

# ***Fi*RE*Si*DE**

**The House Magazine of the Thermax Group Volume 51 No. 1 January - March 2021**









## About the Cover

*There could be times when everything seems frozen but one must remember the cycle of seasons is inevitable. Let us bank on the hope that soon there will be sunshine to thaw the frost of sufferings and set the world free, restoring its lost momentum with a newfound wisdom.*

*Photo by Amit Choudhary (TBWES)*

## **BACK COVER** **Introducing Thermax's New Safety and Environment Oath**

## *Comment*

 We isolate now  
so when we gather again,  
no one is missing.   
– Anonymous

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# What's New?

## The 'cool' buz(s) in town



**A**t the heart of the rapid advancement in automobile technology is the thrust on making vehicles more fuel efficient from both economic and environment perspective. Given the forte of Thermax in waste heat recovery, the RTIC (Research, Technology and Innovation Centre) team invested years of effort and resources in deploying absorption technology utilising automobile engine exhaust heat, which has now fructified into commercialisation.

RTIC team has developed a first-of-a-kind T-HVAC (Thermal Heating, Ventilation, and Air Conditioning) product for mobility application that was tested and validated on bus applications with leading Indian brands.

T-HVAC provides total cost of ownership benefits by saving fuel, hence lowering pollution and contributing to a greener environment.

As a next step, a European coach bus application was developed and demonstrated in Germany. Our T-HVAC unit was integrated with a 5-star premium coach. The unit is designed to meet extreme climate demands with features of providing heating in winter along with cooling during summer.

This T-HVAC integrated premium bus has met the stringent homologation and roadworthiness requirements that allows for this technology adoption in the entire European Union. This is a major milestone achieved towards our technology demonstration and commercialisation strategy for the global markets in the near future.





# Thermax fuel cells find place in India's defence milestone



3D model of fuel cell AIP system

It was a proud moment for all Thermaxians when we were recently in news for being a part of India's home grown Air Independent Propulsion (AIP) system, slated to significantly enhance the operational effectiveness of submarines.

The RTIC team of Thermax has been working hand in hand with India's Defence Research and Development Organisation (DRDO) for the last few years in their ambitious programme of building indigenous AIP for Scorpene class submarines of Indian Navy. Thermax has supplied fuel cell stacks for the AIP which underwent various stages of rigorous operation trials to successfully prove their

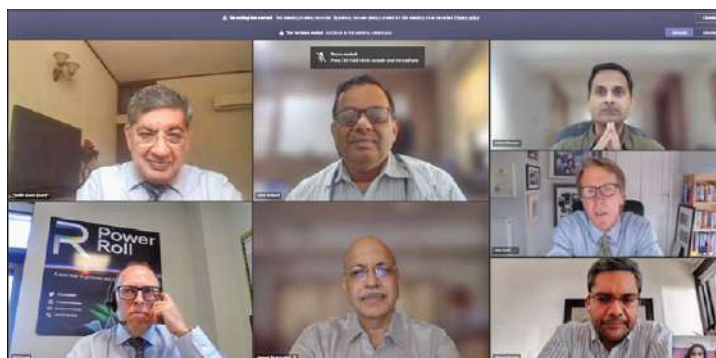
performance as per NSQR (Naval Staff Quality Requirements). The last and crucial milestone in the programme was demonstration of land based prototype to Indian Navy which took place on 8<sup>th</sup> March 2021.

DRDO has gone in for a fuel cell based AIP, which has higher safety margins and better performance than other such systems available globally. This significant milestone reinstates Thermax's ability to support the nation in its indigenous clean energy development ambitions and proves its capability in the growing fuel cell domain.

## New collaborations give thrust to 'clean' energy

In March, Thermax Babcock & Wilcox Energy Solutions Private Limited (TBWES) signed a know how transfer and license agreement with Steinmüller Babcock Environment GmbH (SBE), Germany for Municipal Solid Waste (MSW) incineration systems with forward moving grate fired waste to energy boilers. As a part of the agreement, TBWES will design, engineer, manufacture and sell MSW fired waste to energy solutions incorporating SBE's well established grate and boiler technology.

In another venture, Thermax entered into an agreement with Power Roll, a developer of unique, low-cost and lightweight flexible solar films, to develop the market for solar films in India. The agreement will see the companies collaborate to assess the market potential



Virtual agreement signing ceremony with the Power Roll team

for scale manufacturing and deployment of Power Roll's unique solar film in India.

These tie-ups expand the forte of Thermax in the areas of waste to energy and clean energy, reinforcing its commitment to sustainability.

# Striking a safe chemistry with Tulsion® resin

**M**any ethanol based products widely used, such as acetic acid, perfumes, dyes, and drugs contain acetaldehyde, a naturally occurring, colourless and flammable liquid with a suffocating smell. The International Agency for Research on Cancer (IARC) has listed acetaldehyde as a group 1 carcinogen, however its use cannot be eliminated as it serves specific applications such as a flavouring agent and as an intermediate in the metabolism of alcohol. Thermax ion exchange resin

team has developed new premium grade Tulsion® products - Tulsion® ALD-207 and Tulsion® ALX-01(NR), to limit the proportion of acetaldehyde in ethanol so that the consumption is safe and at the same time, its useful properties are retained.

The developed products can be categorised as regenerable and non-regenerable. Regenerable product is regenerated with a local chemical which is readily available in the market. Non-regenerable

product is used when the treated quality of acetaldehyde content required is very low. These products can work across varying proportions of ethanol used in different industries, from 16% to 99%, where operating performance and outlet quality depend on inlet acetaldehyde content.

Some of the industries where these products can be used include, sugar (ethanol manufacturer), chemical, pharmaceutical, wine & beverage and cosmetic.



*A representative picture of an ethanol plant*

## Ready mix plaster that binds faster

**T**he rising scarcity in the availability of river sand for construction has made conventional cement plaster a costly and non-viable option. Realising the potential of addressing this space with an innovative alternative, Thermax Construction Chemicals has introduced a ready mix plaster, Maxtreat® Plast-Tixo. It eliminates the dependency on traditional plasters, thus providing a more economical choice and adding life to the durability of structures.

Maxtreat® Plast-Tixo is a modern-day plaster, which is easy to use with enhanced strength and higher binding properties. It is a mix of cement, fine-graded sand and special polymer additives, imparting higher quality and reduced rebound. It is ready to use by simply mixing water and can be easily applied to old and new concrete. Moreover, the consistency in quality ensures stronger adhesion every



*Application of Maxtreat® Plast-Tixo at a customer site*

time. This product can be used in various applications such as external and internal plastering of walls and ceilings, all brick/block masonry work including AAC (Autoclaved Aerated Concrete) blocks, apart from general purpose repair mortar work.





## TOESL makes 'green' inroads in the tyre industry



*18 ton biomass fired boiler*

**T**hermax Onsite Energy Solutions Limited (TOESL) recently commissioned an 18 ton biomass fired boiler plant for green steam supply to a Japanese multinational and leading global tyre manufacturer's plant in Pune. The plant is supported with an ingenious fuel handling system to handle vast amount of biomass fuel up to 28 tons per day.

Under the steam supply agreement, TOESL

guarantees committed delivery of quality steam for a period of 10 years, leveraging agro-waste biomass fuels sourced through the extensive biomass supply chain developed by the company.

With this project, TOESL has entered the tyre industry for providing outsourced utility delivery services under the Build-Own-Operate (BOO) business model.

# Expressions



The economic turmoil emanating from COVID has impacted Thermax adversely like many other companies, but we have been resilient in terms of maintaining our cash flows and focusing on the 'vitals'.

**W**hat came as an expected second wave to the rest of the world turned out to be an unexpected raging storm for India. It pains me to see the lack of preparedness of our nation with so many, including people I know, struggling to find hospital beds, oxygen and life saving medical facilities. What angers me is that we chose to ignore the possibility of a second wave, were not prepared for it and therefore inflicted a lot of pain and death in many families.

