

FiRE**Si**DE

The House Magazine of the Thermax Group Volume 50 No. 4 October - December 2020





About the Cover

This issue of Fireside draws a curtain on 2020; a year that tested the resilience of humanity from multiple perspectives, bringing out the best and the worst. We hope that the journey of endless miles that began in the year leads into the new decade with a 'new' normal that's fairer, more equitable and compassionate for all.

Photo by Vikas Khot (professional photographer)

BACK COVER

The Festive Season

Comment

Be kind,
for everyone you meet is
fighting a harder battle.

– Plato

Editor

Swastika Mukherjee

Assistant Editor

Niva Mohanty

Editorial Team

Akansha Choudhary

Design

Sameer Karmarkar

Correspondents:

Lavanya Athinarayanan	Absorption Cooling & TCSL	Aishwarya Mankame	IR
Mukeshh Ghodke	Steam Engineering	Bakhtawar Battiwalla	Administration
Noorjahan Khan	TBWES	Connie Fernandes	Finance
Anand Antarkar	TBWES Services	Saheblal Shaikh	Corporate Safety
Avinash Kulkarni	Power	Kirti Pitale	Mumbai
Hardik U. Patel	Enviro	Reshma Mehrotra	Delhi
Kaustubh Dharmadhikari	WWS	Swati Aditya	Kolkata
Anubhuti Gupta	Chemical	Satyamanikkam M.B.	Chennai
Ambika Badwe	HR	Vrishika Gilani	Savli
Saswati Kar	TOESL	Sujata Deshpande	Thermax Foundation
		DeepPriya Kapoor	CBG

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What's New?

Empowering the customer to power the nation

Thermax has cherished a long-term association with the Dangote Group of Africa, partnering them in their crucial milestone projects. A recent breakthrough in this journey comprises synchronising one unit of 30 MW power for Dangote Cement Limited at Zambia, executed by the Energy Efficiency Services unit of Thermax Power O&M. This synchronisation with a 66 KV grid makes it the first plant of the Dangote Group that exports power to the national grid.

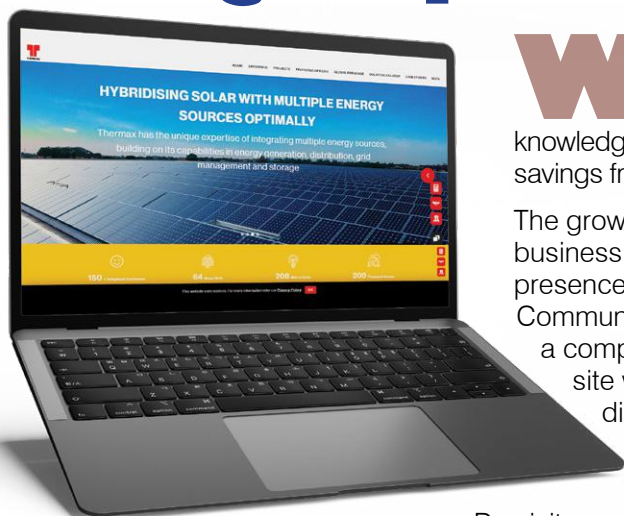
The project involved complete engineering and system study such as load flow, short circuit study, transient analysis, grid islanding and load shedding scheme, along with auto power export. Given the COVID challenges that imposed overseas travel restrictions, the entire execution was done remotely while upkeeping the health and safety of people and equipment involved. The work was managed

without the physical presence of vendors handling main components like governor, AVR, DCS, turbine, etc. Thermax also front-ended the coordination and liaising with CEC (Copper Belt Energy Corporation, a Zambian electricity generation, transmission, distribution and supply company) and ZESCO (distribution company of Zambia) for this project.

The Power O&M team's efforts were appreciated by the customer and the grid agency for demonstrating high proficiency in engineering, documentation, implementation and coordination of this significant project.



Solar business enhances its digital presence



We are pleased to present our new solar microsite, which provides customers with the nearest dealer locations, information on policies applicable to their geographies, knowledge on the advantages of solar power, analysis of expected savings from a solar PV plant and many such interesting functionalities.

The growing impetus towards green initiatives has led the Solar business of Thermax to leverage digital platforms for enhancing its presence across relevant markets. Working together with Corporate Communications, the team recently launched a microsite to provide a comprehensive overview of Thermax's solar PV offerings. This site will be a part of thermaxglobal.com but developed with differentiated features such as a dedicated menu, dealer locator, project finder, solar calculator for an exclusive solar experience.

Do visit www.thermaxglobal.com/thermaxsolar to know more and let us know your feedback.

Major order to set up India's first biorefinery

During the third quarter of FY2020-21, Thermax Group has concluded an order to set up a captive Combined Heat and Power (CHP) plant on an EPC basis for Assam Bio Refinery Private Limited (ABRPL), a joint venture of Numaligarh Refinery Limited (NRL), Fortum and Chempolis. ABRPL is developing India's first biorefinery to produce cellulosic ethanol from bamboo biomass.

This cogeneration plant includes two high pressure boilers of 98.5 TPH capacity each, air pollution abatement equipment along with a steam turbine generator and other auxiliary systems to produce process steam and power simultaneously.

"We look forward to our association with ABPRL in this initiative that has

the potential to propel India's efforts towards increasing clean energy generation," said Ashish Bhandari, MD & CEO, Thermax.

The scope of supply includes design, engineering, manufacturing, construction and commissioning of the CHP plant. The project will be completed in 20 months.

Sanjay Aggarwal, Managing Director, Fortum, one of our customer partners in the project speaks about the association with Thermax. Here's his testimonial video.
https://www.youtube.com/watch?v=kRDAIO0_vRQ



Work in progress at the customer site

Learning and Development, a customer advantage

In a new successful venture, the Water and Waste Solutions division of Thermax has partnered with its esteemed and long term client, PepsiCo to deliver a training module for the customer's operational team.

The training module on 'SET' (Site Expert Trainer) has been developed jointly by the L&D team of Thermax and subject matter experts from PepsiCo, customised for the client's water treatment plant. The objective of the module is help the operations team from PepsiCo's Africa, Middle East, South Asia (AMESA) division to manage basic O&M and troubleshooting tasks with minimum dependence on the OEM, reduce unplanned

downtime and operating costs, comply with environmental norms and in the process, improve the company's alignment with sustainability.

The programme leverages the collective experience and technological expertise of Thermax in water and waste treatment to deliver a user friendly and interactive step-by-step knowledge repository. After experiencing benefits from the first module, the customer awarded two more projects – extending the existing module (level 1) to some

locations outside India and develop the programme content for level 2.

This is the first time that the L&D expertise of Thermax has been extended to customers. This initiative's success has enabled Thermax to make training a business proposition and position ourselves firmly as knowledge partners in the industry.



atoM - compact sewage recycle plant

atoM's breakthrough with an e-commerce giant

atoM, the most compact sewage recycle plant launched by Thermax's Water and Waste Solutions (WWS) division recently bagged its first major order from an e-commerce giant for its Indian data centre in Hyderabad.

WWS and the Channel Business Group received the order from the customer for a 5 KLD plant to be installed at its premises. The scope of supply comprises a complete pre-fabricated plant, right from the collection to the treated water tank.

The data centre has 110 employees that generate 5,000 litre of wastewater. To ensure optimum water conservation, atoM will be recycling 99% percent of this water that will be reused for applications like campus gardening and toilet flushing water.

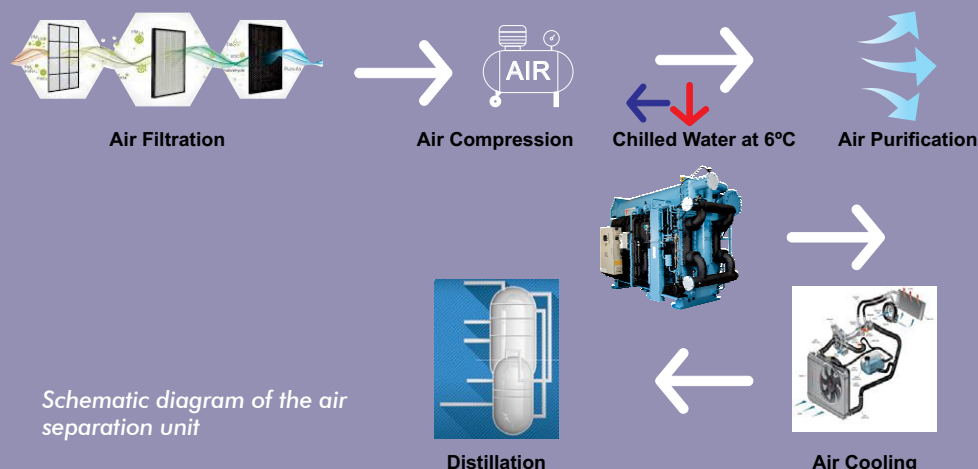
atoM's contemporary design backed by Thermax's comprehensive scope of supply comprising the Care Connect service programme led to the order win. This installation has established a credible reference for Thermax water and waste solutions in the urban segment and opened avenues for partnerships with many new age commercial offices.

