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Message from the CEO



Hello everyone

Welcome to the sixth edition of *Comdain Connect* – which is also the last edition for 2010.

As the end of the year is fast approaching, I'd like to take this opportunity to thank everyone for their dedication and hard work. It's been a huge year, one with many great successes and also a few challenges. We've made some great progress and really moved forward as a business. Overall I am very proud of what has been achieved.

We have made many inroads towards working as one unified company and creating the platform for future success.

As the year draws to a close, we need to remain focussed on delivering our projects well and meeting our customers' expectations. We also need to ensure that we continue to operate safely – this is above all else – our number one priority. We are making great headway against our target of zero harm – all the while remembering that we can never become complacent.

In late October, the monthly Leadership Team and Board meetings were both held at our Shepparton office over two days. Thank you to the Irrigation team for being fantastic hosts. These meetings also gave us the opportunity to welcome our new non-executive board member, Mr Peter Magarry. Peter has over 40 years of experience working in the electricity and gas industries across Eastern Australia and his previous roles include being Managing Director of Jemena. Peter's contribution to our business will be most valuable as we continue to grow and expand. In addition, the expansion of the Comdain Infrastructure Board will assist to strengthen our professional and corporate governance arrangements. Peter joins Tom Coen (Chairman), Peter Coen and me on the Board of Directors.

A key development to be executed from 1 January 2011 is the much-anticipated implementation of the Expert Estimator system, to be used for all significant tender estimates across our business. I am certain that this professional and first-class estimating system will significantly enhance our estimating capability and competitive advantage. The new year will also bring about the development and implementation of an intranet – a company-wide internal website which will help us all with our day to day work.

If you haven't already, be sure to check out our newly redeveloped website at www.comdaininfrastructure.com.au. Once again, I'd like to thank everyone involved in developing this fantastic new face of our organisation. We have made some great steps towards communicating to multiple stakeholders over the past few months and this is an important milestone. Soon we will also be engaging in a stakeholder mail and we will also be showcasing our new corporate profile brochure.

Lastly, I would like to personally send out some festive cheer to each and every one of you and your families. Be sure to take a well-earned break and I wish you a merry Christmas and a safe New Year. I look forward to another really great year ahead.

Cheers

Russell Zimmerman



Front cover photo:
Peter Walsh, Alliance Manager
FutureFlow Alliance and now
Project Leader, The Comdain Way



FutureFlow comes to an end

While the debate about the quantity and method of recovering water for the Murray Darling Basin ramps up, FutureFlow will wind down in December having made a significant contribution to this complex challenge.

FutureFlow's works in 2008 and 2009 represent the largest irrigation system upgrade in Australia to date and are estimated to deliver average annual water savings of 100 billion litres. This represents one-thirtieth of the volume of water planned to be returned to the rivers of the Murray Darling Basin via water buy-backs and infrastructure upgrades.

While other irrigation modernisation projects in the Basin are just getting off the ground, FutureFlow's works are already delivering positive outcomes. Areas of Goulburn-Murray Water's (G-MW) irrigation system modernised by FutureFlow achieved record water efficiency in the 2009/10 irrigation season. On top of the water savings, farmers are also growing more produce with less water due to service level improvements from the automated irrigation system.

The last three years have provided significant challenges which have only been overcome through teamwork and dedication by the alliance team. As the project comes to a close, it is rewarding to see the hard work pay off and project stakeholders satisfied with the outcomes delivered.

It is particularly pleasing to be able to witness the turnaround in irrigator acceptance of modernisation. Just two years ago we faced scepticism and elements of hostility for what we were trying to do and trying to achieve. There can be no better evidence of this turnaround than seeing farmers passionately lobbying for similar irrigation upgrades elsewhere rather than water buy-backs.

Yet, all good things must come to an end and 2010 has seen a steady stream of staff leave the alliance and return to their own organisations. The 12 month defect liability period is drawing to a close and assets are being handed back to G-MW. Comdain Infrastructure has made a significant contribution to the project together with our alliance colleagues from G-MW, Transfield Services and SKM.