Every death is a statistic until it hits your own home. On behalf of our family and the Board, our heartfelt condolences to the families of those employees who have passed away. Although each of them were in hospital in the ICU, they could not be saved. I have a terrible lump in my throat as I think of youngsters in their 30s and 40s - my heart goes out to all their families.

Not planning for vaccines has led to its shortage. Sadly, we have only postponed our fight against this deadly disease! However, I do not want to harp on what others need to do, but focus on what each of us can do - stay safe, don't let our guard down for even a few minutes, stringently follow all our SOPs including contact tracing and continue COVID appropriate behaviour with masks and sanitisation to secure lives. Please reach out to our HR team or any one of us in the Thermax community for support whenever needed. Let's all stay together,

support each other and navigate this crisis with empathy, courage and determination.

Thermax has been trying to alleviate the situation in its small way with initiatives like supporting MCCIA's (Maharatta Chamber of Commerce, Industries and Agriculture) 'Mission Vayu' to donate ventilators and oxygen concentrators. We will continue to have vaccination drives for our employees, as and when the vaccines are available. We have tied up with an organisation to support people near our factories fill in their CoWin forms and register themselves for vaccines, once they arrive, encourage them to take the Government health insurance as also life insurance, which is critical during these times. Thermax Foundation is also trying to help the poor equip themselves with skills in order for them to get jobs, so there is a stream of income for their families. And of course, we continue our thrust on education since kids cannot afford to be left out.

The economic turmoil emanating from COVID has impacted Thermax adversely like many other companies, but we have been resilient in terms of maintaining our cash flows and focusing on the 'vitals'. ThermaxNXT is one such area where I am happy to see rigour across the organisation. Our sincere thanks to Ashish, Shekhar and the many teams involved - I can see the amount of effort and hard work, despite the constraints of COVID, physical distancing and resource availability, so thank you all.



Let's all stay together, support each other  
and navigate this crisis with empathy,  
courage and determination.

I always believe that a company that has the right set of values, with people who are truly passionate and engaged, where there is trust, open, honest communication and a strong sense of purpose, anything and everything is possible, and that's Thermax!

With NXT, we have embarked on an important and transformative journey wherein I'd request you to remember three aspects:

1. An opportunity to change or transform ourselves – to think differently, out of the box - question, debate, deliberate; work across departments/divisions - replicate the good work done by one division into another seamlessly. Unleash collaboration - the power of 'One Thermax' to serve our customers – looking at it outside in; what challenges are my customers facing and how can I resolve them, rather than what product can I sell, purely to reach my sales target?
2. Need for speed – if you see the last 8-10 years, our growth has been flat; in fact it's a downward trajectory. And EBIDTA margins are also sloping downwards from 11-12% down to 9%. It doesn't need to, since we have what it takes to go out there and offer 'value' to our customers. But let us also remember that the market is changing very rapidly; whether it's energy transition, renewables,

fuels or digitisation. Customers are looking for smarter, more efficient, greener, cleaner products and services – therefore, we need 'speed' – in our innovations, actions and decisions.

3. Purpose – why do we do what we do? Because we truly believe in "Conserving Resources, Preserving the Future"; we have a critical role to play – one that can make a difference to our customers and in turn our planet, because we heat, cool, clean, recycle, power – all by reducing our carbon and water footprint.

Let's enjoy and imbibe the NXT journey since that is as important as the end result. And with all that we do, I would hope that it is sustainable, that we assimilate the methodology and that we continue to be able to grow and add value to our customers world over. So please question, deliberate, debate, decide and act!

The future of Thermax is also synonymous with the 'Environment' that is embedded in our vision, values and our brand promise. In this context, it was a pleasure to witness the rollout of Thermax Cares - a series of programmes and projects that will help all of us and our families imbibe sustainability, aligned to the Sustainable Development Goals (SDGs) developed by the United Nations, not just at the workplace but even

in our personal lives. As an organisation that produces clean energy, clean air and clean water, ESG (Environmental, Social and Governance) is ingrained into the ethos of Thermax since its inception, even though we may not have known it to be ESG.

Over time, we as an organisation, will need to push out the boundaries and think about the entire life cycle of the products we produce and thereby influence our entire ecosystem; whether it be sourcing raw material, components, our packaging, transportation, design, what happens after its use, whether it be five years post an ion exchange resin or 25 years for a boiler; thus becoming a part of our everyday lives; a part of who we are. My request is that each of us become warriors for change.

Mahesh just shared with us a warrior for change – a very thoughtful act by one of our site teams led by young Lakshmiopathy (a first time site in charge), who changed the plant layout and construction methodology in order to save 20 grown trees, although we had to spend some extra time and cost – it was well worth it! Compliments to you Lakshmiopathy and your team.

Once again, please stay safe and look after yourselves.

Warmly,

Meher

## **Up Close**

**In conversation with Swastika Mukherjee, Shekhar Kashalikar, Senior VP, TBWES & Executive Council Member, Thermax talks about his journey of diverse roles over 20 years and shares his insights on 'ThermaxNXT', a growth strategy project that he is currently spearheading**

***We need to start becoming comfortable with uncertainty as we don't have answers to all questions today.***

## ***I have learnt far more about markets, businesses and people by changing roles***

**I**t was exactly a decade ago that Fireside had featured Shekhar Kashalikar in Up Close after he assumed a new role as the Cooling division head. Just as Fireside has travelled in time, so has the journey of Shekhar, shouldering many more responsibilities, exploring new avenues and emerging as one of the role models in leadership.

To recap his career, Shekhar joined Thermax in 1992 as a Graduate Engineer Trainee after completing his mechanical engineering from the College of Engineering, Pune. He takes pride in sharing that he has worked across divisions of Thermax (except for Water and Waste Solutions), including stints in regional offices and international assignments in Indonesia and Thailand. He moved back to India to settle down after his marriage, followed by a short stint outside Thermax with a gas turbine subsidiary of Caterpillar. Among all of these, Shekhar considers his shift from Cooling to the Boiler & Heater (B&H which is now TBWES) Utility business as the most radical leap. "The solutions, technology, and markets were new; though it was a business within Thermax, I had hardly interacted with the people before. I also realised the change needed in mindset as it required a lot of patience compared to the products business, considering the relatively long gestation period for order finalisation and even longer for execution." Over the years, the Utility SBU (Strategic Business Unit) merged with Solid Fuel SBU and

then with Oil & Gas business to form B&H OEM, helmed by Shekhar. Thanks to his penchant for learning, pushing himself beyond his comfort zone and quickly getting into grips with new technologies and teams, Shekhar has been successful in driving the businesses he has headed in these 27 years with Thermax. A couple of years ago, he became a part of the Executive Council and recently took up the responsibility of spearheading the ThermaxNXT transformation office.

Shekhar admits that it was never his prerogative, but the organisation's need, which triggered these movements. Besides, the management's confidence in assigning him new responsibilities was critical to his success. He shares that one needs to be humble and adaptable. "Your new team expects you to know everything, which is practically not possible. So the key is to acquire product knowledge faster and at the same time gain a sound understanding of the market situation. After you understand the business, you start to use many of the improvement ideas that have worked before. The ideas need tweaking to suit the business requirements and by the time you settle with the processes, you have not just learnt a lot about the business, but people as well. When you change your field so often, you realise that the product knowledge alone is insufficient to run and grow a business. Every new experience adds to the kitty of ideas and you are prepared for anything



new coming your way. I would put adaptability as a bigger strength than product knowledge.”

So when is the right time to change? “According to me, it is when you start feeling that you are on top of things and tend to plateau, which typically happens after three to four years in a role. Changing at this juncture is a good way to restart the process. I have learnt far more about markets, businesses and people by changing roles.”

