

FiRESiDE

The House Magazine of the Thermax Group Volume 51 No. 2 April - June 2021





About the Cover

Let us learn resilience from the weaver birds. In all its patience and persistence, a weaver bird instils in us the virtue of never giving up on anything, even after failing many times.

Photo by Samina Khalid (Corp Comm)

BACK COVER **Introducing** **Thermax Behaviours -** **CLOCC!**

Words of Wisdom
“Alone we can do so little;
together we can do so much.”
– Helen Keller

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SLICE-OF-LIFE

A jar of gratitude ● All's fair in love and ludo ● And a pun picture

What's New?

The best keeps getting better!

Over the years, Thermax has been a pioneer in bringing products and solutions that provide real value to customers and addressing their critical needs with the highest standards of efficiency. To continue with the legacy, companies like ours need to keep upgrading their products, processes and services to ensure they not only meet but exceed their customers' expectations.

Thermax's Heating division along with Channel Business Group recently launched the next generation steam boilers - **Revomax Nxt** and **Combipac®**, redefining versatility, innovation and efficiency - all in one.

It was the first virtual launch of the year that saw the participation of 676 customers from 588 organisations, which stands testimony to our brand value.



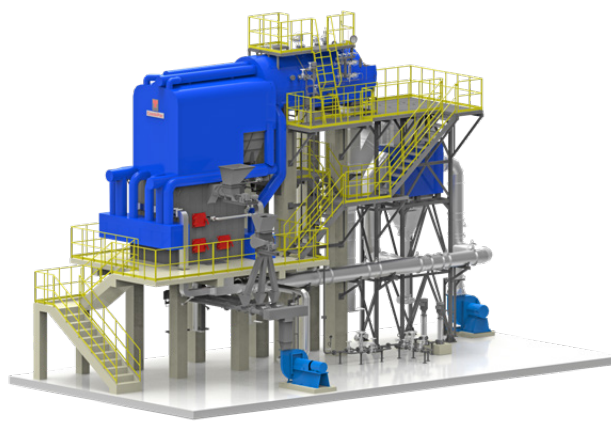
Watch the advanced features of Revomax Nxt



Introducing the GenNext steam generator

Revomax Nxt is one of the most efficient instant steam generators preferred by various process industries like drugs and pharmaceutical, chemical, food & beverage, auto ancillary and the hospitality segment due to its high system efficiency and improved dryness fraction. Along with the best features of Revomax like the reverse flame technology, unique membrane coil design, instant steam generation, Revomax Nxt has now been geared up with higher system efficiency and improved dryness fraction in order to elevate its performance for our customers' processes - all this with world-class aesthetics and ergonomic design.

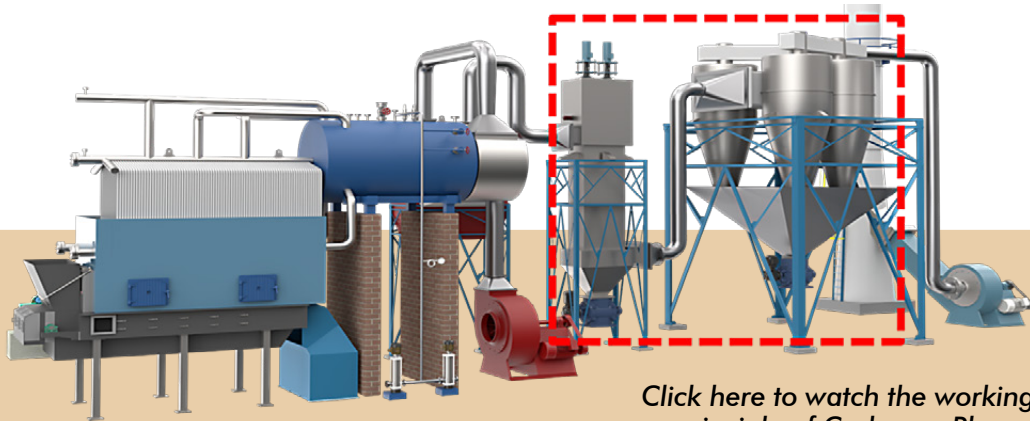
Revomax Nxt features a new-age economiser design making it condensate ready and capable of utilising condensate return, thereby improving system efficiency. Geared up with DryMax, the new age steam separator, Revomax Nxt's innovative design assures a very high level of steam dryness fraction.



Combipac® offers multi-fuel flexibility and enhanced efficiency

...And multi-fuel hybrid boiler

Combipac® is a hybrid-smoke and water tube boiler, with a Fluidised Bed Combustor (FBC) offering multi-fuel flexibility, best-in-class efficiency and superior response to steam load. FBC provides uniform distribution and homogenous mixing of fuel and air at steady bed temperature resulting in consistent combustion parameters and lower emissions. It is the next generation multi-fuel hybrid boiler that comes with a high standard of instrumentation and a high level of safety interlocks, ensuring safe and reliable operation.



Click here to watch the working principle of Cyclomax Plus



Cyclomax Plus helps biomass fired boilers in emission compliance

Curbing emissions to meet industrial and global qualitative standards has become imperative for industries. Enviro division recently launched Cyclomax Plus - a hybrid solution (electrostatic bipolar charger with advanced cyclone geometry), designed for emission control in boiler applications. De-dusters such as cyclones and multi-cyclones do not comply with current emission limits but are still widely being used in stationary grate/bubbling bed boilers and heaters due to their affordability. This newly developed cost-effective solution fills this gap for industrial customers who are unwilling to spend on the bag filter or electrostatic precipitator (ESP), but at the same time want to comply with emission norms.

Presently, this solution is being offered for the boiler range of 1-6 TPH and heaters of 10-35 lakh Kcal. It is suitable for fuels viz. biomass briquettes, wood or a combination thereof; or for a combination of biomass briquettes and coal or wood and coal.

One step closer to the digital future!

Project || स्वयम् ||

With a view to leverage technology to automate the proposal building process and set a robust mechanism for it, the Enviro division, as part of its digital initiatives, developed an in-house tool, *Swayam*.

Swayam automates the existing process of sales and proposals function. It provides end to end solutions for automation of sales and proposal activities including design, estimation and techno-commercial proposal preparation with two dimensional general arrangement (GA) drawings of our standard products i.e. electrostatic precipitator and bag filters. This tool

gives more power to the team in terms of estimation accuracy and provides the lowest lead time for proposal submission across industries.

Other benefits include enhanced database management and data security, user-friendly interface, process uniformity and standardisation across the function, easy change management and revision process. The tool will extensively help reduce the time and efforts of employees in mundane tasks and thereby, enable them to focus on productive work.



The triple travelling grate boiler in transit



A 250 TPH triple travelling grate boiler installed in Colombia

TBWES commissions state-of-the-art triple travelling grate boiler

Travelling grate technology is used for burning solid fuels such as bagasse, coal and biomass. The grate is a significant part of the boiler combustion system, and the grate size governs the boiler design capacity.

Single grate (15+ feet) and twin grate (35+ feet) are conventional designs that can be provided for capacities of up to 200 TPH. Customers usually demand a single boiler of higher capacity instead of multiple boilers of lower capacities. Thermax Babcock & Wilcox Energy Solutions Private Limited (TBWES) had received an enquiry from a client in Colombia to supply a 250 TPH boiler that can

combust bagasse as well as have a provision for coal. This was an opportunity to design and develop a bigger size grate. We were able to build confidence in the customer about our design capabilities and bagged the first-ever high capacity travelling grate boiler order, amid tough competition.

TBWES took up this challenge and developed a state-of-the-art triple grate (about 50+ feet) in-house with a focus on standardisation, interchangeability, sealing, cost competitiveness and simplicity without compromising on quality. The team faced challenges in locating grate drives, performing shaft design and supporting

structure while taking into account thermal expansion, air and gas distribution, online changing of grate casting and achieving less unburnt fuel. Based on the 'triple grate design' size, the boiler configuration was designed and developed by process engineering. After completing the construction and trials at the site, the triple grate has been running smoothly as per the client's expectations.

For the future, we can look forward to significant expansion in the Indian markets as well as overseas. The grate design can be further extended to 'quadruple grate'.