Our staff can take great satisfaction in a job well done and be proud of the contribution they have made to one of Australia's most significant challenges.



FutureFlow alliance representatives at an award ceremony in Singapore where FutureFlow was nominated



Wollert – Euroa Maximum Allowable Operational Pressure (MAOP) Upgrade



Glenn Meredith, Resource Manager at the Euroa construction site.

In June this year, Comdain Infrastructure began works on APA's upgrade of the licensed pipeline T74 between the Wollert Compressor Station and the Euroa City Gate in Victoria.

This upgrade aims to increase the maximum allowable operational pressure (MAOP) from 7.4MPa to 8.8MPa and therefore increase the gas transportation capacity into New South Wales.

The upgrade was initiated by the installation of two new solar compressors at the existing Wollert Compressor Station. These compressors will allow the MAOP of the T74 transmission pipeline to be increased to the required 8.8MPa.

Overview of works

Comdain Infrastructure was responsible for the supply and installation of the mechanical, electrical and instrumentation works associated with the upgrade. Comdain provided all labour, materials, supervision, consumables, risk assessments and work procedures for the safe and efficient execution of the works.

The main works included the fabrication and installation of all main process gas

pipings, valves and fittings. Comdain ensured delivery of all pipe work, piping skids, piping supports and all structural steelwork. The project also required the collection of site measurements and surveys, and documentation including construction, safety and environmental management plans. Comdain Infrastructure lead all inspection, examination and testing of material and the recording of all welding and testing records.

What this project means for Comdain

Comdain Infrastructure has long history of successfully constructing city gates, regulator stations and pressure upgrades. This particular project gave Comdain the opportunity to demonstrate its proven capabilities in workshop fabrication and delivery to site of an installation this size. The facility upgrade was commissioned on schedule and within budget, proving Comdain's strength across gas projects.

Challenges

The greatest challenge throughout these works was to ensure that there was no disruption to the gas supply north, towards New South Wales. In order to maintain the supply, Comdain fabricated and installed a bypass around the site to enable continuous supply while the civil works were underway.

Another big challenge involved the fabrication of a valve assembly of this size in the Comdain workshop and then transport to site. This involved careful planning and precision across the project.

The exceptionally cold weather that was experienced in Victoria during the winter months of 2010 forced a greater demand on gas and therefore increased potential risks associated with any gas works. Risk was contained by careful forward planning and the completion of a risk assessment with APA Gasnet and the Australian Energy Market Operator.

Working with APA Gasnet

Comdain Infrastructure has been collaborating with APA Gasnet in a relationship which now extends over

five years - with the Euroa/Wandong upgrade being the most significant. Further, Comdain's relationship with APA Networks dates back 14 years.

APA Gasnet has acknowledged that Comdain Infrastructure has mature safety systems that give them a high level of confidence on site.

Comdain has been involved in many projects with APA Gasnet, some of which include:

- ▶ Construction of new City Gate at Beveridge
- ▶ Upgrade of Melton South City Gate
- ▶ Construction of new City Gate at Wyndham Vale
- ▶ Construction of new City Gate Whittlesea Supply
- ▶ Upgrade of Warragul City Gate

A job well done

The Comdain Infrastructure gas team performed this job without incident, within budget and on time. These efforts are well endorsed with the words of David Thek, Project Manager for the APA Group who said:

"The timing of works at both Euroa and Wandong were been impacted by regulatory and operational requirements. The co-operative approach between Comdain and APA on the project has allowed the impacts to be minimised with Comdain being able to react to changes and reschedule works in consultation with APA. This cooperative approach has ensured that APA had the ability to deal with operators and regulators with confidence and has helped to mitigate the impact of operational delays to the project."