Speaking of ThermaxNXT, Shekhar says that he is excited about this major shift from a business role to a transformation office role. “I am happy to lead this project that seeps across all the verticals and teams. It is an opportunity to work with people and look at strategies to grow our identified businesses at a significantly higher rate and in the direction of sustainability. It is a new experience where I am working with a core team of young transformation office leads and an external consultant, to support the growth aspirations of various businesses.”

He explains the premises and core tenets of the project by saying, “It is clear that energy and environment sectors will undergo a transformation as the world needs decarbonisation. We need to be prepared to deliver sustainable solutions that will help customers in becoming carbon neutral. At the same time, we also need to look at growing our verticals that have tremendous market potential. Accordingly, the businesses that have been identified are Chemical, TOESL, WWS, Services, especially related to energy efficiency and energy transition.

While we grow our select businesses, we also have a cost excellence programme - control of direct and indirect

costs that has been identified as one of the focus areas. Another interesting aspect of transformation is organisation building. This means preparing our teams to handle changing market dynamics through cross-skilling, upskilling and influx of fresh talent.”

Shekhar also believes that the next phase entails a change in the mindset. “While the shift to a carbon free economy is going to be the challenge of future, there is an amount of uncertainty as to which technologies will eventually take the centre stage. So we need to be constantly on the lookout for new solutions in line with customer needs. We need to start becoming comfortable with uncertainty as we don’t have answers to all questions today. Lastly, we need to take proactive steps to build our competencies that blend with the evolving ecosystem and are relevant for the future.”

With the volatility arising from the pandemic and the economic challenges, we asked Shekhar about the difficulties that Thermax might face in getting there. He said, “Thermax is very close to its

customers. Customer connect will be the most critical aspect during energy transition. Over the years, Thermax has already transitioned from fossil dependent business to majorly green solutions. I am confident that Thermax will be able to manage energy transition with its technological prowess and excellent teamwork.”

What's life working remotely and without travel? “I used to travel a lot to meet customers and I am certainly missing meeting new people. I always carried some book while travelling, and I am missing reading as well. The initial months of lockdown were a struggle to settle in a new rhythm, but now everyone is getting used to it. I took over my son, Divij's study table and my wife, Monika uses our dining table for her laptop. Thankfully, the housing society where we live has managed to remain COVID free so far with strict safety protocols. The need of the hour is to maintain the social distancing protocol even when the wave is not there, and get the vaccine whenever our turn comes.”



# Round up

## Value add with design improvement and execution

**A** leading refinery and petrochemical major in Punjab carried out a study on debottlenecking to increase its crude processing capacity. As a part of this study, improving the reliability and performance of the Flue Gas Cooler (FGC) unit to handle hot flue gases up to 135% of design capacity was targeted. After a detailed study of the process, Thermax Babcock & Wilcox Energy Solutions (TBWES-Service SBU) developed a solution for improving reliability through the improvised design of economiser modules and accommodating higher flue gas flow with minimum modifications in FGC. The scope included engineering, procurement, manufacturing, supply, erection, and commissioning of these newly designed economiser modules and associated components.

The team from Services SBU and Savli manufacturing closely collaborated to deliver these economiser modules, meeting the customer's turnaround programme under challenging circumstances due to COVID-19.

The customer recognised these efforts by awarding a bonus and a letter of appreciation for on-time execution; adhering to the elevated standards of safety at their refinery complex.



*Newly designed economiser modules supplied by TBWES Services*

## Sparx 2021

*A virtual welcome to the New Year*

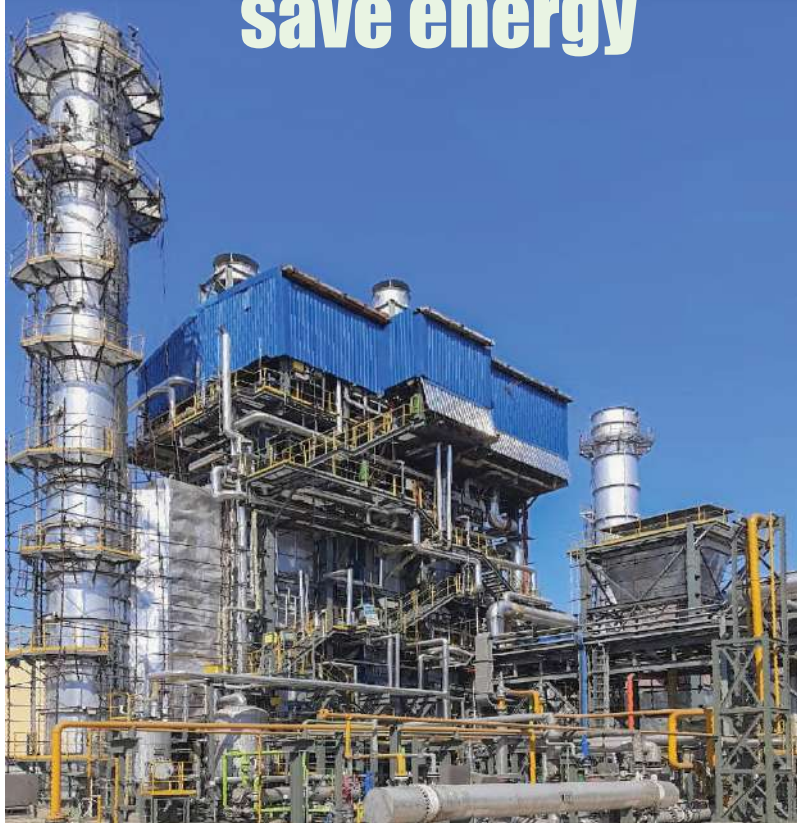


**T**he New Year 2021 was a damp squib with restrictions on celebrations all over the city. However, to keep employee morale high, the Environment Business Unit (Enviro and WWS divisions) organised a colourful cultural evening to bring in the New Year. The entire programme was a virtual event, with the employees and their families streaming their performances online and witnessing the show from the comfort of their homes. Lilted ballads were sung by employees, accompanied by their guitars. Dance performances explored diverse styles from *bhangra*, classical dance and Bollywood jazz. The show was ably anchored by the EBU organisers and was a huge success. Importantly, it was a great way to demonstrate how a wonderful cultural evening could be presented virtually, without having to meet face-to-face.



Site picture  
of a 20 MW  
cogen plant

## Recovering waste heat to save energy



**T**he Power business of Thermax has recently synchronised two captive cogeneration plants for a leading fertiliser company at their manufacturing facilities in Nangal and Bhatinda in Punjab. The two 20 MW cogeneration plants are fuelled by natural gas and equipped with 100 TPH and 70 TPH heat recovery steam generators (HRSGs) respectively, that allow the plant to utilise heat from exhaust gas produced by the turbine while generating process steam. The HRSGs are also capable of firing only natural gas in the absence of waste heat. This reduces dependence on fossil fuels and moves the operation of the plant towards sustainability. The initiative is a part of the Rs. 503 crore order won by Thermax for setting up three cogeneration plants of 20 MW each.

## World Cancer Day – I am and I will

**W**orld Cancer Day was commemorated on Thursday, 4<sup>th</sup> February 2021 with the theme of 'I am, and I will', resonating with the commitment to create a cancer free world. On this occasion, the Thermax Wellness team organised a virtual discussion with Dr. Anantbhusan Ranade, Director of Oncology at the Maharashtra University of Health Sciences. Dr. Ranade presented an informative talk about different types of cancers and how they react in our bodies. He also stated that there are many myths and misconceptions about this disease and educated the audience about the facts and different types of treatments available. He stressed upon the importance of maintaining a healthy lifestyle and eating right to stave off the disease. The session was attended by over 200 Thermax employees.



Talk by Dr. Anantbhusan Ranade

# Solar installation for a Government of India entity

**T**hermax Solar has bagged a prestigious order from one of the largest construction and maintenance agencies that provide infrastructural support to the Government of India.