Thermax Enviro team helps improve efficiency in VSK operation

Thermax's Channel Business Group saw the most rewarding quarter for its Enviro business. Khyber Industries entrusted the Thermax Enviro team with a first-of-its-kind contract for overcoming the challenge in the bag filter in the Vertical Shaft Kiln operation.

Introduction

A bag filter or fabric filter is a crucial component of the cement industry for dust control. During the filtration process, dust particles of gas form a thin layer over the fabric material, and clean gas passes through the other side of the porous fabric. The accumulated dusty particle layer is dislodged with the help of pressurised air pulse and collected in the hopper.

Challenge

Condensation of moisture on the fabric of the bag led to problems like reduced permeability, high differential pressure, low bag life, bag damage, and deteriorating emission due to frequent bypass.

Solution

Khyber Industries approached the Thermax Enviro team through Tafe-Con Private Limited, the consultant in the project. After several rounds of technical discussion, the Thermax Enviro team guided Tafe-Con to identify the root cause of condensation and suggested increasing the temperature of dusty gas. On this suggestion, Tafe-con made necessary changes in the process of raw materials feeding in the VSK.



Representative image

Result

Khyber Industries was able to raise flue gas temperature to 150°C at the bag filter inlet and resolve the issue of moisture condensation over the filter fabric.

With this achievement, Thermax has proved its mettle in offering cost-effective solutions to several small scale cement manufacturers working with VSK. This has also opened an entirely new gamut of market opportunities for the Thermax Enviro business.

Expressions



In this issue of Fireside, I wanted to talk about the new Thermax Performance Management System (TPMS). It gives me great pride and joy as I think of the numerous and endearing behaviours all of you embody, which adds to the rich culture of this organisation. A strong sense of ownership – that this company belongs to you, and therefore, a feeling of empowerment and independence. Our values, which are truly embedded within each of you – whether it be respect, commitment, integrity or concern for society and the environment. You’ve partnered with us on the ‘Social Compact’ (which I spoke about in a previous Fireside issue); a team from our Power division installed part of a power plant around old trees, rather than having to uproot them, even though that added to the cost of the project; the proactive approach of our workers coming forward to take a cut in their salaries or deferring their entitlements to help the organisation last year – all of which is very endearing. When I meet new recruits, many of them mention that they joined Thermax because of our culture and strong set of values. I would hope that you always have this feeling of ownership and an ‘I Care’ attitude for the organisation and all our stakeholders.

However, there are some aspects of our culture that need to change.

If we aspire to achieve our vision – “to be a globally respected, high performance organisation, offering sustainable solutions in energy and the environment,” we need to modify our performance management system, which today focusses predominantly on the bottom line. Anything else written falls by the way, since our incentive structure is linked to a pool of profits that the company and more importantly, the division makes, and not to individual performance - and therefore a very strong focus on profits and a very strong alignment to the division.

Focussing on profits is necessary, but by itself, it has definitely taken away from growth - taking calculated risks and enhancing the top line; investing into new geographies or creating many new products. A strong alignment to the division is also good, but not at the cost of collaboration, of “One Thermax”.

When I meet new recruits, many of them mention that they joined Thermax because of our culture and strong set of values. I would hope that you always have this feeling of ownership and an “I Care” attitude for the organisation and all our stakeholders.

Therefore, we are changing the way we set our goals, the manner in which we provide feedback, our incentive system and rewards.

Starting with the way we set our goals – making them a lot more stretched than we used to. Even if you fall short, that's fine, but stretch that goal! Let's start challenging ourselves, since there is enough and more headroom in each of our businesses, as seen under ThermaxNXT (our programme for growth). All of you come out with wonderful applications, but replicated very few times – why should that be?

Alongside, we want all our employees to exhibit certain key behaviours that will hopefully help us put our Customers first (both internal and external); Lead by taking initiatives proactively, calculated risks and addressing unique challenges, working with speed and empathy; Own and take responsibility for the commitments we make; Collaborate as One Thermax and Create, build new products and processes that make us faster, better, more efficient, more productive than before. We would like to see these behaviours (CLOCC) enfold in the work we do each day. This will form an integral part of the performance management system. Therefore, we would encourage you to make a note and motivate your team members, until these behaviours

become second nature to us, in all that we do.

Finally, the loop must be closed – with authentic and honest feedback. Every organisation is a pyramid and only a few can rise to the top. With a growing organisation, there is definitely more room for the growth of an individual, provided she exhibits her capabilities and has the right attitude – and certainly not based on number of years spent in the grade. I would request that we let go of this old belief of 'time-based promotions'. What this has done has unfortunately led to unintended consequences, like some individuals being overpromoted into positions they are not capable of leading, which is neither helpful to the individual nor the organisation. Moreover, our employee cost to sales ratio is nearly 16%, which is not sustainable. Therefore, providing very honest feedback, knowing that in the long run authentic feedback backed up with a performance improvement plan, with support and training, is in the best interest of the individual and the institution.

We can only be a "globally respected and high performance" organisation, if we raise our standards, our goals and aim high. Also, start setting the benchmarks, whether in technology, quality, cost or delivery. The world is changing

We would like to see these behaviours (CLOCC) enfold in the work we do each day. This will form an integral part of the performance management system.

rapidly in the space we are in - energy and the environment. If we truly believe in "conserving resources, preserving the future," we will have to shift gears and move with agility. We are all in this together, and therefore, you have no reason to be afraid – there are times we will succeed and times when we will fail, but homework and speed are of the essence.

A big thank you, as you all have done a great job in enduring this difficult year in such an exceptional manner. Please do not let your guard down – let's hope and pray the worst is behind us; nonetheless please stay safe and healthy. Each of us is safe provided all of us are safe.

Warmly,

Meher

Up Close



As he nears his superannuation, Framroze Garda, General Manager, Corporate Administration, in conversation with Priyanka Sarode, shares his journey of 13 years with Thermax and what it takes to be an able administrator.

"I've seen people stand by each other in the worst times. That is the DNA of Thermax. We are all one in crisis. I hope this culture stays."

Administration can be compared to a cool breeze; you can't see it, you must feel it.

"Thermax is my first job; and probably will be my last," says Framroze. "I had been a part of a family business since 1980. I joined Thermax on 1st September in 2008, and from thereon, as a fish takes to water; I have taken to this job," he adds. He fondly remembers the first day of his office. "My wife, Laila, had carefully handed over stationery items to me like a pencil, an eraser (that I still have), should I need them in office. It was as if going to school for the first time! Indeed, it was a new start, a fresh chapter that chalked the course of my life for the next 13 years."

After coming on board, the first task for Framroze was facilitating the finishing touches of The Thermax House, followed by managing logistics to shift the employees and materials from the Shivaji Nagar office to various other offices. Framroze believes the management's vision is crucial to bring about important changes in the organisation and to steer it in the right direction. One of the visions of the then managing director, M. S. Unnikrishnan was to get away from rented properties. "I am happy to say that today, at least in Pune, we have no rented offices. The Energy House and Environment House were built during my tenure, while the Eco House, Thermax Learning and Development Academy and Sai Chambers were renovated," quips Framroze proudly.

Something that has remained with Framroze while working under the leadership of MD Unnikrishnan is his thought - "We expect honesty from

everybody, and then, if anything goes wrong in the course of your work, that is perfectly alright." He believes that it is this culture of Thermax of instilling faith in its people that gives us the strength to stand up and say - "It is my company!"

Framroze prominently remembers some key milestones that he is glad to have been a part of. In 2010, the then President of Germany, Dr. Horst Kohler, had visited the Chinchwad factory on 4th February 2010. He informs, "This was a mega-scale event, where we had all HRs and business heads involved. There was police protection, and all VIP security protocols were followed. It was a major team effort."

He further narrates, "Out of all the events, the 50-year celebration of Thermax will always be etched in my memory. We had organised a gathering of close to 5,000 people at Laxmi Lawns, Pune, wherein employees with their families were invited. It was a memorable evening!"

