend the training and get back to my hotel, until an off-day came and I decided to be a little adventurous.

As I was roaming around Lutyens' Delhi, I was charmed by the lush green trees (this was two years ago, when Delhi had not been declared 'the most polluted city', struggling with odds and even), clean streets, beautiful architecture and vibrant markets, full of life. And those dandiest of people dressed up in the most colourful, stylish and brightest way possible, turning streets into fashion statements. If Gucci, Choo or Vuitton were religion, here everyone

was a fanatic. As I started exploring Delhi, before I could even realise, I fell in love with the city. The remaining days, I visited the city's historical monuments, art galleries, and so on. A privileged visit to the National Archives of India and to the Nehru Memorial Museum and library was like a window to its soul.

The more time I spent with the city, like a lover, the more it was opening up to me. Delhi was telling me its tale :

The story of how over the centuries, it saw a succession of mighty empires and powerful kingdoms, making it one of the longest serving Capitals and one of the oldest inhabited cities in the world. About the rise and fall of super powers, from being Indraprastha, the city supposedly built by the Pandavas to British Raj, and after 1947 continuing as the centre of power. I understood that this city that I feared and now had begun to love, was built, ransacked, destroyed and rebuilt several times and it witnessed every possible facet of human behaviour and culture.

Delhi spoke to me not just about its bygone glories of empires and their monuments, but also about today's rich and diverse culture as it remains the national capital and political hub.

Sadly, today it is paying the cost of man's unjust behaviour. This historic and powerful city is disgraced due to a few people who commit crimes and people like us who love to generalise and form opinions based on a few incidents. It took me a month to change my perspective about Delhi, from being the most dangerous place on earth to the dandiest place I have ever been to. Now, I am looking forward to my next visit.

VOICES



– **Shrinidhi Deopujari**
Secretarial Department

Parrotin~~g~~
won't do
in Nigeria



Which language Nigerians want their parrots to speak?

The country's 182 million people speak 520 different languages. Church services drag for hours as deacons translate their pastor's sermons into three, sometimes four languages. Customer service lines begin with options: one for English, two for Hausa, three for Yoruba, four for Igbo.

So which one do you teach a parrot?

It is a decision the pet shops of Nigeria confront every time a talking bird lands in their possession. Last year, a babbling grey parrot arrived at Salisu Sani's bird stand in Kano. She spoke one of the country's lesser-known tongues. Salisu told the parrot, 'This is a rubbish language. Try my own,' which was Hausa, a more widely spoken vernacular.

These days, West Africa's languages are slowly disappearing—dozens of Nigerian languages are spoken by less than 100 people. Parrots seem headed down the same path.

A parrot will make almost any noise you throw its way. The several birds that a Lebanese businessman has owned have made the sound of cars, honking at his gate. At a pet stand in Abuja, police routinely blare past, sirens wailing as they escort politicians. So his birds often make siren sounds.

(Sourced from Wall Street Journal)

A short take on life



My life in 3 stages

- Birth
- What will people think?
- Death

(Message adapted from a WhatsApp post)



Detanglers who love to untie knots

Many knitters find their craft a tranquil and even meditative pastime—until knots and tangles in their yarn send them into a fury. But for one group of fanatics, there is nothing more satisfying than a hopelessly tangled web.

Daphne Basnet of Melbourne, Australia, once paid about \$50 on eBay for a 25-pound box of snarled yarn, simply for the pleasure of untangling it. "I was so happy, I can't tell you," recalls the 58-year-old of her purchase, a mess of about 120 knotted balls.

Now Ms. Basnet is a member of Knot a Problem, a seven-year-old group of more than 2,100 'detanglers' on the online community for knitters and crocheters called Ravelry. Frustrated yarn-lovers from around the world post pleas for help undoing their knottiest knots, often created by children, pets or yarn-winding mishaps.

Devoted detanglers typically offer to take on the projects for the cost of shipping. Many say their work untangling yarn is strangely relaxing, an escape from their worries and a way to create order out of chaos.

(Sourced from Wall Street Journal)

Glimpses from the Festive Season



The festive season cast its happy glow, lighting up Thermax workplaces with fun and excitement. Employees celebrated Dussehra, Deepawali, Navratri, Pongal, Christmas and welcomed the New Year. Dances, diya and cubicle designing contests, colorful costumes and sweets marked the festivities. Santa Claus came with his favorite carols and gifts for everybody. Cheers to the heady mix of cultural diversity, engaging work and energising leisure.





Connecting to Win :

Celebrating Thermax's Channel Partners

106 Channel Associates lit up two days in early November with discussions and celebration, when they came together for the Thermax Channel partner meet at the J.W. Marriott Hotel in Pune. This extended family of Thermax from Philippines, Bangladesh, KSA, Sri Lanka, Kenya, UAE and India exchanged notes with the company's leaders, witnessed the launch of new products and product-displays from various business groups.

True to the spirit of the theme 'Connect to Win', the event organised by the Channel Management Group celebrated the contributions of Thermax partners. Performance awards were given to top performing territories and product lines, with Prerana Engineers from West Bengal winning the best performing TCA.