Comdain Infrastructure looks forward to many more projects and collaboration with the highly respected APA Gasnet and APA Networks in the years to come.



Securing Gas Projects

The Comdain Infrastructure Gas team has been very busy over the past few months and has been able to secure some important new jobs for the organisation. We take a look at a couple of these below.

Gas Insertions Contract

In September 2010, the Gas team was engaged by APA Networks for an insertions contract at Viewbank and Heidelberg in Victoria. This project will run through to June 2010 and is valued at \$3.2 million.

The scope of the works for this project includes the replacement of 40 kilometres of low pressure gas mains through insertion of 63 millimetre PE pipe, upgrading the network to operate at the higher-pressure

range of 315kPa to 578kPa. This project is of significant value to Comdain Infrastructure and has required the recruitment of eight new employees supported by contract plant and equipment and a further two sub-contractor crews.

In addition, the Gas team has appointed long-term crew leader Claude Fabris to Construction Supervisor and Darren Egan to Project Engineer.

New Works Contract

Led by Doug Prow, General Manager Gas and Project Engineer Darren Egan in support of the Victorian Gas team, the New Works Contract, also with APA Networks, began in November 2010. The project is a long-term three year contract and valued at \$2.4 million. This is another fantastic gain for the Gas operations.

The New Works Contract involves the construction and installation of new service connections for domestic, industrial and commercial sites and the installation of new gas mains. Two crews have been transferred from the APA maintenance contract at Thomastown to Epping. We are currently utilising existing equipment and will progressively upgrade this as the contract evolves.

In gearing up for the New Works Contract, intensive formal (TAFE) and field training was required. This contract has represented an opportunity for recruitment of new personnel and further professional development of existing personnel. Importantly, this also expands Comdain Infrastructure's portfolio of gas services provided to APA Group and enhances the relationship across both organisations.

HSEQ: Toolbox Meetings

Talking to each other promotes Health and Safety

One of the main components of a successful Health and Safety culture is consultation and communication - that's why Safety Toolbox talks are a very effective and important part of communication and a necessary component of any construction site safety program. The main reason for a safety toolbox talk is to provide an opportunity to discuss and address any safety concerns that may have occurred or could occur, in the past, present or future of a particular project/job. All site-specific health and safety issues should be discussed at these meetings.

Topics for discussion during these safety talks could range from general safety and/or task-specific concerns which provide a continuous source of topics for discussion, also industry safety issues that relate to our type of works, detailing potential consequences of unsafe

actions. These are all valid topics for getting us all to understand and remember important safety lessons.

Toolbox talks should ideally be short, interactive and to-the-point. The best way to ensure that everyone understands the topic/issue and to reinforce the safety message is to ask questions. Asking questions is the best method of ensuring that all parties have an understanding of the issue.

Always listen carefully to the input provided and feel free to add your past experiences and potential alternative ways of achieving a safe outcome for any issues regarding safety concerns.

Quote: *A safer you is a safer me!*

Paul Harper, National HSEQ Manager



Getting to know our people



Talking with... Darren Egan

Title: Project Engineer
Area of the business: Gas
Location: Thomastown

Time with Comdain: 6 Months

What does a typical day at Comdain involve for you?

Anything from managing construction activities, conducting project contract administration and quality documentation. I also get to work on estimating for new work and I am involved in managing budgets and scheduling.

What do you like most about your role?

There is so much variety with my work; every day has a different challenge where I get to learn so much. Most importantly I enjoy the people I work with.

What drew you to Comdain?

I had heard it was a great company to work for and it all happened so quick, one week I was at home in Ireland and the next I was in Australia working with Comdain.



Talking with... Andrew David

Title: Field Supervisor
Area of the business: Gas
Location: Eagle Farm

Time with Comdain: 8 Months, about 28 Years in the Gas industry in Auckland NZ.

What does a typical day at Comdain involve for you?

Management of staff, resources and organising vehicles. Site visits with clients.

What do you like most about your role?