These celebrations were later extended to Baroda, Gujarat. "Meher, Unny and all the seniors had visited the place, but just half an hour before the event, we had a massive storm at the venue," he shares. "Our stage and the entire set-up were devastated. Without losing hope, the organising team found a makeshift place where all the arrangements were moved, and the entire event went on as planned. It was a satisfying feeling to have been able to pull the event off against such odds." From carrying out a recce, seeing over arrangements of food, travel and

stay and the overall management, events have taught Framroze a lot about people and life.

Talking about the job of an administrator, he informs that an admin has to deal with everyone – employees at all levels to the board of directors; and be ready to facilitate their requirements. “Administration can be compared to a cool breeze; you can’t see it; you must feel it,” he rightly points out. On his strategy of work, he elaborates, “We need to have iron hands with mittens. Tolerance is a must quality. If somebody makes a mistake, try to understand the background of it and take commensurate action. The position involves interaction with housekeepers, caretakers, security guards at guest houses, holiday homes and offices. Treating everybody with equality should be the mantra for this job. Earn your respect - don’t demand, command it.”

When asked what kind of qualities he thinks his successor should possess, he smiles and says, “People are not made in pairs, and there cannot be a comparison. The person coming in my place will be someone younger, more computer savvy than me, and will have his/her style of work.” However, if one wants to succeed in this role, the person should genuinely love human beings.”

He accredits his team for all the wonderful time spent in the company and for all the work completed successfully. “No one can do anything without their team,” he infers.

Speaking about the association he has had with his former managers and colleagues, he recalls, “Sharad Gangal, with whom I worked for about 11 years, had been a very supportive manager, who trusted and gave me a free hand to work. Unfortunately, I haven’t had the opportunity to work much with our new MD & CEO Ashish Bhandari and CHRO Jasmeet Bhatia as much as I would have liked to, but I trust that the new leaders will continue our legacy and direct us forward with their ideas and leadership.”

He believes his stint with Thermax has been dynamic and that is what has kept him motivated to go to the office every morning. He is thankful to his bosses and the people he has worked with for all the good time spent here.

People may clash and disagree, but that is work-related. “I’ve seen people stand by each other in the worst times. That is the DNA of Thermax. We are all one in crisis. I hope this culture stays,” says Framroze.

Giving a message to his juniors and newcomers, he says, “What Thermax will give you, you’ll not get anywhere else. All the promoters

and management members have invested so much into the company that it will continue to prosper, come what may. Temporary setbacks will be there. Just hold on, do your best, and rest assured, you’ll get your dues.”

Post his superannuation, Framroze looks forward to taking care of his parents and getting involved in social communities that he has been a part of viz. The Fire Temple Trust and The Mody Housing Colony Charitable Trust for Parsis. His social commitments also include association with the Hirabai Cowasji Jehangir Medical Research Institute, where he is one of the founding members, and the Jehangir Clinical Development Centre, where he is on the Ethics committee. Framroze has two daughters - Janine and Daena, and a son, Boman. His wife, Laila is the director of KEM Hospital’s Research Centre.

What is it that you will miss the most? “I will miss my colleagues a lot.” He adds, “I would like to thank Anu, Meher, Pheroz, Ashish and Jasmeet for the opportunity given to me and the trust reposed in me to take this responsibility. It means a lot!”

Framroze with his family



Round up



15 MW captive power plant installation

WHR power plant helps reduce CO₂ emissions for a steel major

Thermax's Power division commissioned a 15 MW captive power plant for a steel major in Kharagpur, Bengal in March 2021 as a repeat order. Earlier, a 10 MW captive power plant was commissioned in 2016.

The 15 MW captive power plant utilises flue gases from the coke oven and blast furnace gas as fuel.

The project was commissioned within the contractual due date, with compliance to the safety protocols of the current pandemic situation, thus, winning accolades from the customer.

Being a waste heat recovery based power plant, the equivalent saving in fossil fuel (coal) consumption will be more than one lakh tonnes per annum, saving CO₂ emissions by 26,400 tonnes annually for the customer.

TBWES Services revamps six sites

It was a busy quarter for TBWES Services. A total of six sites were handed over after successful revamp work and performance test of units in FY 21-22, Q1. One of them was Jindal Steel & Power Limited (JSPL), Raigarh, having eight waste heat recovery boilers in operation at their captive power plant – III, supplied by Thermax in the year 2004-05. The boilers are operating from waste flue gas available from the coke oven furnace.

JSPL had excess blast furnace gas of 25,000 to 30,000 Nm³/hr at their plant, which they were looking to utilise for steam generation in waste heat recovery boilers. So, they approached TBWES Services for the revamp of two boilers for firing this additional blast furnace gas (BFG) in the existing units. This was also necessary considering the limitation of flue gas coming into each boiler and the requirement of additional steam generation. Based on the techno-commercial proposal given by TBWES Services, JSPL decided to implement the BFG firing in identified WHRBs.

JSPL appreciated TBWES Services team for executing this project well before time, despite all the challenges of the pandemic.



Solar PV plant for carport to generate 8 lakh units of green electricity

Thermax Solar recently commissioned a 533 kWp solar photovoltaic plant mounted on the car park of a leading IT company in Chennai. The project, spread across 6,500 square metre of the carport, will generate more than 8 lakh units of green electricity per year and will also keep the cars cool. In addition to saving the cost of electricity for the customer, the plant will help in reducing CO₂ emissions by 660 tonnes annually.



The 533 kWp solar PV plant installation

Employing waste recovery for cooling solution

The atomic power station in Gujarat recently collaborated with Thermax for a cooling solution. Zeroing upon the on-site boiler and turbine exhaust steam for the heat source, a double-effect steam-fired vapour absorption chiller of 930 TR was offered to the power station. The chilled water delivered at 6.7°C aids in cooling down the nuclear reactor. The reactor enables the turbine to run and generate electricity, whereas steam from



Representative image

the turbine is redirected to drive the absorption chiller. The recovery and reuse of the turbine steam has reduced the power plant's grid dependence for reactor cooling, thus inevitably enabling decarbonisation of the process.

Thermax's O&M team helps a pharma major 'go green'

Thermax enables a pharma major to cut on emissions with 100% biomass fired boiler.

One of the leading pharma companies located in Goa relied upon Thermax's expertise to go green with its boiler operation.



Introduction

Boilers are a critical component of the pharma industry and are used for multiple purposes such as medicinal drying, sterilising and purifying processes. Conventional steam boilers contribute to greenhouse emissions to a large extent.



Background

The pharma company decided to adopt an eco-friendly solution for its boiler operation that can provide sustainability of boiler, reduce greenhouse gas emissions and mitigate the effects of global climate change.

Challenge

Thermax had to face teething troubles while installing the boiler at the customer site, such as space constraint and dust emission due to briquette crushing at a nearby production facility. Also, other factors for consideration were in-house skillset to run biomass fired boilers, a consistent supply of quality fuel, managing and arranging ash disposal as per Goa Pollution Control Board (GPCB)/Central Pollution Control Board (CPCB).

Solution

Thermax O&M team engineered and earmarked 100% biomass fired Under Feed Stoker (UFS) boiler on a predefined consumption-based billing model for the customer. The boiler was optimised for the best available biomass fuel sources such as forest residues, agricultural leftovers, plant material etc.

Result

The UFS boiler now runs 24x7 on the biomass, reducing the CO₂ emission by 11,778 tCO₂e tonnes/annum. Thermax's one-stop solution made the customer free from O&M management, sourcing and inventory of fuel, chemicals and consumables. In addition, it gave improved production with better steam quality control.



Focussing on a sustainable energy future

Thermax celebrated the 13th edition of National Technology Day virtually for the second consecutive year, on 14th May. Organised by the RTIC (Research, Technology & Innovation Centre) team, the event saw the participation of about 850 employees from across geographies.

The guest speaker, Prof. Arun Majumdar, Jay Precourt Provostial Chair Professor at Stanford University, USA, gave a presentation on 'Breakthroughs needed for a sustainable energy future'. The talk called for the necessity of collective action from corporates focussing on designing low carbon emissions, effective resource utilisation, streamlining our supply chain, and establishing a circular economy with recycle, reuse and recovery.

Later, a panel discussion comprising Chairperson Meher Pudumjee and members of the Executive Council was held. The panel deliberated on concerns including the carbon footprint, reducing dependency on coal, the need for government policies to encourage renewable energy, among others.