Unique gas separation process for India's leading refinery

In a one-of-its kind venture, a leading gas supplier collaborated with Thermax to integrate a 180 TR single effect steam fired absorption chiller with its gas separation unit at one of India's leading refineries. The chiller commissioning resulted in output improvement in the process and enabled the refinery to expedite its supply when the demand for medical gas surged during the pandemic.

In the gas separation unit, filtered air is first compressed to a high pressure. The pressurised air is then cooled to facilitate stripping of CO₂ and water vapour from it. The air then goes through the process of expansion and subsequent distillation to separate liquid Oxygen, Nitrogen, and Argon - the final output needed for industrial and medical purposes.

Originally, the air is cooled in a heat exchanger using cooling water from a washer unit, which uses the resultant dry air from distillation for evaporation. The conventional system was only able to reduce the air temperature to a certain level.



By this unique initiative, Thermax's vapour absorption chiller was installed in between a washer and heat exchanger in series, to the existing washer unit. Incoming cooling water from the washer is now sent to the evaporator of the chiller, which reduces the temperature of cooling water to 6°C. This cooling water then goes to the heat exchanger, where it will remove heat off the air, cooling it to a greater extent. The water is then circulated back to the washer unit, thus completing one cycle.

With this novel way of addressing the challenge, the gas company has not only been able to optimise its output but also enjoy many added benefits such as reliability, CO₂ emissions mitigation, and OPEX reduction to name a few.



Expressions



Since this is my first communication to all the readers in the new year, let me begin by wishing you all a very happy 2021. We are leaving behind a year that will go down in history as one of the most challenging years. But one thing that has left an indelible blemish on humanity is the plight of our migrant labour brought to light by the pandemic. Many of the estimated 270 million informal workforce that form the nation's backbone were left stranded, forcing them to endure miles of travel on foot to seek shelter and their much deserved daily necessities.

Moved by this incident, Anu and I, alongwith a few like minded people decided to learn some more. There was so much out there that we were just not aware of: 85% of the workers are informally employed with no written contracts and they do not have local documentation to establish their identity in the city, making them 'untraceable', 'invisible' and therefore ineligible for public schemes. They have no PDS (Public Distribution System) - hence no ration, no public housing, no public healthcare and no local voting rights. Tuberculosis amongst them is twice the average and they are exposed to grave risks of injury and accidents at work. Nearly half of their small earnings are spent just on food and fuel, the rest is

sent back home to their families. With low wages, they are in constant debt and risk becoming 'bonded'. They are largely from Dalit and Adivasi communities and are also therefore widely victimised based on their caste and class.

All this was pretty shocking – it has always existed – Covid only brought it to the surface. The question we asked ourselves was “what do we allow our cities to become? That of extreme privilege and extreme poverty?” It felt completely wrong. We also thought that before we point a finger elsewhere, why don't we, as corporates, do something concrete - help towards making life more equitable, dignified and humane for our own labour force – be it temporaries or on contract, our contractors' workers at our manufacturing and customer sites; also influencing our ecosystem with our key vendors (who largely depend on us), our channel partners and so on, who are all employers of migrant workers.

While it seems like an ocean to be fathomed, we have made a very modest beginning by partnering with a non-profit organisation, Dasra and joined hands with other like minded corporates viz. Forbes Marshall, Godrej, Cummins, K K Nag and a few others in Mumbai and Gujarat for doing our share to restore the equity of migrant workers. Additionally, Dasra has mobilised the collaboration with Aajeevika Bureau, Jan Sahas and Centre for Social Justice - all NGOs who provide services and support to migrant workers for decades. Together, we have commenced an initiative called

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We kickstarted the SoCo initiative in September last year by first identifying the verticals that needed immediate attention. Construction and manufacturing were chosen as focus sectors. Together we agreed on the core tenets of SoCo - starting with a common minimum undertaking that is legal and that we all hold ourselves accountable to; moving to additional good practices with an industry-focused lens and finally defining a set of parameters that outline 'gold' standard working conditions.

SoCo aspires to cover one million informal workforce spread across the ecosystem of 150 companies in India and have started connecting with 15 in the pilot phase across Pune, Mumbai and Ahmedabad. This is a self driven journey by companies who are committing to ensuring a set of standards for their workforce. The standards are based on desired outcomes which include; living wages for all workers, safety at the workplace and at sites, health and social security cover, grievance redressal mechanism, gender parity in women's work and compensation; linkages of all with entitlements like Aadhar, medical insurance and PF/ESIC. SoCo also resolves to enable workers to participate in the future of work, through upskilling and growth opportunities.

Thermax is one of the four Pune companies that has volunteered and we started with a guided self assessment of our practices with

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thoughtful towards our fellow human beings?
.....

the help of Aajeevika Bureau. We selected our Shirwal factory, a couple of customer sites in Gujarat/Maharashtra and a few vendors in Pune for the SoCo assessment. The SoCo team led by Aajeevika Bureau has made visits to these facilities for detailed one-on-one discussions to identify gaps and opportunities for improving labour practices. In doing so, we flagged off any challenges we were facing so that Aajeevika can help us and the government wherever need be. For example, health insurance of temporary workers is for minimum one year, but they are with us for just six months. Interstate migrant workers have to be given 30 days leave per year plus a travel allowance, but not intra state workers - seems unfair. We have also requested Dasra and Aajeevika to help us understand labour laws in a simplified form to ensure better alignment.

Here I'd like to share with our leaders and all our employees that the idea is not a one upmanship or being ashamed that we haven't done certain things. The purpose is to think about equity, fairness, and dignity of humanity and work towards it - by learning from each other and handholding each other. Not just what's "nice to do" but a win-win.

The world, including India, is becoming so thoughtful towards our environment, which is wonderful - can we become as

thoughtful towards our fellow human beings? This is not an HR/IR exercise, but one that needs to involve all our people, whether in purchase, supply chain, quality, CBG (Channel Business Group), projects in charge, construction, O&M, all our heads of businesses and the leadership team since each one has a role to play. Am very happy that Ashish and a number of our people have already bought into the movement.

Pradeep Bhargava is helping us involve some of our vendor partners across Pune. After we get to a certain point, we will try and influence more companies, industry bodies and academia to join us on this journey (it's obviously completely voluntary). Dasra will also bring in experts to put together case studies to show that responsible businesses are successful businesses in the long run.

Let us commence the new decade with more compassion and concern towards all of humanity.

Please continue to be safe and healthy!

Warmly,

Meher

Up Close

Every line, every word tells you a story

In conversation with Swastika Mukherjee, Nelima Shinde shares her rich professional journey as the legal head of Thermax for 22 years and discusses traits needed to succeed in her domain

There was something new happening all the time that kept me on my toes and I never felt the need to look for other opportunities outside

The complex nature of Thermax's business mandates a vigilant and competent legal support to manoeuvre the nuances of contracts, arbitrations and ultimately sustain a mutually rewarding association with all our business partners. With Nelima at the helm of this function for over 22 years, Thermax has benefitted several times from her expertise, especially her experience of working both on the corporate side as well as court practice.

Nelima recently superannuated from Thermax and is currently serving an extended tenure to ensure a seamless handover to her successor. Speaking of the traits needed in her profession, she explains, "My job is to elicit as much information as possible without intimidating others. For a layperson, the idea of legal proceedings surfaces the thought of being 'grilled' during cross examination at the court and brings jitters, making it more difficult for me to prepare them. In such situations, I believe in gaining the trust and confidence of people I am defending so that they are comfortable sharing, and I can get to the depth of the matter. Also, the legal team should work towards being perceived as an enabler and not a bottleneck." Nelima believes that transparency is the key; if you keep things under the carpet, they are likely to unearth in a legal

proceeding, be it before the courts or in arbitrations. It's also important to be precise, know what to say and when to say it. Those who've worked with Nelima would vouch that she is excellent in drafting contracts and pleadings, not just in terms of writing but also in appreciating evidence and facts and articulating them accordingly.

The knowledge that she gained from active court practice, the Contract Act and the Evidence Act made her understand and inculcate this experience into contract drafting and effective communication.

Beaming with pride, Nelima shares that she has been a part of Thermax's win in most of the litigation during her tenure, purely on merit. "Your story should be so conclusive and strong that there shouldn't be second thoughts about your genuineness and credibility in the eyes of the law." She appreciates the immense support and cooperation received from her colleagues and the cordial relationship with the law firms that she has worked with.