The team commissioned a 1,500 kWp solar PV plant for them in Jabalpur, Madhya Pradesh. The installation is spread over an area of approximately 16,000 m<sup>2</sup> and expected to generate more than 2.5 million units of green electricity every year. This will significantly reduce energy costs for the client and lower their CO<sub>2</sub> emissions by 1,890 tonnes. Highly satisfied with the installation, the customer complimented our team for their execution in

compliance with highest standards of quality and safety. Congratulations to the Thermax Solar team for executing another wonderful project.



*1.5 MW ground mounted solar PV plant*

## Welcome to the #Thermax300Klub

**I**t was a proud day in March when the Thermax company page on LinkedIn crossed an important milestone – 3,00,000 followers. The achievement was hashtagged #Thermax300Klub on the social media channel. A montage of videos and visuals was released by the Corporate Communication team that covered important moments in the journey to reach the magic number of 3,00,000. There were congratulatory posts pouring from followers, with some of them reminiscing their memorable association with the company. We thank all the businesses and functions for continuously sharing interesting content and all our employees as well as followers for their continuous engagement with our posts.

3,

**Followers on LinkedIn**

Thank you for being with us!

*To watch the journey towards this significant milestone, click on the play icon*





Representative image



## Eco-friendly chiller for a nuclear power plant

**T**hermax recently commissioned a double effect, steam-fired vapour absorption chiller for the Nuclear Power Corporation of India Limited (NPCIL) in Kalpakkam, Tamil Nadu. The 600 TR chiller caters to both process and comfort cooling demands of the nuclear power plant. Besides offering air-conditioning to the Distributed Control System (DCS) room, the chilled water from the chiller also condenses water vapour in the process area, enabling the recycling of heavy water.

## STORM 2021 – a memorable journey for bright minds

**T**hermax focuses on building a strong campus connect and engaging bright young minds through various industry-academia initiatives. After a successful maiden edition, STORM – The Thermax Online Case Challenge was released this year with new sets of guidelines and prizes to deliver a bigger and better experience to the participants. The Campus team reached out to 16 colleges across India and received participation from 339 teams comprising students from the second and third year with a mix of several streams in each team.

The participants were presented with five real-time problems that were designed by our product experts, R.S. Jha (Heating), Anurag Chincholkar (Power), V.P. Bhandarkar (Enviro), Vaidyanathan S. (Cooling) and Nandan Prabhune (Water & Waste Solutions) along with their respective teams.

The entire event was conducted via an online platform and the top three winning teams from each case were felicitated during the virtual award ceremony, held on 23<sup>rd</sup> February 2021. Thermax declared cash prizes of Rs. 50,000, Rs. 30,000 and Rs. 20,000 for the top three winning teams respectively, along with a pre placement internship opportunity for all third year students and internship opportunities for the second year students from all

the top three teams across five cases.

The event was covered on the Thermax social media handle which created a lot of engagement. Firstnaukri, India's leading campus hiring portal also played an integral role in supporting the Campus team throughout the event.



### Winning Teams of STORM 2021

'Zenith' - NIT Calicut

'Fab Four' - SGGS, Nanded

'Raptors' - Nirma University, Ahmedabad

'Team Groot' - NIT Rourkela

'Tech-Ease' - SVNIT, Surat



Virtual awards ceremony

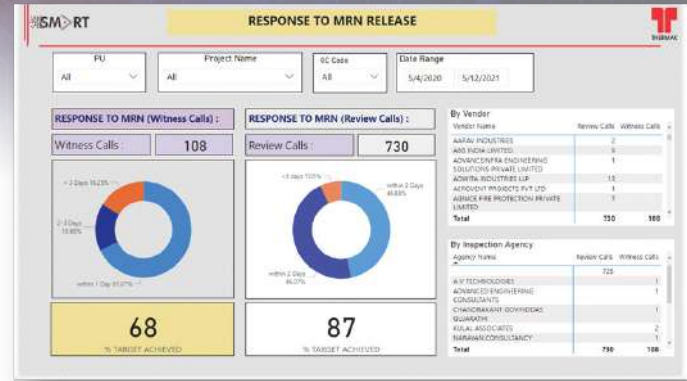
# ThermQ app for seamless quality checks

**T**hermax has developed an app in-house called ThermQ to facilitate all the EPC teams of Thermax in planning, assigning, coordinating and seamlessly tracking quality inspections. The app has proved to be an effective tool as the EPC business is dependent on continuous collaboration between multiple agencies, which includes suppliers, procurement and inspection agencies and quality inspectors. The app will bring all the stakeholders involved on a single

platform to facilitate a dynamic overview of the project and enable them to collaborate effectively.

ThermQ has already signed up more than 2,700 vendors, 200+ inspectors and 20+

inspection agencies. 350+ users from Thermax are already using the app.

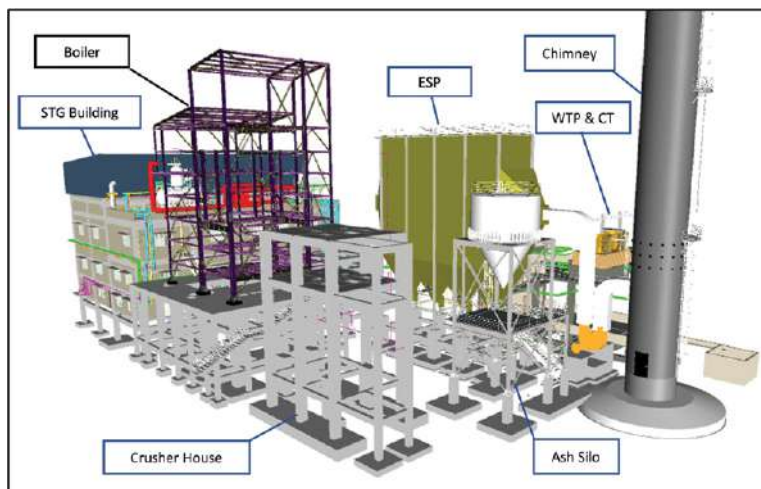


## Adding the fourth dimension to EPC projects

**T**he Thermax Power business leveraged digitalisation to enhance its EPC capabilities with the introduction of the 4D BIM (Building Information Modelling). This new technology is expected to have a significant impact on the design and execution of the company's EPC projects. The innovative 4D BIM technology will now allow project teams to create detailed 3D designs and augment these by adding a fourth dimension - project timeline schedules within a single model. The use of this technology will

result in better scheduling, speedy resolution of on-site issues, 3D visualisation of the project status and an overview of the results in collaboration with the EPC project team and the customer. The newly introduced BIM technology is expected to play a pivotal role by

enabling contractors and construction teams to seamlessly collaborate and execute projects effectively. This initiative is another milestone in the 'Smart' journey of Thermax.



**4D BIM simulation of a project**



# Steam traps training for IOCL, Guwahati

Our Steam Engineering division successfully bagged the contract for 'Monitoring steam trap systems and performance sustenance' from the Guwahati refinery of the Indian Oil Corporation (IOCL) on 8<sup>th</sup> July 2019. As a part of the contract, the Thermax Steam Engineering team conducted a training programme on the operation and maintenance of steam traps at the IOCL refinery virtually, in line with the pandemic norms. The training programme on the topic, 'Efficient management of steam and condensate systems' was conducted during Saksham 2021, the month long oil & gas conservation awareness campaign organised

under the aegis of the Ministry of Petroleum and Natural Gas. The training was conducted by Rajesh Kulkarni and organised by Sathiyababu V and Mizanur Akond from Thermax, covering the importance of steam traps and how they contribute to energy conservation, their operation and maintenance aspects as well as latest trends in this domain. The training programme was held on 20<sup>th</sup> January 2021 and was attended by 14 delegates from IOCL. Ms. Deepa Jyoti Thapa and Mr. Manish Kumar from IOCL facilitated the programme from the client side and the Thermax team was presented with a plaque, appreciating its dedication and effort towards making the training programme a huge success.