The celebration came to a close with the announcement of the winners of the Dr. N.D. Joshi Innovation Award and Engineering Excellence Awards.



Panel discussion on sustainable energy practices

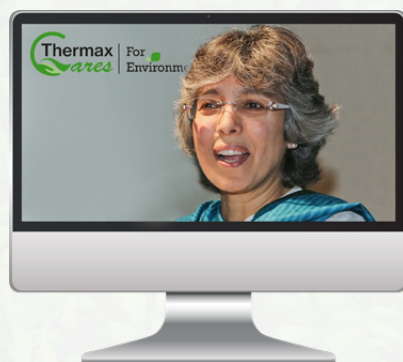
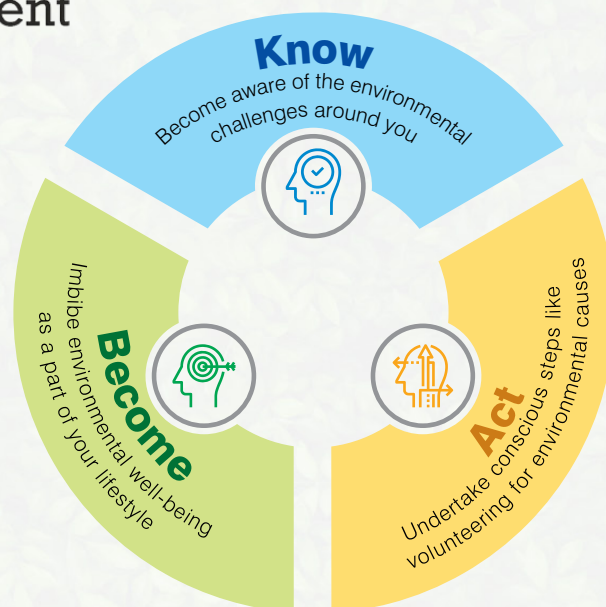




Aligned with our purpose of 'Conserving Resources, Preserving the Future,' Thermax Cares for Environment' initiative was launched to embed environmental consciousness in the organisational culture.

The aim was to provide exposure to employees to an array of socially driven environmental causes aligned to sustainable development goals (SDGs).

The framework, includes a three-step approach - Know, Act and Become that spans one's role at individual, organisational and community level.



Seeding the idea

The launch of 'Thermax Cares for Environment' initiative saw enthusiastic participation of more than 1,057 employees. The launch was addressed by our Chairperson Meher Pudumjee, MD & CEO Ashish Bhandari, CHRO Jasmeet Bhatia and Function Head, L&D, Manjiri Narayanan.

Pledging to restore the ecosystem

World Environment Day 2021 was celebrated with this year's theme 'Ecosystem Restoration'.

Talking about the plantation drive, MD & CEO Ashish Bhandari, shared that Thermax has planted over 13,000 saplings across factory locations in the last three years and reaffirmed of our commitment to achieving near zero emissions by 2050.

On the occasion, an 'Environmental Survey' was launched by Thermax Cares to gauge environmental awareness in the employees. The event concluded with the announcement of winners of digital collage making and quiz contests.



Speakers Inspire!

To spread awareness on the various aspects of the environment and encourage eco-friendly practices among the employees, an exclusive speaker series was introduced.

Noted environmentalists and entrepreneurs doing commendable work in nature conservation were invited as part of the series.



Kedar Sohoni,

Founder,

Green Communities Foundation,

delivered a talk on - 'Getting close to nature,' as part of the launch event. The talk concluded with a three-step action plan as to what can be done at an individual level viz. Grow (something edible in your own home), Compost (set up a composter in your home/community) and Feed (cook a full meal for your loved ones using natural, unprocessed ingredients as much as possible).



Dr. Medha Tadpatrikar,

Founder Trustee of Keshav Sita Memorial Foundation Trust,

addressed the crucial topic of 'Plastic waste and its challenges'. She informed about their mission towards conscious plastic segregation while sensitising Thermaxians on the detrimental impact of plastic on ecology.



Dr. Rajesh Manerikar,

Founder member of

Poornam Ecovision Foundation,

gave a talk on the topic - 'Recycling of e-waste'.

The key takeaway from the session was to consciously dispose of one's electronic waste at a nearby e-waste collection centre which will greatly help in curbing pollution and generating employment for thousands of people.



Swami Prem Parivartan

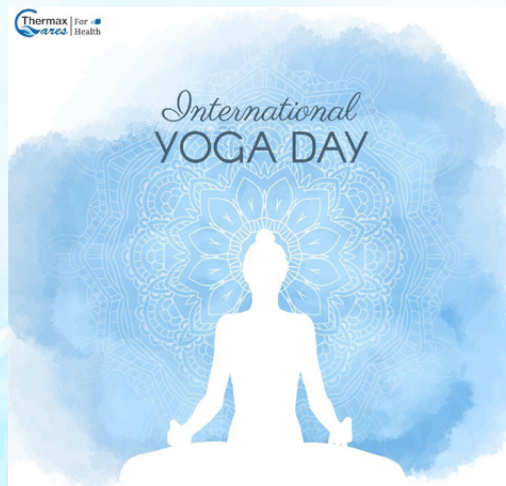
(fondly known as Peepal Baba),

Founder, Parivartan, and a renowned TEDx speaker, addressed attendees on Biodiversity Conservation. The underlying message was to grow native species of trees and preserve the existing ones in order to protect our biodiversity. Parivartan has so far planted more than 1.25 crore of peepal trees and over 90 lakh of mixed fruit trees.



‘T’hermax Cares for Health’ initiative is dedicated to employee health and well-being. The journey started in 2018 when the TherMax Wellness team had conducted health check-ups for employees across locations, wherein the medical reports called for urgent attention to health. A framework for wellness was thus formulated with the four pillars viz. physical fitness, mental health, nutrition, and smoking cessation.

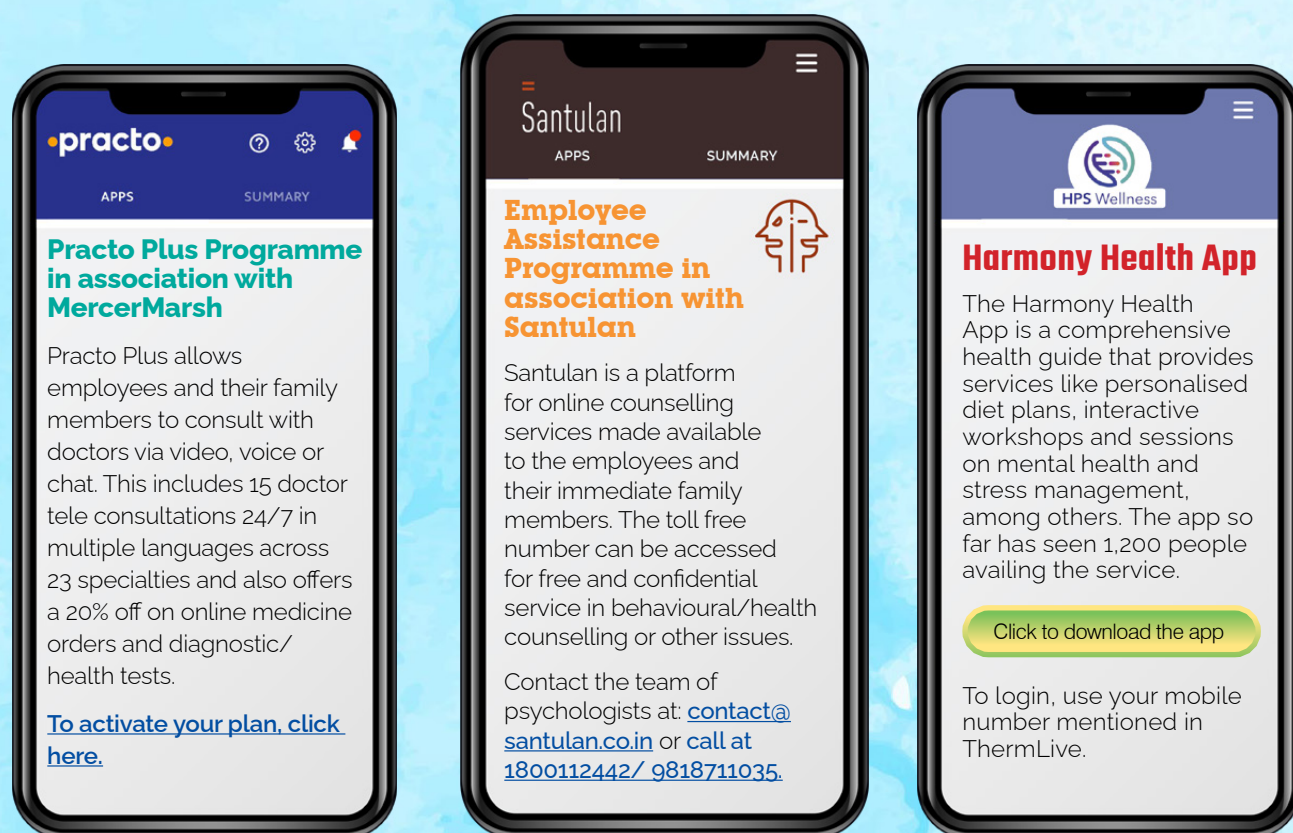
In 2020, with the onset of COVID, a lot of challenges in terms of coping up with the changing work patterns, maintaining a work-life balance, and handling stress were reported. Understanding the need to make a platform available to support the employees for their physical and mental well-being, a number of online apps and services have been made available.