Her functional proficiency is also complemented by the strong value system that she inherited from her father, a revered law professional. Doing things the right way, being diligent, avoiding manipulating people to your advantage have been the lessons integral to her upbringing.

Unfortunately, she lost her parents in quick succession at a very young age. She feels blessed to have found a guardian in her first mentor, the late Advocate Mr. Nanasaheb Karnik and Justice Dilip Karnik (Retd.), who helmed the highly renowned law firm, Advocate Karnik and Karnik Associates based in Pune. She joined them after completing her bachelor's degree in Arts from Fergusson College in Pune with majors in Psychology and Philosophy, where she was the topper of her batch followed by a degree in law and a Diploma in International Business from the Symbiosis Law College.

She spent about seven and a half years with the firm, handling mostly corporate and banking matters before moving into the corporate side with short stints in two companies, followed by Thermax. When asked about the gender diversity in her profession, Nelima recalls that when she started practising, women were typecasted into dealing with family matters such as divorce, child custody, maintenance, testamentary matters, etc. "I am thankful to my seniors, who always pushed me to take up challenging areas in the corporate field. Corporate law is tough as it entails the whole gamut of regulations such as the Contract Act, Evidence Act, Sale of Goods Act, Indian Penal Code, Civil Procedure Code, Criminal Procedure Code, etc., a domain less trodden by women. Being part of a top and highly respected law firm in Pune, I was always

acknowledged and heard among male peers too, and never faced any gender discrimination." On the contrary, she feels that being a woman brings out the inherent attribute of nurturing and protecting people you care about. "I always wanted to ensure that the owners and leaders of Thermax are safeguarded and not hassled by legal issues. It is important to me that the people who are holding this amazing organisation together should have the liberty of focusing on their core work without being bogged down by legal matters."

Her experience with Thermax is no less enriching. "Through my career in the company, I worked with stalwarts in an extremely open culture. I joined the company when Anu was actively involved in the company's operations and have seen the fantastic culture instilled by her and sustained by Meher, Pheroze and all our leaders. I have seen through the turmoil of 2000 and then the turnaround; had the opportunity of handling a host of businesses, comprising both products and projects and managing our presence in multiple geographies. There was something new happening all the time that kept me on my toes and I never felt the need to look for other opportunities outside."

In her advice to the present generation, she feels that they have the urge to move fast, but when it comes to legal matters, one should give it the right amount of time and get into the depth. "When you read any document, try to read

between the lines, else you may miss crucial elements. Every line, every word tells you a story. Listen to it, and it will give you a clue to further course of actions. Detailed scrutiny of communication can help you understand the other party's intentions, which is essential to arrive at an action plan."

Speaking of her plans going ahead, Nelima has lately submerged herself into spirituality and meditation and wishes to spend the rest of her life serving the lesser privileged. "Having lived in a very pragmatic world of laws, I want to develop more compassion towards people and make my journey in this world and beyond more fulfilling."



Round up

Welcome aboard Jasmeet!

"My favourite memory of Thermax goes back ten years when we were in a brainstorming discussion at one of my previous employers. One of the team members who had interned at Thermax was passionately speaking about the people practices and the Thermax culture. It is indeed a pleasure and a matter of pride to be part of this wonderful organisation. I look forward to working with all of you to sustain and grow the rich culture of Thermax and enhance our people competencies as we move ahead with our growth journey," says Jasmeet Bhatia who joined Thermax as Executive Vice President – HR on November

19, 2020. He succeeds Sharad Gangal, who superannuated in December 2020 after a stint of 10.5 years with the company. In addition to HR, Jasmeet will be responsible for Employee Relations, Admin, HSE (Health, Safety & Environment) and Corporate Communications. He is also a member of the Thermax Executive Council.

An MBA in Human Resources from Management Development Institute (MDI) and a Bachelor of Science in Computers from Delhi University, Jasmeet brings with him over 20 years of experience in various facets of people management and expertise in implementing pivotal strategies pertaining to change management, synergistic



Jasmeet Bhatia,
Executive Vice President – HR

industrial relations and building a safe working environment.

Prior to joining Thermax, he was with Carrier Corporation for five years as Director HR, South Asia Pacific. He was also associated with companies like Honeywell India and Valvoline Cummins in HR leadership roles.

Jasmeet is married to Rasneet and has two children Ranvir and Maahira. He enjoys cycling and reading.

Fireside welcomes Jasmeet aboard and wishes him a great journey with Thermax!

Boilers for a tyre supplier

A global tyre manufacturer recently underwent a major capacity expansion at its new manufacturing facility in Sri City, Andhra Pradesh.

This greenfield expansion will result in overall production of 3,000 truck-bus and 15,000 passenger car radial tyres per day.

Typically a tyre manufacturing process requires boilers to supply steam with a quick response time to meet load fluctuations, thereby avoiding rejection of tyres and preventing huge production losses for the customer.

Thermax having a vast experience in such applications has successfully designed, supplied, installed and commissioned the complete boiler system, comprising three units of 14 TPH furnace oil fired Shellmax boilers along with balance of plant, flue gas desulphurisation unit, PLC with SCADA based monitoring and controls.

Shellmax (SM) is a high efficiency packaged smoke tube boiler from Thermax catering to process heating requirement across industries with capacities ranging from 1 TPH to 40 TPH. The customer was satisfied with Thermax's offering and recently awarded a repeat order for a similar sized boiler on an EPC basis for their plant located in Western India.



14 TPH furnace oil fired Shellmax boilers

ROSS to the rescue

In 2012, Salalah Mills Co., a leading flour producer in the Middle East partnered with Thermax for cooling solutions at its plant in Muscat. Satisfied with the chiller's performance, they decided to collaborate with Thermax again and recently procured a 320 TR direct fired absorption chiller. Considering the travel restrictions due to COVID, commissioning the chiller at the site physically was a challenge.

Thermax's ROSS (Remote Online Service Support) made the impossible possible and stepped forward to support the flour company. The technical services team from Thermax took control of the chiller equipment remotely through ROSS. The service expert assisted the commissioning and the gas burner start up by continuously monitoring and providing virtual guidance, which led to a smooth and successful installation and completion with performance qualification tests.

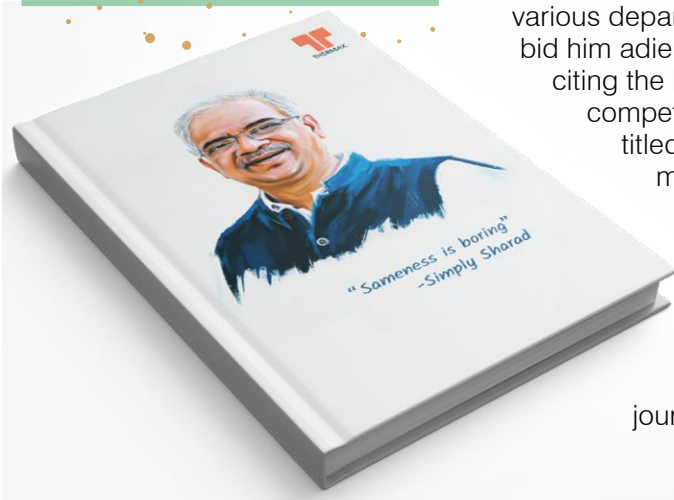
The chiller was successfully put to operation in

320 TR direct fired absorption chiller



the plant. Chilled water generated caters to both process cooling and comfort cooling demands of the plant. It offers air conditioning to the admin block and cooling for pasta production. This advanced technology of ROSS has helped Salalah Mills, and many more customers sustain a hundred per cent productivity in their plants.

Farewell to Sharad



"Disempower self to empower others" was the parting message from Sharad Gangal to Thermax leaders as he superannuated on 31st December after 36 years of contribution to the industry, including a decade with Thermax as Head, People Processes. Starting with senior management, various departments across the company organised functions to bid him adieu. Employees shared experiences of working with him, citing the lasting impression he has created with his knowledge, competence, empathy, and simplicity. A book of memories titled 'Simply Sharad' was presented to Sharad carrying messages from Thermaxians, union leaders and ex-colleagues. Sharad also participated as a guest in Tea Talks, the inhouse chat show of Thermax. Apart from sharing insights, he took up the 'Ask Me Anything' challenge to answer any question from the audience candidly.

Fireside wishes Sharad a healthy and prosperous journey ahead!

Amplifying partnership, accelerating growth

Thermax's Channel Business Group achieved a momentous feat by booking their highest ever quarter despite challenges owing to the pandemic. The team along with their channel partners displayed exemplary hard work and determination to ensure business continuity while addressing customer needs all along.