IOCL employees attending Thermax's virtual training

## Empowering the youth towards self-sustainability

Thermax Foundation has collaborated with TVS Educational Society for *Pragati* – a skill development programme for the empowerment of local youth in and around Sri City, Andhra Pradesh where Thermax's Cooling plant is located. The CSR initiative, launched on 11<sup>th</sup> March aims to improve the competency of the unemployed youth and make them employable for their self-sustainability. The welding training programme has been initiated with a batch of 20 students having a gender diversity of 50%. The batch comprises students who have completed their ITI qualification. The training will be a three-month residential programme facilitated by Thermax in Sri City. Once these students have completed the training, they will be awarded the National Skill Development Corporation (NSDC) level IV certificate. This qualification is equivalent to a diploma and will



The first batch enrolled for 'Pragati'

improve their employability. At the same time, it will help employers in Sri City source good talent.

This initiative is a part of Thermax's resolve to work for communities in the vicinity of its manufacturing locations.

# TBWES' CFBC boilers continue to outperform

In an earlier issue of Fireside, we had covered the capability of TBWES (Thermax Babcock and Wilcox Energy Solutions) in setting up a CFBC boiler at the largest petrochemical facility in Gujarat that notched up an unprecedented 674 days of operation since June 2018. The TBWES O&M team has been providing services for a total of 5 units of 500 TPH, 121 bar(g), 535°C, IR-CFBC boilers and Electrostatic Precipitators (ESP) at the site since 2016.

Following this achievement, another battery of CFBC boilers (4 X 500 TPH) installed at the second site of the same customer

in Gujarat clocked 600+ days of non-stop operation, despite the challenges faced by the operation and maintenance team due to COVID.

The innovative 'U' beam particle separation technology that greatly improves boiler reliability, complemented with the customer centric and dedicated efforts of the TBWES team made this milestone possible. The exemplary



Site photo of CFBC boilers installed in Gujarat

performance of these boilers has enhanced the customer's trust in the TBWES products to the extent that they have reduced the IBR inspection frequency from annual to biennial.

## Know the secret of her health and happiness

International Women's Day, celebrated on 8<sup>th</sup> March every year has been important to celebrate gender diversity within our organisation. As a part of the Sakhi initiative, a campaign on

3H - Health, Hope and Happiness was launched. The celebration featured Dr. Rachna Mehta, head of the department of Ayurveda at the Yoga Institute as a guest speaker for an online session. She elaborated

on the relationship between eating habits and a person's state of mind. She spoke about how the combined power of health and happiness can create positivity in our minds. She also congratulated our women employees balancing work and life, and rising gracefully to new challenges.

A new Thermax Sakhi cookbook was launched on this occasion, which comprises recipes by the company's women employees.

The Learning & Development team released a video sharing testimonials from our women colleagues on the 'Secret of their happiness'. Responses came in from the employees who touched upon a variety of diverse passions. Some said that they like to travel a lot, while others touched upon different themes like spending time with animals, embracing nature, making peace with oneself, listening to old songs, praying and even cooking, baking, painting and yoga. Our chairperson, Meher shared a lovely snippet saying that spending time with her dog, Lara gives her a lot of happiness.

A great way to celebrate the day, given the limitations of physical distancing.



Glimpses of events organised as a part of 'Sakhi'



# CBG records another milestone quarter

The Channel Business Group (CBG) of Thermax surpassed its phenomenal performance in the last quarter by achieving the highest ever revenue in Q4. The Heating business of CBG emerged as a star, registering its highest order booking during the quarter.

Introduction of the Balanced Scorecard (captured in an earlier issue of Fireside), which signifies overall channel health, saw commendable improvements. There were high levels of competition among channel partners to secure top positions in the scorecard. This year, the channel partners worked towards increasing customer outreach and building customer relationship through innovative ways. The scorecard also helped identify the areas that needed more focus such as training the teams of channel partners, scaling up marketing activities and driving more cross-sell between Thermax offerings.

Some first-of-a-kind orders were secured during the quarter that improved the spread and capabilities of Thermax. To name

a few, Shreeji Incorporation bagged some large orders from a textile hub in Gujarat after a gap of almost seven years. Technical Associates got the first order for Shellmax boiler from Nepal, and Maxitherm Works sold wet scrubbers from the air pollution control equipment portfolio to a pharma major in Aurangabad. KTV Techno installed Thermax evaporative condensers to R-134a chillers in a leading chemical plant that helped the customer achieve daily savings of about 250 units (kWh) per day for their water chiller and about 400 units (kWh) per day for their brine chiller. The Urban segment of CBG too intensified

its focus in the commercial and hospitality sectors working closely with influencers such as MEP consultants, architects, builders and key corporate customers. This yielded some great orders from prestigious clients that included a leading research centre where the installation of 1.5 MLD STP is under execution, a renowned 5 star hotel where we bagged an order of STP automation system and another premium hotel from where a 3 TPH boiler order was won.



All India Rank	Thermax Channel Associates	Annual Score	FY21-22 Category
1	Thermodynamic Services	86.59%	Platinum
2	Aetom Engineering Technologies Pvt. Ltd.	82.89%	Gold
3	Nikhil Technochem Pvt. Ltd.	82.34%	Gold
4	Explore Watek Systems Private Limited (NCRG)	81.16%	Silver
5	Trivium Power Engineers (P) Ltd.	80.44%	Platinum
6	Technical Associates Services Pvt. Ltd.	80.07%	Gold
7	Thermtech Engineers & Chemicals	78.25%	Gold
8	Kamco Engineering Pvt. Ltd. (APTS)	78.25%	Platinum
9	Cinzac Sales & Services Pvt. Ltd.	77.71%	Platinum
10	Vijetha	75.83%	Base Category
Shreeji Inc. and Cinzac Sales & Services Pvt. Ltd. have been upgraded from gold to platinum			

## Top performing Thermax Channel Associates



Thermodynamic Services



Aetom Engineering Technologies Pvt. Ltd.



Nikhil Technochem Pvt. Ltd.

# AWARDS & ACCOLADES

## National level CII awards won by Thermax

The Confederation of Indian Industry (CII) had organised a National Maintenance Circle Competition on 18<sup>th</sup> and 19<sup>th</sup> March 2021 and focused on transformation initiatives by the industry in adopting best practices for maintenance using innovative technology and solutions. Participating teams had to make live presentations on their initiatives through a virtual platform. The competition was tough with more than 90 companies participating across eight categories, of which TBWES Savli team chose to compete in two. This included leading brands like Maruti Suzuki, Hindalco, Berger Paints, etc. to name a few.

In the category of 'Intelligent maintenance management', the team presented three case studies, viz. energy management systems, QR code-based traceability systems and computerised maintenance management systems (CMMS). TBWES was declared winner in this category.



*The winning team from TBWES*

For the category, 'Predictive and preventive maintenance practices', the TBWES team put forth an innovative concept called IDEA, which featured a combined approach of IoTs, Digitisation, Engineering and Automation. This concept was highly appreciated by the panellists and the team bagged second place.

Kudos to the painstaking efforts and contributions of the TBWES Savli team in bringing home these prestigious awards!



*(L-R) Sudip Chowdhury, Yogesh Ghorpade, Nitin Naik and Ajay Hantodkar with the award*

## Thermax wins Risk Management award

It was a proud moment for Thermax when the company won the Special Jury Citation award for logistics risk management at the 7<sup>th</sup> edition of India Risk Management Awards – in the large-cap category. Thermax bagged the award for demonstrating exemplary execution capabilities for its largest export order from Dangote Oil Refinery Company. Speaking on the occasion, Nitin Naik, Project Director and the Business Head of Projects PU said, "Thermax is a well-respected global organisation and this award will keep Thermax in spotlight on the global risk management map".