For a healthy living

To mark the International Day of Yoga, and reinstate the importance of health, especially in COVID times, the TherMax Wellness team organised an online session by yoga expert Dr. Akshata Rajhans. The session introduced the audience to pranayama techniques, asanas and chair yoga. Some easy asanas that can be practised even while in office were also demonstrated.

About 500 employees joined and benefitted from the virtual session.



Bringing a ray of hope to many and safeguarding them against the novel Coronavirus, Thermax conducted a number of vaccination drives for its employees and their family members. Over 4,500+ people have been covered under the vaccination programme conducted across offices and factory locations.

The drive started with vaccinations for 45+ year olds, followed by the second phase of the drive, conducted for all age groups. Held under the supervision of qualified doctors and nurses, the camps were conducted smoothly, ensuring hassle-free vaccinations for all.

The vaccination drives will continue as per the availability of the vaccines with a view to reaching out to the maximum population.



Glimpses from the vaccination drive



Awareness talk on #KidsCOVID

In view of the new variants of Coronavirus emerging by the day and the possibility of their increasing threat to children, the TherMax Wellness team organised an informative talk for parents and children by Dr. Seema Sudame, M.D. Pediatrics.

Dr. Sudame elaborated on the right type and size of masks to be used for children, helping children imbibe hygiene practices by the play-way method and other parenting tips.

The question and answer session summed up parents' concerns on COVID symptoms, myths and facts surrounding the third wave; and the dos and don'ts for children in these times.



Meet the business leaders who made the mark ... Thanks to talent mobility!

It is known that growth starts beyond our comfort zone. People development within Thermax is about fostering an open and inclusive workplace. We had introduced the Talent Mobility Policy to develop our talent pipeline through internal movement with the intent to create multifaceted talent bench strength, foster cross-functional maturity, and facilitate multiple career avenues. The programme reinstates a growth-oriented culture at Thermax that has charted a career path for many of our present leaders and managers. The Talent Mobility blog series broadcasted success stories on how mobility (horizontal movements) has helped them immensely in their career growth.



Shekhar Kashalikar,
Executive Council Member
and Chief Transformation
Officer

Shekhar's journey in Thermax, which started with the Heat Recovery Division, took him to eight locations and through six different SBU/BUs of Thermax in different roles. In his blog, Shekhar shares how each transition helped him grow from a GET to an Executive Council Member.

[Read more](#)



Deodatta Deshpande,
SBU Head - SPP, Power
division

Deodatta, in his blog, speaks about the importance of being flexible and making the most of the opportunities that come your way. Recounting his stint from a Proposals Engineer to EPC Head, and from a Corporate Regional Manager to becoming the SBU Head - SPP in Power division, he highlights how mobility has helped him widen his horizons.

[Read more](#)



Anurag Chincholkar,
Global Sales Head, Power – Operations and Maintenance

Anurag, who has grown from a Lead Engineer to Global Sales Head by moving into various roles in different functions, shares his exciting growth journey through our Talent Mobility blog series.

[Read more](#)



Bharat Pathak,
PU Head, Heating Services,
Cooling & Heating division

Bharat has traced an enriching journey from being a sales engineer to a PU Head, spanning across national and international locations. In this blog, he elaborates on how mobility and the willingness to take on challenges has made all the difference!

[Read more](#)



Mandar Erande,
PU Head – SPG,
Water & Waste Solutions

Mandar pens his vivid experiences in India and overseas that started from the Absorption Cooling Division (then ACD). Tracing 20 years of his professional journey, he recounts the lessons learned on the way.

[Read more](#)



Rupali Bagul,
Group Head, HR, Enabling Function

"Thank God it's Monday," says Rupali. Diverse exposure in her journey as an HR has made her job meaningful. 'Learn, unlearn and relearn,' has been her mantra. In her blog, she talks about her journey from being an HR Associate to Group Head, HR.

[Read more](#)



Manjul Patlia,
PU Head – Steam
Engineering, Cooling
& Heating division

Manjul shares his journey of leading teams from manufacturing, materials, engineering, audits and how each change was a new learning ground and a stepping stone towards the next one. It is important to realise that change doesn't come easy, but its benefits far outweigh its challenges.

[Read more](#)



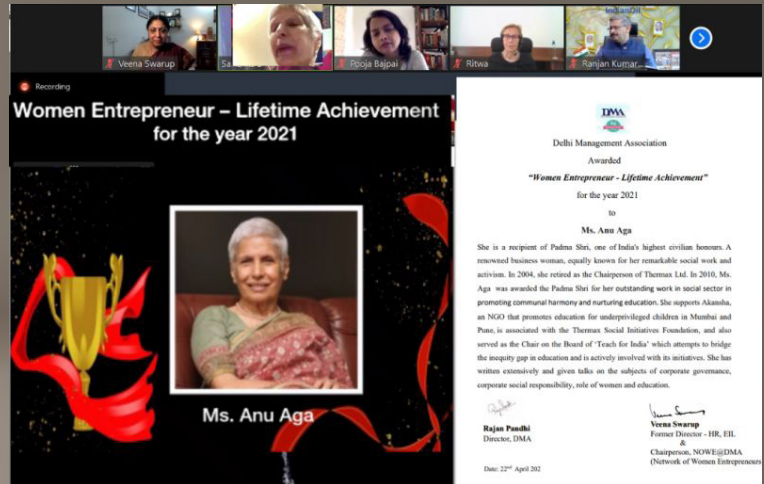
Rakesh Ravish,
Sales Manager – Middle East,
International Business Group

Rakesh, in his blog, speaks about a decade of being a Thermaxian - traversing from factory to Energy House and from Thermax House to the current role in International Sales. The willingness to learn and take responsibilities backed up by open culture at Thermax offers unlimited growth opportunities to excel.

[Read more](#)



AWARDS & ACCOLADES



Anu Aga received a Lifetime Achievement Award from the reputed Delhi Management Association (DMA) at its Annual Conference for Women Entrepreneurs on 22nd April 2021. DMA is a professional body and a management think tank that has been organising various development programmes to nurture professionals and lead them towards achieving excellence. The award is a citation and was conferred on Anu for her contribution to business and in the social field.



Thermax Solar was recognised as 'EPC company of the year in the industrial segment' in Maharashtra State Annual Solar e-Awards Show organised recently by EQ magazine. The award was bagged for the 1,266 kWp ground mount solar PV plant commissioned for a renowned edible oil manufacturer in Chandrapur, Maharashtra. The project was delivered within the project schedule despite the pandemic restrictions.

Thermax's EPC business received appreciation from GNAL, Dahej, a joint venture company of Gujarat Alkalies and Chemicals Limited (GACL) and National Aluminium Company Limited (NALCO) for its contribution in accomplishing 10 million safe man-hours. Thermax is the EPC partner for the customer's 2 X 65 MW captive power plant in Dahej, Gujarat.