The team achieved this milestone owing to their meticulous planning and the various growth initiatives that were rolled out. Focussing on key industries that saw growth and seizing every opportunity coming their way with rigour and determination led to this success. The team also proved their mettle by breaking through stiff competition in new geographies

and making inroads for future opportunities; all this while taking utmost safety precautions.

Citing a few noteworthy achievements of the Thermax Channel Associates, Thermodynamics Services, our channel partner from Uttar Pradesh, came up with a unique idea for customer engagement through a selfie contest. Shreeji Inc. from Gujarat along with TPF (Thermax Project Franchise) partner, C & H Engineers supplied a boiler for a leading pharmaceutical company and ensured its erection and commissioning within stringent timelines. The installation was visited by the Prime Minister of India, Mr. Narendra Modi. Micromeg Enterprises Pvt. Ltd. from

Celebrating success with cake cutting



Chandigarh also supplied a boiler for a pharma major and ensured its timely supply and commissioning. Sameer Trading from Nagpur established the presence of our Solar business in the Vidharba (Western Maharashtra) market by bagging a remarkable order from an edible oil major. Our urban segment channel partner, Garv Marketing bagged a crucial order for water and sewage treatment plants that are to be installed at the official complex of India's legislative body.

2020 ends with SPARX

The HR team of Enabling Functions at Thermax organised their annual event 'SPARX – Enabling Functions Got Talent' just before the Christmas eve in 2020. Though physical distancing led to a virtual celebration, the spirit of enjoyment remained indomitable with close to 350 employees participating from Enabling Functions, i.e. Business Technology Group, Corporate Finance, Corporate Health Safety and Environment, Research Technology and Innovation Centre, Corporate Communications,

MD's Office, Corporate Sourcing Group, Facility Management Group, Corporate Field Support Services, Legal and Taxation, Internal Audit and EXIM. Employees showcased their creativity and talent in various forms - solo and group dance performances, *shayari*, singing, drama and poetry competitions. The best performers

were awarded prizes. Kudos to the HR team for sustaining employee engagement platforms through tough times.



#thinkpink

Breast Cancer Awareness Month



October is observed as 'Breast Cancer Awareness Month' worldwide when various campaigns are conducted to draw attention to the need for awareness, early detection and treatment. At Thermax, the Wellness team hosted an educative talk for all women employees with Dr. Shona Nag, Director-Oncology, Sahyadri Group of Hospitals, Pune. The session was incredibly insightful, where Dr. Nag highlighted the concerns around increasing cases in India, the need for regular self as well as clinical examination and early detection to save lives. She also emphasised on the myths around breast cancer and the need for women to overcome the reluctance in discussing comfortably and seeking clarification.

Considering the anxieties around facing uncertain times, Anu Aga and Meher Pudumjee had a warm, interactive session with our women employees, where they chose to speak on the unacceptable yet inevitable topic of 'Death', citing their own journey of coping with the loss of their loved ones. Many of our colleagues also came forward to share their heartfelt stories on the topic.

The fun part of the month was a social media campaign on the theme, #thinkpink where pictures of our women employees dressed in pink were posted on Instagram.

World Mental Health Day

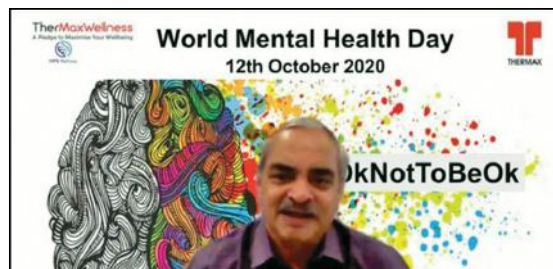
The worries of *Log Kya Kahenge?* have made mental wellbeing a taboo in people's minds, despite the rising number of deaths from it over the years. To address the importance of taking mental health seriously, Thermax organised a session with the theme #ItsOkNotToBeOk on 12th October to observe World Mental Health Day.

Thermax's Wellness team organised a live webinar in which B C Mahesh, EVP and Head of the Power business opened the session. He explained the correlation between mental and physical fitness as well as the overall impact of emotional wellness on our productivity. The talk was followed by an insightful workshop by Dr. C R Desai, Co-Founder, HPS Wellness, MS-ENT and acupressure practitioner on

the 'Secret of Happiness'. He explained simple and easy ways to get the daily 'DOSE' of happiness hormones which are Dopamine, Oxytocin, Serotonin and Endorphins.

At the end of the session, the Wellness team introduced a new feature called 'Emotional Wellbeing' module in the Harmony Wellness app, to preserve a balanced state of mind. The Harmony app was launched in July, supported by our health partner, Health Positioning System (HPS). This comprehensive and user-friendly customisable app

focuses on enhancing employees' health at physical, mental, emotional, and social levels.



B C Mahesh (top) and Dr. Desai sharing their views on mental health

Helping a paper mill write-off pollution

The last issue of Fireside captured the advanced waste to energy solution provided by TBWES to a leading paper mill. They installed a 100 TPD fired boiler at the customer site to combust non-recyclable solid waste (NRSW) in an environment-friendly manner without any support fuel, generating free steam to the paper mill for utility or power.

To ensure that this combustion process does not impact the environment adversely, our Air Pollution Control business developed and installed a flue gas cleaning system (FGCS) at the customer site. FGCS is a one-stop solution that helps the customer comply with both particulate as well as gaseous emission norms while capturing hazardous pollutants that include sulphur dioxide (SO₂), hydrogen chloride (HCl), hydrogen fluoride (HF), dioxins and furans, mercury (Hg) as well as other heavy metals.

These airborne pollutants are generated by firing 100% Non-Recyclable Solid Waste (NRSW) in the fired boiler,



Installation of 100 TPD NRSW fired boiler and flue gas cleaning system

which would be harmful if untreated.

Accelerating its presence into a new 'waste to energy' market in the paper industry, Thermax is coming up with innovative, economical and environmentally friendly solutions to enhance its partnership with customers and provide them with end-to-end solutions.



Aerial view of Heating plant at Savli

Manufacturing operations across industries took a hit due to lockdown enforced by COVID and reduced the scale of production thereafter due to physical distancing norms. This scenario made it challenging

working conditions.

Despite these odds, the Heating plant at Savli not just cleared their backlog built during the lockdown but also ended December by clocking their highest ever production in terms

Heating plant at Savli sprints to highest output!

for plants to scale upto normalcy to meet customer demands while maintaining safe

of RSMH (Revised Standard Man Hours) in a month. Buoyed by a healthy order pipeline, the team's exemplary commitment and resilience led to this achievement.

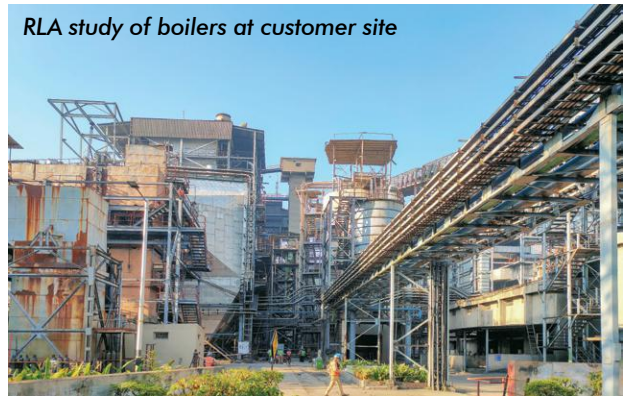
The cross-functional synergy between departments, right from providing inputs on time to delivering the highest manufacturing output, made this achievement possible.

TBWES improves boiler reliability

TBWES received a Remaining Life Analysis (RLA) study order for 1 x 120 MW and 2 x 121 MW boilers from a reputed power plant in Western India. RLA is a health assessment study of boiler pressure parts in shutdown condition. The process helps identify the ongoing condition of pressure parts, and accordingly, re-inspection or replacement work is scheduled to prevent it from unwanted or forced outages. The customer chose TBWES for its expertise in conducting RLA for boilers of any make and fuel type. They were also satisfied with the team's accurate recommendations provided in the earlier assessments of these boilers.

This assignment's scope involved the use of ten different on-site conventional and advanced non-destructive and metallurgical testing like magnetic particle, ultrasonic

RLA study of boilers at customer site



method, in-situ metallography for microstructure examination, cut tube sample laboratory and destructive testing, among others. Testing was also conducted on the boiler components such as feed pipelines and steam pipelines connecting to the turbine.

The assessment of the boilers have been completed to the satisfaction of the customer and their appointed consultant.

Thermax Safety App in a new avatar

Launched in 2017, the Thermax safety app has helped employees record and report safety observations, near misses and incidents promptly across locations, making it a popular application over time. Recently the BTG (Business Technology Group) and HSE (Health, Safety and Environment) team worked on enhancing the functionalities of the app and launched a revamped version.