Logistics risk management has emerged as an important area of focus for Thermax as the company increasingly focuses on seamless supply chain management for its EPC and OEM businesses.



# **Limelight**



**Yogesh**

## **Globally accredited risk management certification awarded to Yogesh**

Yogesh Ghorpade has been awarded the Certified Risk Management Professional (CRMP) certification by RIMS. It is a qualification given by the Risk and Insurance Management Society (RIMS) of the USA and accredited by the American National Standards Institute (ANSI), the only certification across the world that holds an accredited status. Yogesh completed this certification in October 2019, and in November 2020, his interview was published in the Risk Management magazine that enjoys a worldwide circulation.

Yogesh is the Group Head of Insurance at Thermax and a part of the Enterprise Risk Management team. He has been associated with Thermax for over eight years. His hobbies include cycling and exploring nature. He has been recently selected as the member of RIMS Regional Advisory Group for South Asia.

## **Sujata completes doctorate in humanities and social sciences**

Sujata Deshpande acquired her PhD in humanities and social sciences from Symbiosis International University in 2021. The foundation of her research dates back to the period of 2014-16 when she qualified for the Teach for India fellowship and taught in a municipal school. This was a unique initiative directed at bridging the inequality in our country's educational system. Sujata was able to witness the challenges faced by the government schooling system and the need for capacity building of municipal school teachers, which was the topic of her research.

Sujata has acquired several degrees throughout her career spanning 25 years. She holds an MA (Economics) from the Gokhale Institute of Politics and Economics, Masters Diploma in Business Administration (HR and personnel management) from Symbiosis Institute of Management Studies and a post-graduate diploma in counselling. She also holds a certificate in psychometric tools like Workplace Big 5, Neuro Linguistic Programming, Emotional Quotient inventory and is also certified in Deep Democracy.

Sujata is the Head of Corporate Social Responsibility, Thermax Foundation. She has spent 14 of her 25 years in the profession with us. Before her CSR role, she was a part of the Thermax Learning and Development team. Her present interests include reading, particularly vedantic philosophy and listening to sufi music.



**Sujata**

# **'FIT FOR GROWTH: A Guide To Strategic Cost Cutting, Restructuring and Renewal'**



by Vinay Couto, John Plansky & Deniz Caglar

The COVID pandemic has accentuated the concept of the VUCA world, pushing organizations to revisit their ways of doing business. In this context, Varun Sugandhi from the International Business Group, Thermax shares excerpts from the book written by PwC highlighting best practices that could be pertinent and contribute towards galvanizing the organization in enabling and sustaining the change.

Pandemic, sluggish global growth, political instability, regulatory pressure, digital disruption, and changing consumer expectations ...welcome to a new normal and VUCA (Volatility, Uncertainty, Complexity and Ambiguity) world.

In this new normal, enterprises are increasingly under pressure, to not only sustain but to boost delivery

of top-line and bottom-line, from all stakeholders including shareholders.

To meet the demand for delivering higher shareholder value, many enterprises often pursue growth opportunities to crank up a plateauing revenue and/or carry out cost-cutting initiatives to bring down the fat, but often in isolation;

resulting in an inability to achieve organizations' true potential.

In this context, Fit for Growth, which is PwC's overarching framework for cost transformation linking it to an organization's strategic agenda, capabilities and operations model, can be a thought-provoking guide.



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***“The secret to unlocking growth is to make deliberate choices not only about what to cut but also about where to invest.”***

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## **What an organization needs to do to become fit for growth?**

Companies that are fit for growth do three things consistently and continuously:

1. Focus on a few differentiating capabilities
2. Align cost structure to these capabilities
3. Reorganize for growth

### **1. Focus on a few differentiating capabilities:**

To get started, a strategic outlook is required for identification of capabilities that distinguish a business and contribute disproportionately to its success. A single capability is unlikely to be adequate. High performance organizations derive their competitiveness from having mastered and institutionalized three to six capabilities, which strengthen each other such that they are really hard to imitate. This is called the capability system. To secure a lasting right to win in any industry requires identification of the differentiating capabilities with clarity and consensus.

Apple, for example, excels not only in product design with unmatched simplicity, but also in its ability to spot an unmet consumer need/want, deploy technology towards market gap, make the user experience intuitive, and last but not least, retain their customers in the Apple ecosystem – making it a top-of-mind and top-of-heart brand that earns an extraordinary price premium.

Differentiating capabilities should be fully funded, whereas other costs – those that are discretionary or may be necessary but not differentiating – should be subject to a stringent examination and an intensive trimming.

### **2. Align cost structure to differentiating capabilities:**

Fit for growth companies manage their costs not only tightly but also thoughtfully; they recognize not all costs are bad. Indeed, costs that strengthen a company's differentiating capabilities are good costs. These companies increase allocation towards good costs while meticulously managing the rest of the cost structure. Through tight cost management, fit for growth companies increase profitability and free up cash to further invest in

differentiating capabilities.

Costs that are not linked to 'Differentiating Capabilities' can be categorized into 'Table Stakes' and 'Lights-On' costs.

### **Costs Categorization:**

#### **A. Differentiating Capabilities:**

Capabilities that build sustainable advantage (spend more than competitors)

#### **B. Table Stakes:** Activities required to compete in a given sector (at least match competitive threshold)

#### **C. Lights-On:** Activities required to keep lights on/operate efficiently (spend as little as possible, consider outsourcing)

Fit for growth cost reduction framework organizes various cost reduction levers. The framework challenges companies to reevaluate basic beliefs about their business by asking three questions:

### **Targeted Cost Levers:**

- I. **WHAT** do we do? (Business Portfolio & Capability Choices)
- II. **WHERE** do we do it? (Operating Model)
- III. **HOW** (& how well) do we do it? (Operational Excellence)

## I. What do we do? Business Portfolio & Capability Choices:

To assess Business Portfolio & Capability Choices, organization needs to carry out 'Portfolio Rationalization' and 'Zero-Basing'.

### i. Portfolio Rationalization:

Key parameters to assess –

- Products Portfolio (What Products to offer?)
- Customers & Channels (What Customers and Channels to serve?)
- Service Models (How to configure operations, route-to-market, innovations and sales?)

In the search for growth, many organizations end up adding complexity by expanding or diversifying the portfolio with new

category, product, customer, channel and geography. Portfolio Rationalization systematically analyses the profitability to identify where complexity is driving high costs. The goal is to reduce the complexity that is not adding value.

### ii. Zero-Basing: Justify what to keep, not what to discontinue.

Zero-Basing examines the costs of all activities, based on their strategic priority, value add and business necessity, rather than budgetary precedent. No activity gets funded only because it was in the last year's budget.

## II. Where we do it? Operating Model:

### i. Business Operating

**Model:** Redefine how roles, responsibilities and decision rights are distributed between

headquarters, business units and shared service organizations.

### ii. Outsourcing: Evaluate whether some internal processes are better performed by a vendor.

### iii. Footprint Optimization:

Restructuring the physical footprint of company's manufacturing plants, distribution centers, R&D and administrative offices.

## III. How we do it? Operational Excellence:

### i. Process Excellence:

Optimize processes for greater efficiency and effectiveness by using Lean, Six Sigma and other approaches.

### ii. Strategic Supply

**Management:** Improve the efficiency of an organization's direct and indirect material spend.

### iii. Digitization: Evaluate existing processes for opportunities to use technology for automating manual work.

## 3. Reorganize for growth:

A company's organization can either make or break a fit for growth transformation. A well designed organization model enables fitness and growth in two ways: by enabling and sustaining cost reductions and creating the right conditions for managers to drive growth.

