

STAKEHOLDER VALUE CREATION

Employees



Our employees are the bedrock of our organisation. We encourage a workplace culture that centres on inclusivity, collaboration, and continuous learning. Open communication and recognition programmes improve the morale of our employees. With this approach, we attract top talent and maintain retention and productivity.

KPIs

21,470

Total Headcount (Permanent Staff Employees and Workforce as well as Contractual Workforce)

72,421

Training Hours

0.24

Lost Time Injury Frequency Rate



A Culture of Innovation

Technology is the driving force behind our progress, enabling us to overcome barriers and unlock new possibilities. For decades, we have celebrated our technological prowess through Innovation Day. During this event, various businesses and functions showcase their groundbreaking ideas and technologies, and the ones who contribute significantly to technological advancements are recognised as trailblazers and innovators. Another example of our culture of innovation is where leaders are encouraged to incubate ideas that can be translated into growth units under our Senior Leadership Development Programme (SLDP).

Leadership Conference

Thermax held a leadership conference with the theme #TransformingForTomorrow to celebrate successes and align for change, urgency, and growth. The two-day event witnessed brainstorming sessions where business leaders shared strategies and their vision to escalate growth in their respective business verticals. Fun evenings and gala dinners were also planned for participants to unwind and enjoy the company of fellow leaders.



■ Senior leaders at the Leadership Conference held in 2023

Diversity, Equity and Inclusion

Thermax remains committed to fostering a diverse and inclusive organisational culture through its robust DEI strategy, structured around four important pillars:

**Enhancing
Gender
Diversity**

**Developing and
Sponsoring Talent**

**Promoting Openness
and Inclusivity in the
Workplace**

**Enabling Mindset
Change**



We undertook various initiatives aligned with these pillars during the year to drive meaningful change and foster an inclusive workplace environment.

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Enhancing Gender Diversity

Segmented hiring at Thermax aims to enhance gender diversity, particularly in mid-managerial roles, fostering a robust pipeline for female leadership. It strategically earmarks positions across sectors for women, creating an environment where they can thrive. In this financial year we have moved the needle and today we have 9.4% of women workforce which was 6.5% for

years. Thermax remains committed to advancing gender parity, setting a concrete target of having 15% women in the workforce by the next year. Our Company is dedicated to fostering an inclusive workplace and is poised to continue its efforts.

80

Positions Filled by Women Since March 2023



Women employees at Thermax's Shirwal factory in Maharashtra

Developing and Sponsoring Talent

Following the success of our Executive Development Programme (EDP) and the Senior Leadership Development Programme (SLDP), specifically designed for our top and senior executives, we launched the Young Leaders Development Programme (YLDP) in December 2023, aimed at nurturing promising young leaders under the age of 35. The YLDP programme offers a comprehensive framework covering skill development, business exposure, networking, and cross-functional engagement. YLDP emphasises self-awareness, business acumen, innovation, and collaboration, aligning with Thermax's commitment to talent development and excellence. We also included an executive education programme for employees from a premier institute in India to enhance leadership capabilities.



Participants of the SLDP programme at the Asian Institute of Management, Manila, Philippines

SLDP – Fostering Growth for Senior Leadership

SLDP is a 12-month transformative journey for N-1 to N-3 leaders, focussing on preparing them for higher responsibilities and accelerating personal growth. The programme includes an executive education module, workshops on financial acumen, and executive coaching, culminating in strategic projects to spotlight leadership capabilities. With a profound impact evidenced by role changes and promotions, SLDP drives tangible growth and positive transformations.

MCP – Empowering Managers

The Managerial Capability Programme (MCP) at Thermax has become a cornerstone initiative. It includes structured workshops and digital journeys that reinforce learning, focussing on themes like self-management, people management, and performance management. With close to a 79% completion rate for the first phase and overwhelmingly positive feedback, the MCP has cultivated personal growth and organisational excellence. We have plans for launching the second phase, which signifies a continued commitment to developing managerial talent at Thermax.



Enabling Mindset Change – DEI Awareness Workshop

'DEI Dynamics, Crafting an Inclusive Workplace' is a workshop that engages all employees in championing DEI values and creating meaningful change. We extend this initiative to all staff to ensure inclusivity across all levels. The workshop addresses microaggressions, biases, and workplace dynamics.

5 150

Batches Employees Trained in DEI



A still from the panel discussion held on International Women's Day

International Women's Day Celebration

Our Women's Day celebration, which was themed 'Inspire Inclusion', spanned two days. As part of the celebration, we hosted engaging events promoting gender diversity, breaking stereotypes, and celebrating abilities.

Activities included a face painting competition themed #BrushingBoundaries, where employees depicted powerful messages of inclusivity. The voting process for the competition was tied to planting a sapling for each vote received by the winning team. The 'Tree of Inclusion' activity symbolised unity through palm prints.

The second day featured speeches by our leaders and external speakers. A multi-generational panel discussed 'Unity in Plurality,' embracing diverse perspectives. The day closed with a theatre performance throwing light on workplace biases. Our

month-long #HerXfactor campaign further recognised achievements of women from within the organisation. The celebration signified a commitment to nurturing a culture of creativity, inclusivity, and empowerment at Thermax.

Alkemist – Women Beyond Boundaries

Thermax's 'Alkemist – Women Beyond Boundaries' programme, in partnership with Katalyst India, aims to empower female leaders and foster diversity. Over 18 months, 16 high-potential women undergo workshops, coaching, and a leadership boot camp for skill enhancement. Early outcomes are promising, with post-programme assessments potentially leading to leadership roles or inclusion in succession plans. This initiative demonstrates Thermax's commitment to inclusive leadership, bridging gender gaps, unlocking the full potential of its female workforce, and shaping a diversified, resilient leadership cadre for the future.