The new 'Safety App' extends the scope to include Health and Environment related reporting and documents in line with the company's OHSE requirement. Both website and mobile (android) versions can now be accessed by third party employees, FTCs, etc., with restricted access. While earlier, the app only allowed reporting, this enhanced version aids the safety team to manage users by granting access, assigning roles, and adding new categories to gather information from users. An advanced and dynamic dashboard facilitates the managing team to access more transparent, accurate, simple and handy data, saving the time from reporting to closure by 25-30%. Further, insights into data filtered by region, location, business,

division and date, along with the frequency of occurrence and heat maps, help in taking focussed actions specific to scenarios.

This feature-loaded app has led to a surge in users from 2,100 to 3,400 in just three months since its launch. The reporting has also improved significantly with options to upload images and supporting documents and send out follow-up emails through the app directly.



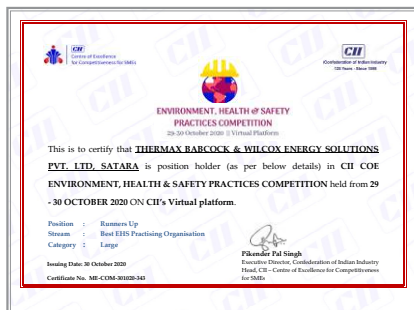
AWARDS & ACCOLADES

Award in OHSE

Thermax Babcock and Wilcox Energy Solutions (TBWES) Shirwal factory won a runner up position in the 'Environment, Health & Safety Practices' competition

organised by CII - Centre of Excellence for Competitiveness. The team received this award in the 'Best EHS Practising Organisation' category.

TBWES was recognised for implementing the best HSE practices in Shirwal factory such as emission free transport within the premises, zero discharge facility, kitchen waste vermi culture composting, water conservation projects, rain water harvesting and ensured the safety of employees and their families during the pandemic situation.



Recognition from BPCL

The TBWES Services SBU received an award for 'Best on time performance supplies for Kochi refinery' in December 2020 from Bharat Petroleum Corporation Limited. The team received the award for the project involving supply and assembly of revamped 70 TPH and 8.1 TPH waste heat recovery boilers at the customer's plant during lockdown. Supplying these components on time was crucial for the customer as they were experiencing repetitive failure and maintenance issues in the existing equipment supplied by competitors. The award ceremony was conducted live on the theme 'Resilience in Procurement for Atmanirbhar Bharat' and over 100 premium vendors and company representatives were invited.

Fireside wins

Thermax's house magazine Fireside won bronze in the 'Internal Magazine' category at the 59th annual awards ceremony of

Association of Business Communicators of India (ABCI).

ABCI is India's largest non-profit organisation for business communication professionals since 1957 and annually applauds brands for their exemplary work in the field of communication.

Fireside emerged as a winner, competing with 1,250 entries from 89 corporates, banks and PSUs under various categories.

*Corporate Communications team
with Jasmeet Bhatia*



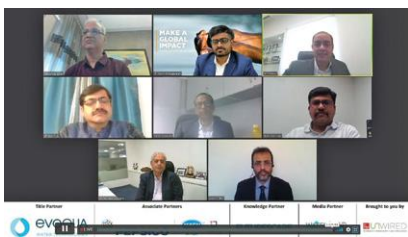
Excellence in automation

TBWES has bagged an award in the 'Capacity & Productivity Improvement' category at CII (Confederation of Indian Industry) National Competition on Low-Cost Automation for showcasing its capabilities in the automation of engineering drawings.



ET Water Conclave

Bill Shukla, Environment segment head, Thermax was invited as a panellist at The Economic Times Water Conclave, a virtual roundtable discussion on 'Industrial Dynamics of Water Innovation: Towards Sustainable Use and Management', held in December 2020. Bill and other industry leaders shared their views on how companies should adopt the latest innovations and technologies to fight water crisis and ensure sustainable business. Citing an example, Bill shared the success story of how Thermax has helped a food giant in India to save 50% of its freshwater intake through decentralised recycling systems. Over 1,000 participants attended the conclave.



IIT Bombay Techfest

Thermax was invited at the IIT Bombay Techfest to showcase a live virtual tour of its state-of-the-art vapour absorption machines manufacturing facility at Sri City, Andhra Pradesh. Over 350 students from core engineering streams at IIT Bombay, incoming trainees and apprentices of batch 2020 attended the event. Sharad Gangal and Thermax's Absorption Cooling team facilitated the tour, explaining the plant's modern infrastructure, automated processes, skilled personnel and environment friendly practices, that result in high quality products for customers. The session was highly engaging and received appreciation from students, especially since Thermax was the first company to facilitate a virtual factory visit at the Techfest.



International Water Conference, USA

International Water Conference (IWC) is an annual event in the US dedicated to advancing developments in the treatment, use and reuse of water for industrial and other engineering purposes. At the expo held virtually in November 2020, Thermax Inc., our US-based subsidiary, showcased Tulsion® ion exchange resins specialty applications while highlighting Thermax's manufacturing capabilities and technical expertise. The expo helped the US Chemical team network with potential customers comprising water industry leaders and large OEMs, besides building brand awareness and gaining insights into trending technologies worldwide.



CEMCON 2020



'Digital Trends in Construction' was the theme of CEMCOM 2020, organised by India Concrete Institute (Pune Center) that saw participation from companies focusing on high-end technologies to survey, monitor as well as reinstate construction assets' structural health and service life.

The Construction Chemicals business of Thermax participated at the event, showcasing its entire range of products, including repairs and rehabilitation, industrial flooring and waterproofing. Over 500 visitors visited Thermax's exhibitor page, of which close to 100 key influencers registered for further discussion.

Limelight

Meenal gets a PhD degree

Meenal



Meenal Rao, Group HR Head, Thermax, completed her PhD from Savitribai Phule University, Pune. Her research was on the topic - 'Assessment of Performance of Expatriates working in selected MNCs in Pune: A Critical Study', focusing on factors that influence expatriates' contextual performance while working in Pune. Meenal chose this topic as she found it unexplored, yet pertinent going forward, given the surge in the number of multinational companies entering Pune. She believes that this research would benefit organisations to better understand and manage expatriates in the long run. She shared that the PhD degree was always on her radar, inspired by a lineage of doctorates in her family.

Going forward, Meenal would also like to research women expatriate management, focusing on the impact of cross-cultural adjustment on women expats working in Pune.

To unwind, Meenal likes to cook or work out or go for a long walk.



Maithili

Maithili completes MBBS

Maithili Puranik, daughter of Eknath Puranik from WWS division, successfully cleared her MBBS exam from Smolensk State Medical University, Russia.

As per the norms for medical practice in India, Maithili has also cleared the Foreign Medical Graduates Examination, a licensure examination conducted by the National Board of Examinations for Indian citizens or overseas citizens of Indian origin who have acquired a primary medical degree abroad. She will be pursuing her internship for a period of one year in Sasoon Hospital, Pune. She also has plans to do her post-graduation after the internship programme.

Maithili enjoys reading and writing during her leisure time.



Raviraj

Raviraj achieves PMP certification

Raviraj Gaikwad from TBWES recently completed the Project Management Professional (PMP) certification from the Project Management

Institute (PMI).

PMP is a globally recognised certificate awarded for demonstrating proficient skills in project management. To obtain the certificate individuals have to clear the examination and submit a project sample, including technical and commercial details.

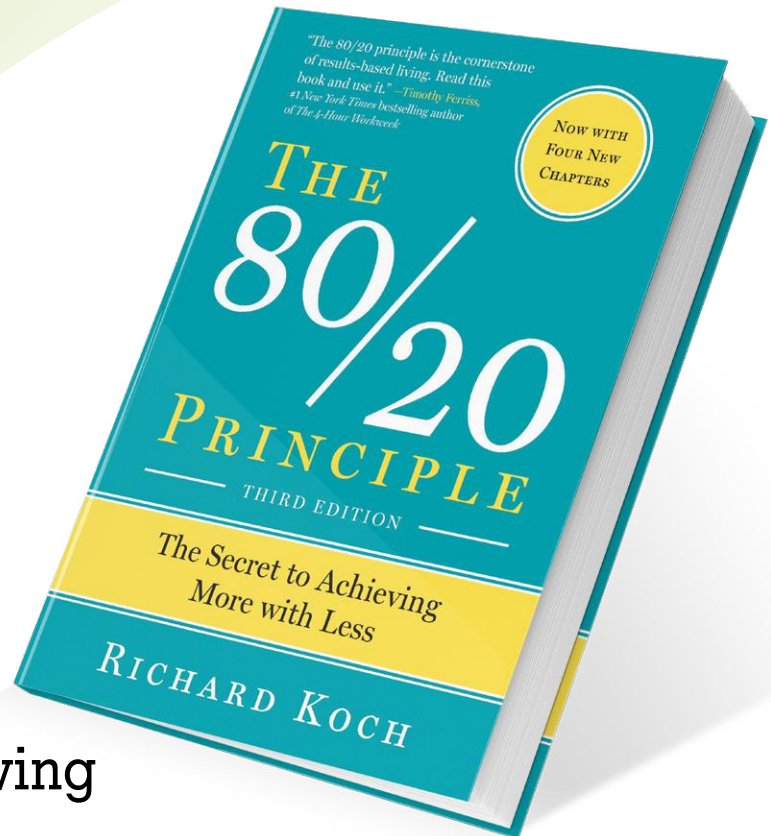
Raviraj is heading the planning department of TBWES in Shirwal factory and has been associated with Thermax for fourteen years.