## IKEA: A Case Study

Sweden based home furnishings leader – IKEA has set a great example in terms of focussing on its differentiating capabilities. It has aligned its costs and organization for the benefit of itself and the customers it serves. Few brands have achieved such an iconic status and customer loyalty that IKEA has earned, which is noteworthy given that IKEA asks customers to pick, carry and assemble its flat-packed furniture themselves. But customers do it happily because they recognize that IKEA passes savings to them.

IKEA is known for its simple and yet elegant product designs, huge but inviting retail stores, and its affordable prices. IKEA employees are persistent in searching cost saving opportunities in everything except the quality of merchandise, the customer experience in the store and efficiency of their operations. It has reinvested savings towards understanding how customers live, which helped them in custom designing their stores with distinctive room settings. Even in times of market stress, IKEA has been able to operate from a position of strength.



The solution typically involves redesigning the company to create a more appropriate structure and spans of control. Managers are given explicit financial and operational targets, along with clear decision rights that spell out what they can and cannot do by themselves to reach those targets. They are also given greater control over the resources assigned to them, and they can deploy these resources flexibly. Incentives are aligned with company's broader objectives in both the long term and the short term, aimed at making managers accountable for results. It is about changing the way organization works.

Key considerations are:

- i. **The Operating Model:**  
Operating model defines what work is performed by what

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***“All spending is an investment. Every cost is a choice.”***

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organization units in the company and how these units work together.

- ii. **The Four Building Blocks of Organizational DNA and Talent:**

There are four standard building blocks that define an organization and its effectiveness: Decision Rights, Information Flows, Motivators and Structure. As the transformation program redesigns organization, it needs to think through the talent implications too.

- iii. **Management Processes:**

Management processes for developing strategy, prioritizing differentiating capabilities, designing accurate budgets and forecasts, and tracking business performances – these are critical areas for assessment.

## **Enable Change and Cultural Evolution:**

Large scale change such as a transformation

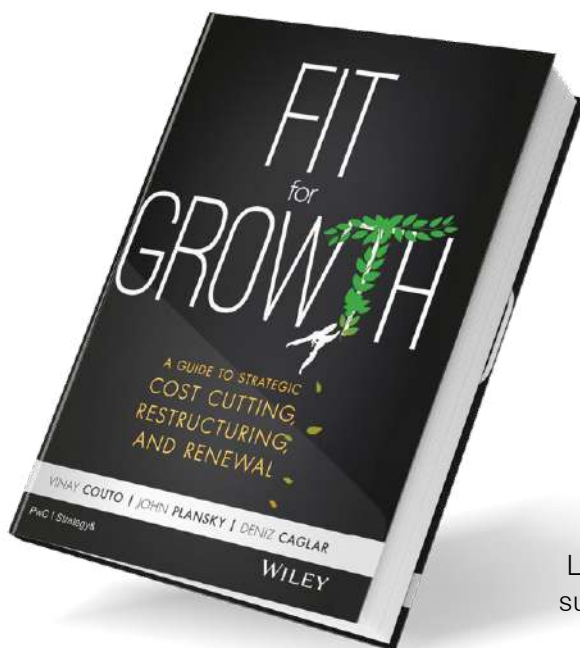
program must be grounded in the organization's culture. To make it successful, the front-line and back-office employees have to embrace and enable the change. This is possible only if 'What works in the company culture' is leveraged.

## **Summary:**

Running a transformation program could be an arduous but fruitful journey, if it recognizes and enhances key differentiating capabilities of the enterprise, and thus strengthens the 'Moat' (ability to maintain competitive advantages).

In this journey, 'Where to play' and 'How to win' decisions would get crystalized to support cost structure realignment (making savings from 'Bad costs' and reinvesting them in 'Good costs'). A successful program could reassess and rationalize business portfolio; evaluate operating model (including outsourcing, shared services and footprint optimization opportunities); and leverage incremental change opportunities through operational excellence initiatives. The program also needs to deliberate on organizational model and culture that can sustain a lean structure, and also enables managers to drive growth.

An organization that can implement such transformation program can surely deliver higher shareholder value by turbocharging revenue, operating margin growth and capital efficiency.



## Love At First 'Site'

**T**hey say that all good things come to those who wait. What's more, waiting for something beautiful to happen is often worth waiting for. I was always keen to join Thermax, and when the opportunity presented itself, I was simply delighted. I plunged myself into my new role with energy and determination when another wonderful thing happened. I was deputed to the land of joy, Goa.

Goa had always held a special place in my heart. With its heady mix of sun, surf and beaches, I always thought of Goa as a magical place where one can have beautiful holidays. I made it to Goa in November 2014 after working at our Pune site. Back then, I was a carefree bachelor and during my spare time, away from work, I wanted to visit every part of Goa and soak in all the sunshine and the warmth of the place.

Our client in Goa was the prestigious Ramada Caravela

Beach Resort. It is a resort that enjoys immense popularity amongst tourists and is spread across 23 acres of landscaped gardens. In this natural paradise, my heart and mind were full of joy and peace and it was in this state of mind that I met her for the first time in that beach resort in Goa!

Two of the senior engineers in my team had already been interacting with her daily. They said her nature was unique and extremely sensitive. As the third engineer on the team, it was now my turn to take over and try my best to establish a cordial relationship with her. So, the next day, I started off with my new challenge.

My initial job was to observe her at close quarters, watching her every move. This was to be the key to understanding her true

nature. I launched into this task with enthusiasm and recorded my observations while watching her up close. Then, after a while, it happened - our eyes met each other and we had our first visual conversation on that day. For me, it was love at first sight. I still remember that she was wearing a green suit when I met her that day. She looked so attractive and innocent, like one I had never seen before. Her cheeks shone in a gentle glaze from the dim light in the basement of the resort. Unable to resist having a conversation with her, I was eager to know her name. When asked, she smiled away. I tried to guess, but I couldn't. Then I thought that maybe I should give her a name of my own since she had already impressed me and





touched my heart. Strangely, we always met in the second basement of the utility sector. It was a calm and cool place, and I looked forward to meeting her each day. Then, one day, I found out her name.

Many of you who have read my story up to this point may be waiting in anticipation to find out her name. Who is this special person that I had stumbled upon in Goa and fallen in love with? Her name is "Biocask", the in-place Sewage Treatment Plant from Water and Waste

Solutions business. She was the first commercial biocask commissioned for our esteemed client, M/s Ramada Caravela Beach Resort in Varca, Goa.

I continued to meet her every single day, including Sundays. In fact, Sundays were more special for the two of us. Alas, every story must end and mine too ended when I left my love behind at the very site where I first met her. In January 2015, after spending a little more than a year on the site, I left with best wishes from the client, carrying a rose bouquet

which I imagined had been gifted to me by my sweetheart, and a handing over certificate. The following month, on 14<sup>th</sup> February – Valentine's Day, I wrote this piece.



– **Avinash Bhusanurmamh**  
(WWS)

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## Dreams And Dreamers

"**D**reams are universal human experiences that can be described as a state of consciousness characterised by sensory, cognitive and emotional occurrences during sleep."

When I first started thinking about this concept, I immediately understood that this word is revolutionary. It's the same as the trees that our eyes capture images of when we travel. Some trees grow tall while others remain short. Some have bulky leaves, whereas some don't have any. Some are adorned with attractive flowers that hold you spellbound but have no aroma. Many trees have unattractive flowers yet emit an alluring

fragrance. Some have tangled stems, while others just have a long, tall bark. You may see trees with leaves of different colours, while many display single coloured leaves. Dear reader, by now you may be wondering why I'm sharing my observations about trees?

For me, trees represent different dreams that people often see. I have concluded that the different categories of trees are just like the myriad types of dreams that people try to cling to during their journey of life. Some may be happy with their lot, while others want to achieve more, often stretching the limits. Some may go with the flow, while others challenge the status quo and forge

their own way ahead.