Promoting Openness and Inclusivity in the Workplace

Employee Engagement – The Pulse Survey

Our employees are custodians of our culture and understand that bottom-up communication is vital to creating a more inclusive work culture. We listen to the collective voice of employees through the Pulse surveys that facilitate gathering feedback anonymously, enable open expression, and help gauge employee satisfaction.

This initiative allows Thermax to identify areas for improvement and

drive interventions in collaboration with leadership. Each survey cycle is followed by action planning, reflecting our commitment to addressing employee sentiments. Over the past three cycles at Thermax, we have observed a positive trend in our drivers. We have seen significant action planning and positive impacts, particularly in areas such as recognition and work-life balance across the organisation. Through this transparent communication, we strive to create a workplace where employees feel fulfilled, engaged, and motivated to contribute their best.

Thermax Fest – Employee Day

The last day of the four days of Thermax Fest marked an open house for Thermax employees, beckoning them to step out of their cubicles and explore the innovations curated by different divisions within Thermax. The colleagues mingled and explored, fostering a collective spirit of discovery and learning about Thermax's role as a trusted partner in energy transition.

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Highlighting the message of inclusiveness through face painting

Events – Festivals and Important Days

Last year, at Thermax, we tried all the colours on the floor. In our true spirit of inclusiveness, we celebrated all festivals and important days. We danced to garba beats, dressed in red to welcome Christmas, held a fashion show and a reel-making competition on Diwali, hosted sports activities and some social events. Celebrating a festive event in the office is a magical amalgamation of joy, camaraderie, and shared happiness. It's an opportunity for colleagues to come together and enjoy the celebrations. Our festive events in the office weaved

together moments of laughter and togetherness, and gave us a sense of gratitude and community spirit.

Outbounds and Awards

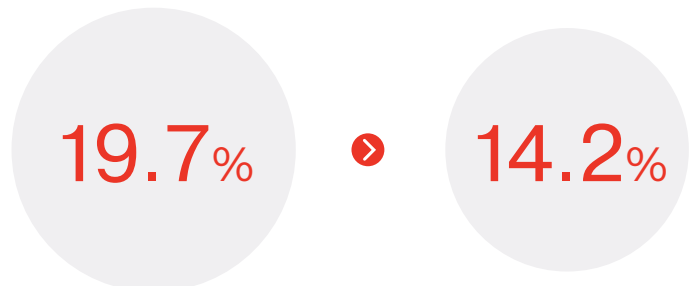
Thermax is becoming a more employee-centric organisation. Keeping employee well-being in mind, our Company arranges outbounds for various departments to foster collaboration. The outbounds include team-building activities and sightseeing. During the outbound, an evening is dedicated to rewards and recognition. The outbounds bring colleagues closer and rejuvenate them so they can restart work with renewed energy and vigour.

Attrition

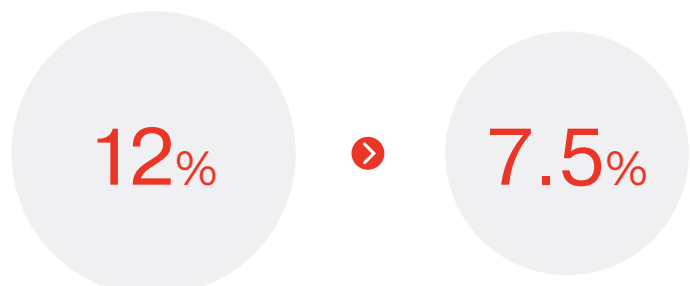
In FY 2022-23, we faced the challenge of high attrition. To address this issue in the current financial year, we implemented a series of measures aimed at enhancing employee engagement and satisfaction. We focussed on career development, learning opportunities, and salary corrections. We also implemented focussed group discussions with managers / skip level, launched the digitised Reward and Recognition programme and Managerial Capability Programme along with our Pulse scores (engagement survey) and wellness initiatives.

All the above initiatives helped us bring down our overall and regrettable attrition.

Change in Overall Attrition



Change in Regrettable Attrition



Health and Safety

Read more on pages 105-107



Thermax Cares

We undertake various initiatives to promote employee health and well-being throughout the year.

Industrial Marathon

120+ employees participated in the industrial marathon held in April 2023 at the Moshi Convention Centre, helping promote physical fitness and wellness.

Calorie Charts at Canteens

Calorie awareness can nudge people to make healthier food choices. We display charts across various Thermax office canteens that show calorie information about food. This provides valuable guidance to employees in making informed dietary choices and raises awareness regarding calorie intake.

Sports Tournaments

Promoting athleticism and team spirit, various Thermax divisions hosted several sports events including badminton and cricket tournaments for both men and women. In addition to the fun element, our leaders exhibited their sportsman spirit and motivated employees by encouraging active participation, teamwork, and healthy competition outside the traditional work setting.

Mental Health and Recreation Centre at Various Facilities

Recognising the significance of mental health in today's world, Thermax has introduced the 'Counselling Service at Your Workplace' initiative. A qualified

counsellor is available across office locations as per schedule to provide free and confidential consultations.

In addition to our existing recreational facilities, a state-of-the-art recreational area was inaugurated at Environment House, one of Thermax's offices in Pune. A collaborative effort between the Air Pollution Control, Water and Waste Solutions and Chemical divisions, this vibrant space within the office premises has been thoughtfully designed to provide employees with an opportunity to unwind, rejuvenate, and engage in physical activities during their work day.



The winning team of an interdepartmental cricket tournament