Signposts

The 80/20 Principle

– The Secret to Achieving More with Less

Author – Richard Koch



The 80/20 principle is not new. The empirical law was first postulated in 1897 by Italian economist Vilfredo Pareto. The law explores the idea that there is an inbuilt imbalance that exists between inputs and outputs, or causes and results. In this thought-provoking book, Richard Koch takes a deep dive into introducing this principle and how it can help us in furthering our career, as well as our day-to-day lives, using the rule of 80/20.

The 80/20 principle

The 80/20 relationship emanates from patterns that we can observe around us, which shows that 80% of all outputs are derived from 20% of inputs. Statistical studies have observed that 20% of products usually account for 80% of the revenue earned by a business. The law extends to the internal combustion engine, where studies have proved that 80% of the energy created by combustion within the engine gets wasted and only 20% is used to propel the

vehicle. This 20% generates 100% of the output.

Pareto was a 19th-century economist who was studying the patterns of wealth and income in England at the time. He found that income and wealth ended up in the hands of a minority of the entire population. He established a mathematical relationship between the proportions of these people and found that 20% of the entire population enjoyed 80% of the wealth. Digging deeper, he further discovered that 10% of

the population held 65% of the nation's wealth.

Juran's law of the vital few

But, how did this statistical economic principle enter management sciences? Let us now fast forward to the 20th century. Joseph Juran is popularly known as the man behind the quality revolution of the 1950s. He established the Pareto principle, otherwise known as the rule of the vital few. In 1924,

when Juran was working for an American manufacturing giant called Western Electric, he used the 80/20 principle, along with other statistical methods to detect quality faults within the company's manufacturing systems. He published a book called 'The Quality Control Handbook' in 1951, where he exemplified the Pareto principle as one of the great tools for quality management. However, as no American industrialist was interested in his theories, he went to Japan in 1953 and introduced the Japanese to his methods and ideas. By 1970, the Japanese quality revolution had transformed the country's industry and Japanese goods became a serious threat to the US industry. It was only then that the world woke up and started taking notice of Juran's contribution to the Japanese industry and the success of the 80/20 principle. IBM was one of the earliest companies to implement the rule of 80/20 when they discovered that their machines frequently accessed only 20% of the operating code. The code was rewritten to make the machines faster and competitive.

Why does the 80/20 principle work?

The 80/20 principle and chaos theory both work on the assumption that our universe is non-linear and imbalanced. It is not within our power to rectify this imbalance. However, we can

observe certain phenomena and identify these forces as important. Chaos theory introduces us to the concept of feedback loops that can greatly multiply small influences to produce unexpectedly high results. A simple example could be to observe goldfish inside a pool. At the time of introduction, all the goldfish may have been roughly around the same size. However, we can observe that those that are slightly bigger grow very quickly and assume gigantic proportions. So, the slight initial advantages of stronger propulsion and somewhat larger mouths enable them to capture disproportionate amounts of food and grow quickly. For everything, there is a tipping point. When a new product is introduced into the market, a great deal of effort often generates small amounts of results. However, if the new product can sustain in the market, it will eventually cross an invisible line called the tipping point. From here onwards, small amounts of additional efforts can generate huge returns.

80/20 thinking

The book delves deep into how this principle can be applied. Often, a business would find that 20 products out of 100 contribute to 80% of all profits. Further inspection might reveal that one product brings in 20% of the total profits. Therefore, it becomes imperative for this company to act on this information and

start focusing on those specific products. It isn't necessary that this relationship may always be 80/20. It could be 70/30 or 90/10. The point is that there is always an imbalance. Very rarely, if at all, would we encounter a situation where 50% of efforts are leading up to 100% of results.

We can then use these studies of imbalance and apply them to anything of importance to us. If a company discovers that 20% of its customers contributed 80% of the profits, then it is smarter to invest more effort in keeping these customers happy to acquire repeat business from them. To apply the principle in our daily lives, it is more important to spot the few things that are important in our lives and ignore the other unimportant things. This is known as 80/20 thinking and teaches us to become more effective by not missing the woods for the trees.

The underground cult

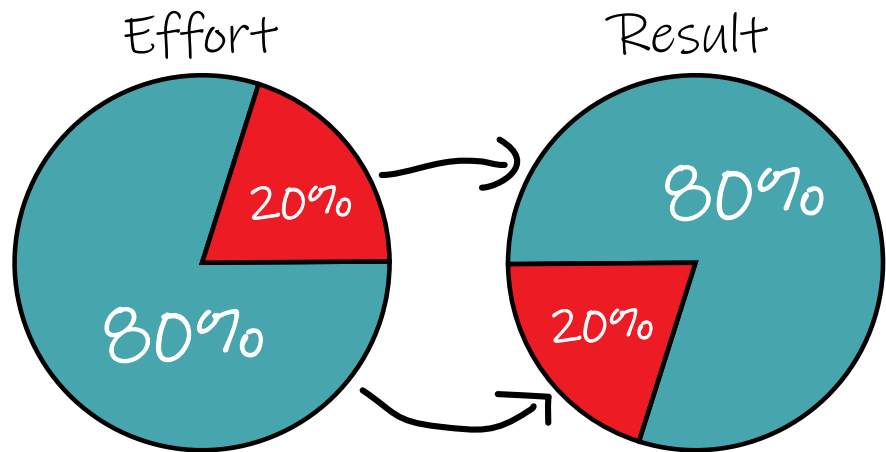
While many organisations have achieved success by using the 80/20 principle, in reality, it has remained underrated and an unheard-of concept. The quality revolution that swept across the world from the 1950s to the 1990s transformed not just the quality of consumer goods, but its value to our lives. As companies moved towards achieving zero defects, greater importance was given to the Pareto principle. The second wave came in the 1990s. This

was the information revolution. Once again, the 80/20 principle came to the forefront and assisted organisations to deploy and direct their resources intelligently. It allowed the 'doers' in a company to add tremendous value for their key customers.

But, why is the 80/20 principle so effective in the world of business?

- By using the Pareto principle, businesses can now operate in selective markets where they make the most money with the least effort.
- It is also possible for organisations to increase their economic surplus to a greater degree simply by focusing on the most profitable customer segments. An 80/20 analysis can help identify these segments.
- Companies can also derive greater productivity from their workforce by identifying and rewarding people whose efforts bring in the lion's share of the revenues.

In 2005, Ford Motor Co famously reduced its vendor base of strategic suppliers to almost half. The suppliers who were retained were rewarded with longer-term contracts and assistance from Ford to grow their businesses. The author also talks about another case study where Corning performed a similar exercise using the 80/20 principle in the US. The result



surprisingly created something called the 50/5 principle. Corning found out that 50% of their company's customers, products, components and suppliers added less than, or equal to only 5% of revenues and profits. So, they reduced the complexity of their business by tapering off these non-performing areas.

We are now introduced to the five rules for decision-making, using the 80/20 principle.

- **Rule 1** states that not all decisions are important. Therefore, smart managers will focus on the important decisions at hand and may delegate others to members of the team.
- **Rule 2** the most important decisions are made by default. The author states that intuition and insight to ask the right questions lie at the heart of the solution. For example, we may have found out that the company is unintentionally providing a service to customers, which they appreciate greatly. Or, in a different situation, the competition may have created a product that we believe

is wrongly conceived, but suddenly, we find that we are losing market share due to this product. An apt example would be the typewriter manufacturing company Remington, who failed to assess the threat to their product by the new generation personal computers released into the market at the time.

- **Rule 3** of decision making states that we must gather 80% of the data and perform 80% of the analysis in the first 20% of the time available. Following this action, we need to make a decision 100% of the time, and we must decisively state that we were 100% confident that the decision was right. The author describes this rule of decision making as the 80/20/100/100 rule.
- **Rule 4** states that if our decision isn't working, we need to change our mind early rather than late.
- **Rule 5** Finally, if something is working, we need to double and redouble our focus on it. Venture capitalists usually follow this principle when funding start-up companies.