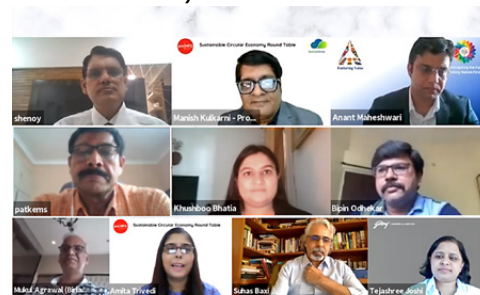
TOESL participates in Sustainable Circular Economy Series

Thermax Onsite Energy Solutions Limited (TOESL) participated in the maiden roundtable of the Sustainable Circular Economy Series organised by BiofuelCircle in collaboration with Pro MFG Media. The closed-door roundtable brought together 'champions of sustainability' from major industries to share their valued knowledge and deliberate on shaping businesses with a key focus on circular economy and building the bioenergy momentum.

The panel consisted of:

Khushboo Bhatia	CEO, TOESL
Mukul Agrawal	Chief Sustainability Officer, Birla Cellulose
Bipin Odhekar	Head, Operations, Excellence & Sustainability, Marico Limited
Milind S. Patke	Executive Director, Biofuels, Bharat Petroleum Corporation Limited
Sudhir Shenoy	Head, Sustainability, IMEA - Henkel Adhesives
Tejashree Joshi	Head, Environment @ Sustainability, Godrej & Boyce Mfg. Co. Ltd.
Anant Maheshwari	Lead, Sustainability & EHS, ITC Foods Limited and
Suhas Baxi	Co-founder, BiofuelCircle

Virtual conference of the 'Sustainable Circular Economy Series'



“At Thermax, we believe that sustainable business practices shall lead to a better world, and profit and growth cannot be the sole purpose. Our focus at TOESL is on offering renewable based sustainable utilities on Build-Own-Operate basis. We work both upstream and downstream in the steam and heat spaces, from sourcing the right quality fuel and suitable combustion technology to handling ash. In addition, we provide green power through solar and water treatment solutions like zero liquid discharge that enable us to contribute towards a circular economy.”

-Khushboo Bhatia, CEO, TOESL

Thermax @ Int'l Expo and Conference on HVAC-R

In view of the booming heating, ventilation, air conditioning and refrigeration (HVAC-R) market in Egypt, the American Society of Heating, Refrigerating and Air-Conditioning Engineers held its fifth International Exhibition and Conference for HVAC-R in New Cairo, Egypt between 1st to 3rd April 2021.

Thermax, along with its partner in Egypt - GasChill, participated in the event and showcased its wide range of energy-efficient absorption cooling and heating solutions at the exhibition.



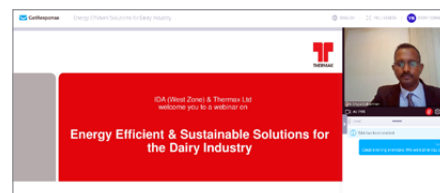
A group photo from the International Exhibition and Conference for HVAC-R

Webinar by Thermax and Indian Dairy Association attracts attendees

On the occasion of the birth centennial of the Father of the Indian White Revolution -

Dr. Verghese Kurien, the Indian Dairy Association (IDA) West Zone and Thermax jointly held a webinar on 'Energy-Efficient and Sustainable Solutions for the Dairy Industry'. The event which took place on 14th June 2021 witnessed participation of 165 people comprising dairy producers and professionals from 125 dairy organisations.

Representing Thermax, Tanveer Ahmed, Business Development Manager and Snehalkumar Suryawanshi, National Sales Manager presented the cooling and heating solutions and their applications in the dairy industry.



The webinar in progress

Watch the application of Thermax's cooling solutions in the dairy industry



Limelight



Tejasvi Kate

Lawn Tennis champ, Tejasvi felicitated by PCMC

Tejasvi Kate, daughter of Nandkumar Kate from the Heating – Innovation department, was recently felicitated by Pimpri Chinchwad Municipal Corporation for her consistent and excellent performance in lawn tennis exhibited over the last few years. She had won a bronze medal for India in lawn tennis during Asian Youth Games held in Indonesia, and two bronze medals in the national level tournaments held in Baroda and Balewadi, Pune. She is currently among the top 50 women lawn tennis players in India and ranked 34th in all India Women's Open ranking till last year.

Tejasvi performed spectacularly well in the international tournament recently held in Pune. Having been trained in this sport for the past 12 years, she is pursuing the Bachelor of Arts course from Prof. Ramkrishna More College, Akurdi and is awaiting her final exam result.

Here is her interview published in the March 2021 edition of The Times of India.

[Read more](#)

Riddhi Shirodkar develops bilingual skills

Riddhi Shirodkar, daughter of Arti Shirodkar from the BTG team, has adapted well to the 'new normal' and utilised it to upgrade her skills. She has successfully completed her basic German language training from an online app called 'Duolingo'. The interest to learn German was kindled when Riddhi's father was posted in Germany for work, and thereon she started learning the language. Not only German, but she is also self-taught in the basic Korean language. Her love for K-pop bands like BTS and Blackpink and watching Korean dramas with subtitles helped her to grasp the language.

Riddhi studies in class VII at St. Helena's School and loves to dance in her free time.



Riddhi Shirodkar

Is a Happy Life Different from a Meaningful One?

by Jill Suttie, Jason Marsh



A scientific controversy about the relationship between meaning and happiness raises fundamental questions about how to live a good life.

Philosophers, researchers, spiritual leaders – they’ve all debated what makes life worth living. Is it a life filled with happiness or a life filled with purpose and meaning? Is there even a difference between the two?

Think of the human rights activist who fights oppression but ends up in prison – is she happy? Or the social animal who spends his nights (and some days) jumping from party to party – is that the good life?

These aren’t just academic questions. They can help us determine where we should invest our energy to lead the life we want.

Recently, some researchers have explored these questions in depth,

trying to tease apart the differences between a meaningful life and a happy one. Their research suggests there’s more to life than happiness – and even calls into question some previous findings from the field of positive psychology.

The controversy surrounding it raises big questions about what happiness actually means: while there may be more to life than happiness, there may also be more to ‘happiness’ than pleasure alone.

Five differences between a happy life and a meaningful one

“A happy life and a meaningful life have some differences,” says

Roy Baumeister, a Francis Eppes Professor of Psychology at Florida State University. He bases that claim on a paper he published last year in the *Journal of Positive Psychology*, co-authored with researchers at the University of Minnesota and Stanford.

Baumeister and his colleagues surveyed 397 adults, looking for correlations between their levels of happiness, meaning, and various other aspects of their lives: their behavior, moods, relationships, health, stress levels, work lives, creative pursuits, and more.

They found that a meaningful life and a happy life often go hand-in-hand – but not always. And they



were curious to learn more about the differences between the two.

Their statistical analysis tried to separate out what brought meaning to one's life but not happiness, and what brought happiness but not meaning.

Their findings suggest that meaning (separate from happiness) is not connected with whether one is healthy, has enough money, or feels comfortable in life, while happiness (separate from meaning) is. More specifically, the researchers identified five major differences between a happy life and a meaningful one.

- **Happy people satisfy their wants and needs, but that seems largely irrelevant to a meaningful life.** Therefore, health, wealth, and ease in life were all related to happiness, but not meaning.
 - **Happiness involves being focused on the present, whereas meaningfulness involves thinking more about the past, present, and future and the relationship between them.** In addition, happiness was seen as fleeting, while meaningfulness seemed to last longer.
 - **Meaningfulness is derived from giving to other people; happiness comes from what they give to you.** Although social connections were linked
- to both happiness and meaning, happiness was connected more to the benefits one receives from social relationships, especially friendships, while meaningfulness was related to what one gives to others – for example, taking care of children. Along these lines, self-described 'takers' were happier than self-described 'givers', and spending time with friends was linked to happiness more than meaning, whereas spending more time with loved ones was linked to meaning but not happiness.
 - **Meaningful lives involve stress and challenges.** Higher levels of worry, stress, and anxiety were linked to higher meaningfulness but lower happiness, which suggests that engaging in challenging or difficult situations that are beyond oneself or one's pleasures promotes meaningfulness but not happiness.
 - **Self-expression is important to meaning but not happiness.** Doing things to express oneself and caring about personal and cultural identity were linked to a meaningful life but not a happy one. For example, considering oneself to be wise or creative was associated with

Happiness involves being focused on the present, whereas meaningfulness involves thinking more about the past, present, and future and the relationship between them.

meaning but not happiness.