I would like to share a few experiences of mine so that you can understand how and why I connect the concept of dreams to events in my own life. I studied chemical engineering at the Laxminarayan Institute of Technology in Nagpur. Many of you may not know that my institution is Asia's first chemical engineering college that is currently in its 79<sup>th</sup> year. It is a venerable, respected institution that enjoys almost 100% placements for its final year students. Right from the time when I was in my first year of engineering, I realised that I needed to join a company that would offer me the opportunity to strengthen the



foundation of my career within the first five years. One of my seniors, who had already reached his final year was offered the opportunity to join Thermax at the time. Of course, he continues to remain a Thermaxian, even now. When I learnt about Thermax, I quickly realised that the inclusive work culture, growth opportunities and the focus on knowledge offered by the company was second to none. So, I set my sight on becoming a Thermaxian. It became my dream, and I was obsessed with making it a reality.

Indeed, the story of how I joined the company is a fairy tale – one that dreams are made of. My aptitude test took place on the marriage anniversary of my parents. Thermax was one of the 20 companies that had approached our institution and I knew that only one student would be selected. So, I was determined to make the grade. On that day, 54 students from my institution attended the aptitude test and only 13 were selected. I was proud to be amongst the

selected ones. The next round of selection comprised group discussion, interview and an essay writing examination. Finally, I joined Thermax as an intern on my birthday, 15<sup>th</sup> May 2019. When all these events took place on a series of special dates, I was convinced that the stars were in my favour and that my dream would come true.

I joined the technical sales team of the Chemical division (resins) of the company that I had aspired for and immediately absorbed myself to enrich my knowledge. My confirmation took place on 1<sup>st</sup> December 2020, and I became an integral part of the technical sales team. My current objective over the next year or so is to improve my knowledge as much as I can so that I can apply it to the field of my work.

Friends, our foundation needs to be just like the big trees, which I spoke about earlier. Did you know that there is a particular type of bamboo tree that does not emerge from the soil until five years? This tree sets its roots under the

ground for all this time, and when it emerges, it grows swiftly to become the tallest tree within its surroundings. I believe we should all be like this tree. If the tree wants to strengthen its roots, it needs to find a bed of soil that supports it. In the same way, you and I must be supported by the company we work for to strengthen our foundation. I believe that I am fortunate to have found just that.

So, dreams are magical and we need to learn the subtle art of accomplishing our dreams and converting them into reality. They have different meanings for every individual and everything around us is always a part of someone else's dream. As they rightly say, "Everything in the world is formed twice, first in someone's dream, then into reality."

Yes, I am a dreamer who had dreamed of becoming a part of the Thermax family. I believe that dreams do exist in reality. And I am living my dream. So, you need to go ahead and live yours.

Happy Dreaming!



– **Bhushan Belkhede**  
(Chemical)



# Inspection and sanitisation mitigates COVID threat at RCF Trombay

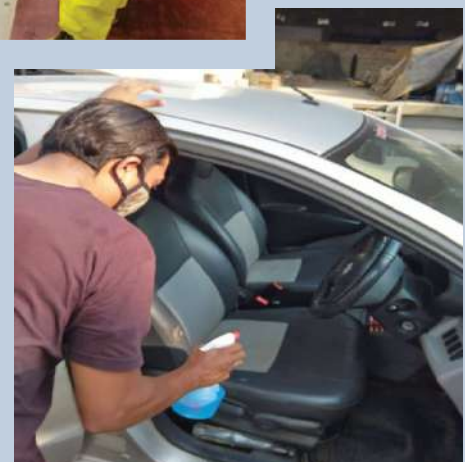
**L**et's make our workplace COVID free.' This became the singular objective towards which Thermax's Health, Safety and Environment (HSE) team deployed at the Rashtriya Chemicals and Fertilizers' (RCF) Trombay unit worked tirelessly, along with the customer's staff. While the country is knee-deep in an effort to contain the spread of the pandemic, our team had managed to maintain the site free from COVID-19 up to the end of March 2021. HSE in charge at the site, Amar Singh and his team from Power EPC, had laid down strict guidelines for all to be followed - temperature checks for everyone on site were recorded on a daily basis. In case of any symptom observed during screening, the concerned person was referred to a nearby hospital for health monitoring. In addition to this, posters with COVID guidelines were circulated to the entire staff, detailing the steps necessary for the prevention of the disease. Everyone was advised to keep a distance of approximately two metre from each other and wear masks at all times. Use of tissues and sanitisers was encouraged.

At the dining area, employees were instructed to wash their plates with hot water before food could be served. Site sanitisation included cleaning and disinfecting frequently touched surfaces and commonly used areas.

Leaving no stone unturned, collective efforts by Thermax employees and the customer ensured that the highest safety standards and COVID protocols were maintained at the site.



Sanitisation of frequently touched surfaces and (left) the office area



Disinfecting vehicles at the check point

# Slice of Life

## All for one

**A** lone chair placed at a lone table in the middle of a Swedish field may just be the hottest reservation in the COVID-19 era of dining. Bord För En (Swedish for “table for one”), Linda Karlsson and Rasmus Persson’s restaurant in the Swedish village of Ransäter (population just over 100), serves just one diner per day, and the restaurant is already booked up through the summer, with a growing wait list. Patrons don’t even meet their server: a three-course vegetarian meal is sent to the table in a picnic basket via a 50-metre rope pulley – taking at least some of the social awkwardness out of eating alone.

Source: *Reader's Digest*



## And this pun picture



Source: *The New York Times*

# Volkswagen changes to Voltswagen?



**G**erman carmaker Volkswagen’s U.S. operation caused a stir with an announcement on its website that it planned to call itself ‘Voltswagen’ to emphasize its push into electric vehicles as it rolls out its first electric sport-utility vehicle in the United States – the ID.4. The change came ahead of April Fool’s day – a favourite time of year for companies to try to grab a share of the social media conversation.

“At the end of the day, it was a bit of fun with the name and the brand,” a Volkswagen spokesman, Mark Gillies, said. “We wanted to reinforce what we are messaging about the ID.4.”

The company posted a statement dated Tuesday, March 30, about the name change, raising a flurry of comments and speculation on social media. Late Tuesday afternoon, Volkswagen officials in Germany, where the company is based, acknowledged it was a marketing tactic.

The new name was written in a fluorescent blue typeface similar to the font General Motors chose for a new logo it unveiled in January. G.M.’s logo was intended to have the same effect – to emphasize its commitment to electric vehicles.

Source: *The New York Times*



# National Safety Week and Road Safety Month celebrations

The magnitude and gravity of road safety concerns across India have prompted the Ministry of Road Transport and Highways to extend the road safety awareness programme from a week to a month. This year, Road Safety month celebrations were held from 18<sup>th</sup> January to 17<sup>th</sup> February 2021 with the theme of 'Save yourself to save your family'. Thermax observed the month by building awareness through online quiz, safety bulletins, training on mobile vehicle safety, PUC check-up and check-ups of all transport vehicles conducted with support from the Thermax Health, Safety and Environment (HSE) team.

The Road Safety Month was followed by National Safety Week from 4<sup>th</sup> March to 11<sup>th</sup> March 2021. Posters were circulated across the organisation asking employees to 'Learn from disasters and prepare themselves for a safer future'. Thermax rolled out a goal of zero accidents through the year and a commitment towards providing a healthy work environment for its employees. Safety and Environment oaths were taken by our employees and there was flag hoisting, quiz contests, mock drills, OHS awareness sessions and other activities like drawing competitions to commemorate the week.

Both the events were conducted across Thermax manufacturing locations, offices and customer sites.





# *Introducing Thermax's New Safety and Environment Oath*

*I will set excellent safety standards  
by adhering to safety norms,  
reporting hazards  
and taking prompt actions  
to prevent accidents.*

*I will do my share  
to preserve the planet's future  
by conserving resources  
and minimising carbon footprint  
through reduce, reuse and recycle.*