Work less, earn and enjoy more

As the book unfolds, it takes us away from the world of corporations, business decisions and resource planning to explore how the 80/20 principle can set us free. This requires us to reflect on ourselves and the world around us.

The 80/20 theory asks us to work smarter not harder. Achievement, therefore, becomes a by-product. The real purpose of simplifying your life and focusing on the vital few is to be joyful and seek future happiness. If you think about it, the minimalistic approach of allocating only 20% of all resources to achieve success allows you to climb even higher, once a particular set of goals have been reached.

80/20 thinking is also non-linear. Since nothing is inevitable, or the result of a single cause, you learn to recognise that everything is imbalanced. Therefore, you can create conditions that are ideal

If a company discovers that 20% of its customers contributed 80% of the profits, then it is smarter to invest more effort in keeping these customers happy to acquire repeat business from them.

for achieving what you want. We needn't join the rat race. It is possible to apply 80/20 thinking and be intuitive while being relaxed.

The time revolution

Many people we see around us are always struggling to manage time. However, the 80/20 principle helps us move away from this into a different paradigm.

- 80% of all success is achieved by devoting 20% of time to it
- 80% of happiness and satisfaction can also be experienced in 20% of our lives

Therefore, if we believe that our time is unbalanced, a revolution is required to rectify the situation. By following the 80/20 principle, we are able to double our focus on the time spent in performing the top 20% of our activities. This, in turn, helps us achieve 60% better results than what we are getting now. So, when we segment our time in this manner and use it to improve our productivity, we have more time for self-learning, pursuing better relationships and adding value to ourselves.

The author gives us examples of low-value uses of time. These include performing tasks that other people want us to do, doing things that we are not good at doing or don't enjoy, taking double the time to perform a task than planned, and even answering the telephone. Valuable uses of time, on the other hand, are categorised as things that call on our creativity, things

that we have a genuine interest in doing, and innovative ways of performing tasks by reducing the time required and increasing the productivity. Once we apply the 80/20 ratio, we can identify these tasks easily.

You can always get what you want

The 80/20 principle teaches us how to get what we want out of our lives. It teaches us to identify the situations in our life where we can get the most amount of happiness. Then, we can have a better set of choices and choose wisely.

The money monster

The author also guides us on how to employ the 80/20 principle in the way we manage our money. For example, he says that we can apply the Pareto principle in making our investment decisions in the stock market, or different asset classes. Additionally, having applied the 80/20 principle to the way we work is likely to get us more success and more money.

Intelligent and lazy

The author tells us that achieving success is all about simulating and deploying lazy intelligence. But, what does the term 'lazy intelligence' mean? It simply means using the 80/20 principle to make smart choices about what we work on, how we do it, when we do it and how we bring in success. For example, becoming self-employed early in your career,

outsourcing everything except your core skill and choosing a niche where you can excel.

The habits of happiness

According to the 80/20 theory, 80% of happiness is experienced and enjoyed by us during 20% of our lives. This allows us to identify the times when we are most happy and we can try to increase this span of time. Also, by doing this we are also able to identify the times when we are unhappy. We can work on a practical strategy to reduce this. Emotional intelligence is an essential prerequisite of happiness. This attribute can be acquired and cultivated.

Your hidden friend

The hidden friend is, of course, our mind. We need to realise that our subconscious mind is programmed to think 80/20. Indeed, our subconscious minds produce great results with little or no conscious effort. In the last chapter in this part of the book, the author discusses how to manage our subconscious minds and receive maximum benefit.

The 80/20 future

A part of the book discusses how we can use the Pareto principle going forward. Here, the author discusses how we can build networks while working with the 80/20 principle. Networks can be virtual, or face-to-face. So, the social media platforms that

The 80/20 theory asks us to work smarter not harder. Achievement, therefore, becomes a by-product.

we use are a part of our virtual network. Similarly, each of us may also have a professional network and a personal one. By using the 80/20 principle, we can derive greater benefit from our networks, which can help us improve our professional and personal lives.

When 80/20 becomes 90/10

Elaborating more on the subject, the author discusses how the business landscape has changed in recent years. He describes how the concept of adding value to the business through a 'value chain' pipeline is fast changing. Networks and platforms are taking over. The pipeline still supports the new paradigm in the form of a backbone. However, platforms and connecting networks are new ways of doing business. These platforms and networks follow an 80/20 model, so we need to adapt to the system if we want to achieve a greater level of success through these platforms.

Your place in the 80/20 future

As the book draws to a close, the

author talks about the future of the industry and how rewarding it would be for people who wish to follow the 80/20 principle. For those who can create more with little and make optimal use of the mental and intellectual capabilities, it will indeed be a worthwhile world to flourish in. Combinations of certain personal attributes such as individualism and sociability are likely to act as a catalyst in this transformation.

The principle revisited

In the last and final part of the book, the author talks about the two dimensions of the Pareto principle. In many ways, he says, they are opposing dimensions. Of course, there is the dimension of efficiency, which requires a 20% approach. Again, there is a life-enhancing dimension. This is the part that benefits us most, and we need to make this happen by employing a 200% or even a 2000% approach.

In conclusion

Richard Koch's book lends a refreshing new perspective on the 80/20 principle. The interesting bit is how he manages to pull the theme out-of-the-box and apply it to an individual's life as a whole. This new dimension makes you want to apply it to your own professional and personal life, use it as a tool for self-development and self-efficiency.

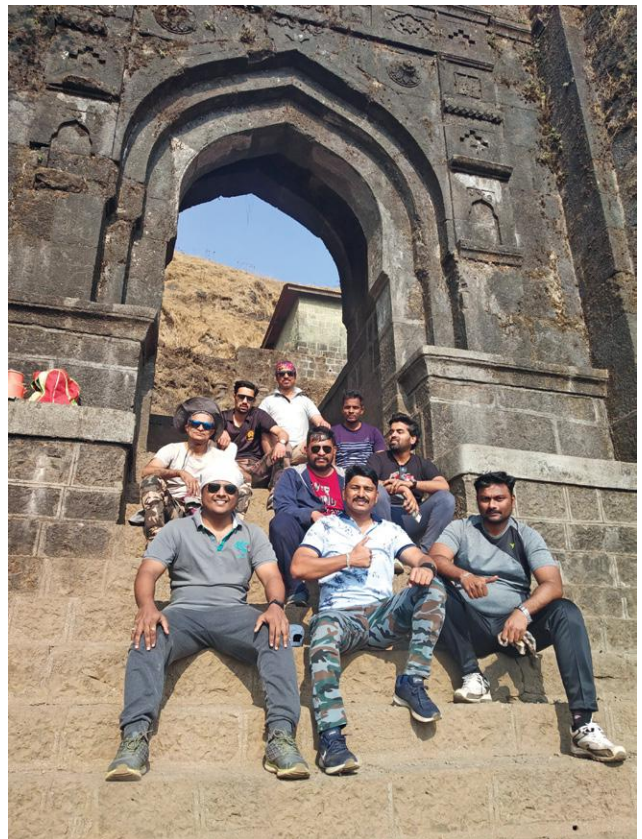
Fitness for self and environment too



The trekking trips are planned well in advance, and there is a routine that the group follows. All activities are well orchestrated to derive positive fitness results while taking necessary health and safety precautions. We keep it simple so that people of all ages and abilities can participate. After sweating it out throughout the day, we feel energised and revitalised by the end of it. Activities like trekking are known to have tremendous health benefits. The climbing activity and the long and arduous walking routine provides a complete workout for every part of the body while increasing blood circulation and oxygen levels. This typically results in overall improved fitness, reduced stress and better

cardiovascular strength.

But, apart from this, trekking improves a person's social skills as well as management skills. If you're wondering what trekking has to do with management, think again! The activity requires planning, leadership, setting targets and organising schedules. It also teaches you how to adapt





to change and develops your mental strength. When the team succeeds in overcoming hurdles and attaining a goal, everyone celebrates. The confidence of the team is boosted. Are these not management skills?

The trek is a voluntary programme and this time we decided to do it differently, keeping in mind the wellbeing of our surroundings. Rajgad is one of the most beautiful places for trekking in Maharashtra. It is situated at an altitude of 4,514 ft near Pune. It is known as the 'king of forts', and a historical heritage site, owing to its importance during the heyday of the Maratha Empire. But unfortunately, every time we trek, it is shameful to see how people continue to defile this monument by dumping the trash.