One of the more surprising findings from the study was that

giving to others was associated with meaning, rather than happiness, while taking from others was related to happiness and not meaning. Though many researchers have found a connection between giving and happiness, Baumeister argues that this connection is due to how one assigns meaning to the act of giving.

"If we just look at helping others, the simple effect is that people who help others are happier," says Baumeister. But when you eliminate the effects of meaning on happiness and vice versa, he says, "then helping makes people less happy, so that all the effect of helping on happiness comes by way of increasing meaningfulness."

Baumeister's study raises some provocative questions about research in positive psychology that links kind, helpful or 'pro-social' activity to happiness and well-being. Yet, his research has also touched off a debate about what psychologists – and the rest of us – really mean when we talk about happiness.

What is happiness, anyway?

Researchers, just like other people, have disagreed about the





definition of 'happiness' and how to measure it.

Some have equated happiness with transient emotional states or even spikes of activity in pleasure centers of the brain, while others have asked people to assess their overall happiness or life satisfaction. Some researchers, like Ed Diener of the University of Illinois, a pioneer in the field of positive psychology, have tried to group together these aspects of happiness under the term 'subjective well-being,' which encompasses assessments of positive and negative emotions as well as overall life satisfaction. These differences in definitions of happiness have sometimes led to confusing or even contradictory findings.

For instance, in Baumeister's study, familial relationships – like parenting – tended to be tied to meaning more than happiness. Support for this finding comes from researchers like Robin Simon of Wake Forest University, who looked at happiness levels among 1,400 adults and found that parents generally reported less positive emotion and more negative emotions than people without kids. She concluded that, while parents may report more purpose and meaning than non-parents, they are generally less happy than their childless peers.

This conclusion irks happiness researcher Sonja Lyubomirsky, of the University of California, Riverside, who takes issue with

studies that "try too hard to rule out everything related to happiness" from their analysis but still draw conclusions about happiness.

"Imagine everything that you think would be great about parenting, or about being a parent," says Lyubomirsky. "If you control for that – if you take it out of the equation – then of course, parents are going to look a lot less happy."

In a recent study, she and her colleagues measured happiness levels and meaning in parents, both in a 'global' way – having them assess their overall happiness and life satisfaction – and while engaged in their daily activities. Results showed that, in general, parents were happier and more satisfied with their lives than non-parents, and parents found both pleasure and meaning in childcare activities, even in the very moments when they were engaged in those activities.

"Being a parent leads to all of these good things: It gives you meaning in life, it gives you goals to pursue, it can make you feel more connected in your relationships," says Lyubomirsky. "You can't really talk about happiness without including all of them."

Lyubomirsky feels that researchers who try to separate meaning and happiness may be on the wrong track, because meaning and happiness are inseparably intertwined.



"When you feel happy, and you take out the meaning part of happiness, it's not really happiness," she says.

Yet this is basically how Baumeister and his colleagues defined happiness for the purpose of their study. So although the study referred to "happiness," says Lyubomirsky, perhaps it was actually looking at something more like "hedonic pleasure" – the part of happiness that involves feeling good without the part that involves deeper life satisfaction

Is there happiness without pleasure?

Is it ever helpful to separate out meaning from pleasure?

A recent study by Steven Cole of the UCLA School of Medicine, and Barbara Fredrickson of the University of North Carolina, Chapel Hill, found that people who reported more eudaimonic happiness had stronger immune system function than those who reported more hedonic happiness, suggesting that a life of meaning may be better for our health than a life seeking pleasure.

Similarly, a 2008 article published in the *Journal of Happiness Studies*, found several positive health effects associated with eudaimonic happiness, including less reactivity to stress, less insulin resistance (which means less chance of developing diabetes), higher HDL ('good') cholesterol levels, better sleep, and brain



activity patterns that have been linked to decreased levels of depression.

But happiness researcher Elizabeth Dunn thinks the distinction between eudaimonic and hedonic happiness is murky.

"I think it's a distinction that intuitively makes a lot of sense but doesn't actually hold up under the lens of science," says Dunn, an associate professor of psychology at the University of British Columbia.

Dunn has authored numerous studies showing that giving to others increases happiness, both in the moment, as measured by positive emotions alone, and in terms of overall life satisfaction. In a recently published paper, she and her colleagues surveyed data from several countries and found supporting evidence for this connection, including findings that showed subjects randomly assigned to buy items for charity reported higher levels of positive emotion – a measure of hedonic happiness – than participants assigned to buy the same items for themselves, even when the spending did not build or strengthen social ties.

"I think my own work really supports the idea that eudaimonic and hedonic well-being are surprisingly similar and aren't as different as one might expect," says Dunn. "To say that there's one pathway to meaning, and that it's different than the pathway to

"To say that there's one pathway to meaning, and that it's different than the pathway to pleasure, is false."

pleasure, is false."

Like Lyubomirsky, she insists that meaning and happiness go hand-in-hand. She points to the work of researchers who've found that positive emotions can help establish deeper social ties – which many argue is the most meaningful part of life – and to University of Missouri psychologist Laura King's research, which found that feeling positive emotions helps people see the 'big picture' and notice patterns, which can help one aim for more meaningful pursuits and interpret one's experience as meaningful.

In addition, she argues that the measurements used to distinguish eudaimonic from hedonic happiness are too highly correlated to separate out in this way – statistically speaking, doing so can make your results unreliable.

Can you have it all?

Baumeister, though, clearly believes it is useful to make distinctions between meaning and happiness – in part to encourage more people to seek meaningful pursuits in life whether or not doing so makes them feel happy. Still, he recognizes that the two are closely tied.

"Having a meaningful life contributes to being happy and being happy may also contribute to finding life more meaningful," he says. "I think that there's evidence for both of those."

But one piece of warning: if you are aiming strictly for a life of hedonic pleasure, you may be on the wrong path to finding happiness. "For centuries, traditional wisdom has been that simply seeking pleasure for its own sake doesn't really make you happy in the long run," he says.

In fact, seeking happiness without meaning would probably be a stressful, aggravating, and annoying proposition, argues Baumeister.

Instead, when aspiring to a well-lived life, it might make more sense to look for things you find meaningful – deep relationships, altruism, and purposeful self-expression, for example – than to look for pleasure alone... even if pleasure augments one's sense of meaning, as King suggests.

"Work toward long-term goals; do things that society holds in high regard – for achievement or moral reasons," he says. "You draw meaning from a larger context, so you need to look beyond yourself to find the purpose in what you're doing."

Chances are that you'll also find pleasure – and happiness – along the way.

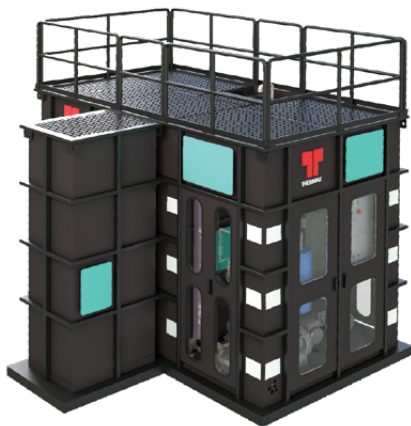


Voices

Welcoming our d'w'aughter

The thought for you was born in the COVID times. When the world was in peak pandemic under lockdown, a hope arose to adjoin a differentiator to the crew.

The United States, Italy, The United Kingdom, and many other countries were incessantly reporting the daily panic news. Every platform was speaking about the downtime in the economy. We consulted doctors and experts as the situation was not favourable to make decisions, and so, we took a conscious approach. We were concerned but had decided to utilise the time as an opportunity. It took regular inspections and a number of reviews to track the progress after conceiving you. The diagnosis were all managed through online consultations and very rarely through in-person meetings. Thanks to Teams and



3D model of atoM

Zoom apps, which were the only communication channels.