So, here's what we did! After the climb to Rajgad fort, we cooled down a bit and then started cleaning the area that has been fouled by the irresponsible disposal of trash and plastic bottles. We divided ourselves into two groups to collect waste lying at the fort. This activity took us 4 to 5 hours, and we collected almost 2000 empty water bottles in a bio-degradable waste bag for disposal. Being Thermaxians, we wanted to live up to our brand promise of 'Conserving Resources, Preserving the Future' and decided that we should try to make a positive change.

Cleaning the fort gave us a lot of satisfaction. We were now happy that we had managed to care for a small part of our beautiful planet. Hence, we have now pledged to clean the environment

whenever we plan for any treks or camping trips. But, we are not the only ones. I am sure that there are many of you out there, who would be willing to come forward and join hands with us to conserve nature.

Earlier, trekking for us was only a recreational activity. Now our objective has changed. For our upcoming treks, we plan to get in touch with like-minded organisations with whom we can initiate a cleanliness drive, trees plantation, social awareness and fort

preservation in and around the forts in Pune.



– **Abid Inamdar**
(TBWES)



Documents to Digitisation – journey of less than a year

Those were the last ten days of the last financial year – a time when Thermaxians or for that matter, any organisation is busy accelerating their order completion to achieve their yearly goals. Here, in the corporate EXIM team, although we didn't have any orders to complete, we were busy in devising ways and means to support businesses with processes.

Come 23rd March 2020, COVID 19 enforced a nationwide lockdown in India. Being a division relying heavily on physical documents and paperwork, we were marooned at home with no access to even laptops/desktops for many of us. Movement of shipment stopped all of a sudden owing to the lockdown. Consignments were stalled at ports, at the factory and even en-route to port. Physical documents, the lifeline of any shipment, were in office or with vendors and we were falling short on commitments.

Hard times are only the other side of good times. Hard times extract

the best out of us. Being a supplier to essential goods and services based customers, chemical plants soon resumed their operations. Ensuring social distancing, they began to work on completing their backlogs of pending shipments. The other divisions too resumed work progressively. This unprecedented situation fuelled the need for a document heavy division like ours to move to a digital platform.

Thankfully, the Government of India soon came up with the solution of converting hard copies of documents such as shipping bills and bills of entry to a digital document linked to RBI (Reserve Bank of India). Registration on the customs portal enabled the exporter to also receive a copy. We started receiving emails regularly of all shipments being cleared at customs. Our team worked together to organise and access these documents seamlessly by using Office 365 features.

But we also needed the invoice, packing list, and other supporting documents which were lying in the office. These documents were not only needed for on-going shipments but also for past shipments from a compliance perspective to close out the EDPMS (Export Data Processing and Monitoring System) and link payments to bank accounts. We did have scanned copies of documents for the last 10 years but they all were stored on one desktop computer in the office. With no access to hard copies of documents, communication with the bank related to payments was becoming challenging.

The Corp EXIM team had to urgently ensure that all documents are available at all times with anyone requiring it. In the month of June, an online repository by way of Sharepoint drive was created to store all export documents, import documents and current contract copies with access provided to all. But the import documents were not available in a scanned format. So



we signed up a vendor in November 2020 and now import documents too will be available to any team member requiring it.

Since all the data was moved on to the cloud, easy accessibility enabled us to create a dashboard to view the progress of the divisions over the year using POWER BI. One could see the number of shipments done, the trade lanes used, the geographic distribution of customers and even the top clearing agents that have been used.

SCM BIZConnect, a platform for conducting auctions was being used in the Heating BU and they had benefited a lot from it by holding smaller auctions for upcoming and on-going shipments. Since the pandemic started, other divisions too adopted it and have slowly begun reaping benefits from the application.

The pandemic also helped us revisit our processes and adopt more efficient ways of working. One major improvement brought about by the team was tying up with directly with a major shipping line to avail better rates instead of going through a forwarder. Initially we were sceptical about proceeding directly with a huge shipping company as they are known to have highly standardised processes, and considering our kind of shipment, they may not be flexible to accommodate any special requirement. But through our initial meetings with them, we realised that they too have evolved and become more cognisant of changing

customer needs.

They were ready to agree to our terms and credit rates and we took a chance with this new venture.

The Cooling division in Sri City made the most of the contract with the shipping line. Here we would like to share a success story. One shipment in particular, due to its weight and dimension, was suggested to be moved in break-bulk mode, but the shipping line was confident that it could move in containerised mode. They got special permission from all trans-shipment ports for loading and unloading of the cargo destined for Puerto Rico. Due to the height of the bulky cargo, it was not possible to move it directly to the port on a regular trailer. Two special low bed trailers were procured for ease of movement of the cargo from the Sri City plant to the Katupalli port. The low bed trailers were required as overhead high tension electric cables would have restricted the units' movement. With the help of the Cooling team's expertise, both the chiller units were safely escorted and loaded in containerised mode just in time to meet its sailing schedule.

In a way, the pandemic proved to be a boon in the long run. Goals

and targets which would have taken longer to achieve had the situation been normal, were fast forwarded due to it. There have been many more achievements with restricted resources but we made the best of it. The pandemic pushed us to make digitalisation a big success and a benchmark for the coming years as well.



– **Rahul Hoare**
(Corp EXIM)



– **Kanika Agarwal**
(Corp EXIM)

Slice of Life



Standing 'out of the crowd' for love

For the Valentine's Day that just went by, Mark Rofe, a 30-year-old from the US, in an attempt to find himself a date decided to pay a lumpsum of £425 or 40 thousand rupees for a huge billboard to advertise himself that he is single on a busy road in Manchester.

The billboard, which is on Fairfield Street, shows a picture of Mark lounging on his side and points with the question, 'Single? 'Date Mark', This could be the sign you've been waiting for and an address of his dating website, DatingMark.

The 30-year-old from Sheffield who is hopeful of finding the right woman in his life said, "I've had more than 100 people get in touch. Unfortunately, half are men but I'm still very flattered."

Rofe, who has been single for a year, said he bought the giant billboard to stand out from the crowd.

Source: News Nation Bureau

Caption This! Photo Contest



(Image courtesy: Vijayananthan ASN, Power division-MPP, Thermax)

Be creative and quirky, and think of the best caption possible for this pic! The contest is open for all and the winner will be announced in our next Fireside issue when we post another new pic! Judging is based completely on creativity.

Hurry up and send in your entries to corporate.communications@thermaxglobal.com

Last date: 12 March 2020

Winner of the last content: Avinash Bhusanurmah, WWS
Caption: I am revolutionary invention and I am engineered!!!

And this pun picture



"And you say we paid the agency how much for this slogan?"

Source: Reader's Digest

First live webinar on LinkedIn



The most popular professional networking platform, LinkedIn has a feature of allowing company profiles to stream live webinars that is broadcasted to their followers and anyone on LinkedIn who registers for the event. Companies are given this access after a thorough evaluation of their follower base and quality of content.

Thermax recently acquired this feature, following which we piloted with a LinkedIn live event on the

topic 'Optimising Flowability in Oil Production and Transportation' hosted by the Chemical division. Mahesh Deshpande, technical expert from R&D, Chemicals, delivered a presentation on challenges in handling crude oil and Thermax solutions such as wax treatment to improve its flowability and cost effectively. This first live event hosted by Thermax received an encouraging response with potential customers from oil refineries and

chemical manufacturers across India, South East Asia and Middle East regions.

Click here to view the recording

To host a live webinar on the Thermax page and reach out to a follower base of 300,000, please contact Corporate Communications.



Unleashing employee potential

The progressive people culture at Thermax with an impetus for growth has enabled many of our employees to rise through the ranks and assume critical leadership and senior management positions over the years. We have recently formalised a policy on Talent Mobility to bring structure and speed around cross-pollination of talent within the organisation through varied career opportunities. The policy encourages employees identified as talent to look for lateral or vertical shifts after completing a certain tenure in a particular role and take up positions that will augment and diversify their existing potential. It will also allow managers to adopt robust processes for managing their people movement while gaining from multifaceted talent.

To encourage managers and individual contributors to adopt Talent Mobility, the HR team has initiated a blog series, bringing to the fore success stories of employees across levels. The blog series is now available on the Thermaxglobal website. Visit the '**Employees Stories**' section of the website to read the blogs.

The Festive Season

It's that time of year when festivals galore, starting with Navratri, followed by Diwali and Christmas. Like every year, this issue of Fireside captures glimpses of all the fun that Thermaxians had, but with a virtual flavour and keeping COVID guidelines in mind.



Dussehra celebration at Energy House



Swapnaja, daughter of KB Pisal from Enviro division, decorated her house with beautiful rangoli and diyas



Our employees' kids built forts in their homes for the Mud Fort Making competition organised by Thermax's EBU HR team on the occasion of Diwali



For Navratri, employees wore traditional attire and shared their selfies for '9 days 9 selfies' contest



Santa posing for a click with our employees during Christmas