We waited 36 weeks patiently. Gradually, we could see your steady development, and enjoyed these precious moments. Finally, we could go for the 3D scan, and you looked such a pretty darling!

One's birthday is a special and memorable occasion for a lifetime. So, we had planned it well. As it was a caesarean, the *muhurta* was known to us. Finally, when you were delivered, we were speechless and equally mesmerised. Happiness filled the void in our mind and soul. Without a blink, we took a 360 degree view to capture your beauty in our eyes. The first sight is always special. A Tiny Tim, Lilliput unit - the smallest and smartly designed recycling unit, atoM was there!

Soon, we took a trial run; the first cry of the pumps gave us extreme happiness and the air blower's

lobe sound synched with our heartbeats.

The entire unit was gift-wrapped for the launch. We announced to the world, with our virtual launch, that our product range has one more differentiator now, set to serve the water requirements. The most awaited product in the water fraternity was launched, and now is growing. She has started to crawl and will walk tiptoe very soon.

Here's wishing all the success to the d(w)aughter of SPG WWS!



– Avinash Swami
(WWS)

I am a rally driver by passion!

Every time I sit behind the wheel of my car for a rally, a story is waiting to be unfolded. Ever since I was a child, I have been extremely fond of cars and driving - a trait passed on to me from my father. As a driving enthusiast, car rallies have given me an opportunity to meet people from different walks of life. Some of them have amazed me with their wit and wisdom, some have left me spellbound with their talent, and some have inspired me, and yet some have made me ponder.

Until pre-pandemic times, I frequently took part in car rallies in India and abroad. But during the pandemic, I, along with my two equally enthusiastic friends, decided to explore a new journey. This time, instead of just hitting the road and heading for a destination, we visited several villages. What made it special was that we could meet the women in these villages, speak to them,

learn about their diurnal challenges and health issues, and help them in whatever capacity we can.

Most of us who live in crowded urban cities may think of rural life as rather idyllic. Yet, daily life for millions of women in rural communities can be extremely tough. On our way towards Amboli ghat, we tried speaking to a few women, but they were very hesitant to talk to us. This went on for a long distance until we found a group of around 10 women standing on the road, waiting

for a bus to go back home. We greeted them and tried striking a conversation with them, but had no luck. All of them were quiet and just smiling.





Free sanitary napkins distributed during the rally

It was after persistent coaxing that one of the young women in the group, Shamla, a 23-year-old woman with five kids, spoke to us and gave us an insight into their arduous lives.

We spoke about various issues, but I was taken aback by their thought on education. *“Ek hath kam ho jata hai, jab baccha school jata hai,”* said Shamla. Sending her kid to school meant losing one arm to work, and in turn, receiving less money for survival!

These women wished to send their children to school, but unfortunately, they didn't possess the resources or opportunities to do so.

Caught in the vicious circle of poverty and to keep the hearth burning, these women

have decided not to send their children to school and have ignored their health and hygiene. As a small gesture, my friends and I distributed sanitary napkins among them and tried to impart knowledge about hygiene practices. This was an attempt to empower these women, and at the same time, it was liberating as they came out of their inhibitions to discuss the challenges that remain taboo, particularly in rural areas.

Later, when we all returned to the comfort of our homes, Shamla's words rang in my ears. Thereafter, all of us decided to act upon the situation. We got in touch with a non-governmental organisation that volunteered to support them by giving them avenues to work and earn enough to send their children

to school. It wasn't easy to convince them to send their children to a school rather than a field.

However, helping women from some parts of rural India just once is not the solution to the problem of rural women. Their plight makes me wonder – how can we, the privileged urban women, ensure that we make a sustainable model so that every Shamla can send her children to school and buy basic hygiene products for herself? Personally, this experience was truly overwhelming, and I realised journeys are sometimes more satisfying and purposeful than our destinations.



– Samina Khalid
(Corporate Communications)

Slice of Life

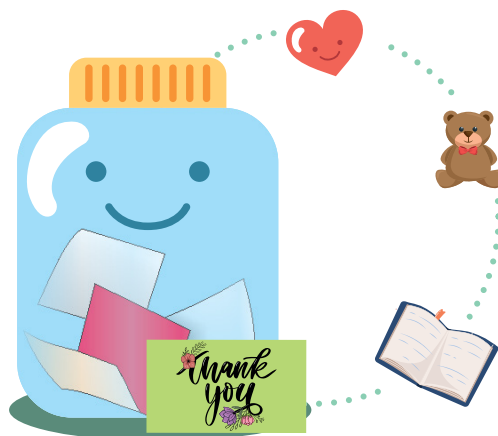
A jar of gratitude

“Gratitude is a powerful catalyst for happiness.”
How often have we been grateful for the meal we have or the clothes we wear?

Gratitude, a powerful and important expression is often neglected or taken for granted. To imbibe the importance of gratitude in the young minds, The Akanksha Schools introduced the initiative of 'Gratitude Jar,' wherein students were asked to write things they were grateful for and put the notes in the Gratitude Jar.

When the jar was opened, there were notes where the students had expressed gratitude for the day's meal, some were thankful for receiving a new toy, and others for a new book.

Gratitude is a beautiful thing that makes us feel blessed and fulfilled. So today, before you wish for something, don't forget to be thankful for what you have!



All's fair in love and ludo

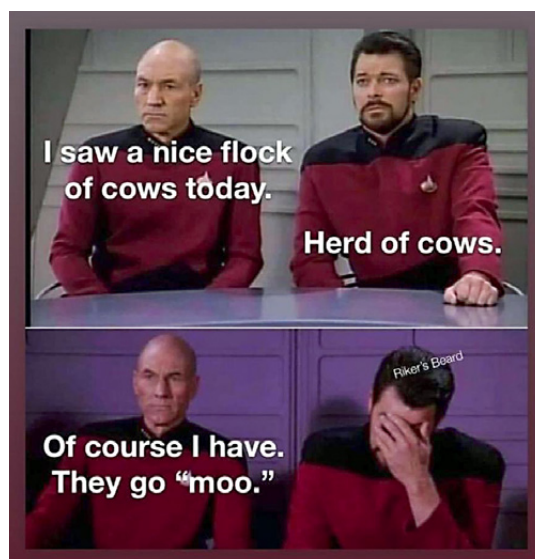
As we get used to the tedium and the exception the year 2020 has brought, some, more than others, are worse for wear. A father-daughter duo from Bhopal almost went to court over a game of ludo! The 24-year-old daughter was so miffed at her father conquering one of her tokens in the game, she wanted to snap all ties with him.

The reason for such escalation: she hadn't expected her father, whose filial duty is to care about her happiness, to 'cheat' his way to victory. Wildly incensed at the state of affairs, the daughter had to undergo four sessions with a family-court counsellor to go back to feeling 'positive' about life and family. The takeaway? Seek non-competitive ways, such as knitting, to spend self-quarantine.



Source: Reader's Digest

And this pun picture



Source: @punsworld



CUSTOMER

This reflects our ability to put the customer first (internal and external) in everything we do. It shows up in our awareness about customer delight, reflects in our understanding of industry/market trends and customer needs, and is demonstrated through relationships we build with the external world.



LEAD

Thermaxians think differently and do not deter in taking the first step in the pursuit of addressing unique challenges. Our culture encourages us to take calculated risks while seeking new frontiers. Managers as leaders enable their teams to achieve goals and create an environment of learning, experimenting and progressing.



OWN

Ownership implies dependability and responsibility. Owners consistently meet commitments made to all stakeholders, customers, peers, teams, managers, vendors and our community.



COLLABORATE

This trait encourages boundary-less behaviour in our employees. Collaborators build strong formal and informal networks, and thrive in matrixed relationships. They demonstrate compassion and empathy towards all co-workers while leveraging the power of teamwork to drive success.



CREATE

At the core, we are builders, creators and innovators. The change we bring about is exhibited through our new products, software, processes and business models.

A True Thermaxian Guided by Values, Governed by Behaviours



RESPECT



COMMITMENT



HONESTY &
INTEGRITY



CONCERN FOR
SOCIETY & THE
ENVIRONMENT



CREATE



COLLABORATE



CUSTOMER

THERMAX
BEHAVIOURS



OWN



LEAD