People and management of equipment and resources to suit the work.

What drew you to Comdain?

Windon, George and the daily challenges work can throw up.

What do you like doing when you are not at work?

Relaxing with family and friends and socialising.

If you could take three people with you on a deserted island – who would they be?

My real girlfriend (wife) and all the kids.

Favourite sporting moment?

NZ Kiwis World Cup 2008 Rugby League win.

Which football code do you follow? And who do you support?

NRL The Warriors.

Favourite quote or motto in life?

Be honest, Love your family and most of all, be happy with life.

What do you like doing when you are not at work?

Playing any sport, but especially golf. I also enjoy relaxing at weekends with a few cold beers and a nice steak on the BBQ!!!

If you could take three people with you on a deserted island – who would they be?

Anna Kournikova, Jennifer Aniston and Miranda Kerr, and don't even try to rescue me!!!

Favourite sporting moment?

Ireland winning the Rugby Six Nations Grand Slam in 2009.

Which football code do you follow? And who do you support?

Soccer and Manchester United but AFL has taken over and I now follow Carlton.

Favourite quote or motto in life?

"Ever tried, Ever failed, No matter, Try again, Fail again, Fail better." Samuel Beckett



Talking with... Priscilla Pearson

Title: Process and Performance Manager
Area of the business: Corporate Services, The Comdain Way
Location: Epping

Time with Comdain: 8 months

What does a typical day at Comdain involve for you?

Rallying the troops! The Comdain Way project teams are vital to the success of this initiative, so my role involves communications and guidance whenever required.

What do you like most about your role?

Being involved in all facets of the business. There's nothing more rewarding than watching a project come to fruition that implements best practices!

What drew you to Comdain?

The idea of a company identifying the need to strive for the best is part of my make-up. It will be very exciting to watch!

What do you like doing when you are not at work?

Looking after my three boys – Husband, baby and dog! (not in that order)

If you could take three people with you on a deserted island – who would they be?

Bono (the 1980s version, not now), Barrack Obama and... Hugh Jackman for a bit of eye candy.

Favourite sporting moment?

I wasn't born yet, but the 1970 AFL Grand Final when the Blues regrouped and beat the Maggies! I can watch it over and over again.

Which football code do you follow? And who do you support?

AFL, Carlton Blues

Favourite quote or motto in life?

There is no 'I' in TEAM.

Human Resources

Welcome to the team: our new starters

Welcome to the following people who have joined Comdain Infrastructure since September

New Starter	Business Unit	Title	Start Date
Kerrie Auchettl	Corporate Services	Payroll	November
Gregory Caroll	Victorian Civil	Labourer	September
James Karajanov	Victorian Gas	Labourer	October
Christopher Kelly	Victorian Gas	Labourer	October
Tyson Macpherson	Victorian Gas	Labourer	October
Peter Magarry	Corporate (Board)	Independent Non-Executive Director	October
Jack Ogilvie	Victorian Gas	Labourer	October
James Pearton	Victorian Gas	Labourer	October
Nicholas Smith	Victorian Civil	Labourer	September
Patrick Tobin	Victorian Civil	Project Engineer	October
Chris Travers	Victorian Gas	Labourer	September
Robert Vecchio	Victorian Gas	Labourer	October
Murray White	Victorian Civil	Project Engineer	October

The launch of our Employee Manual

After a long incubation period, we are pleased to announce the hatching of the Comdain Infrastructure Employee Manual. The manual is made up of general information about the business as well as covering our policies, procedures and guidelines that have been developed to provide clarity and direction around the way we operate and conduct ourselves.

An example of the content within the manual is our Code of Conduct. This is a very important document that binds us together as employees of Comdain Infrastructure. It is underpinned by our core values and outlines expectations placed on all of us regarding our conduct and how we do business.

Other key policies contained in the manual include the Equal Employment Opportunity (EEO), Bullying and Harassment, Drugs and Alcohol and Issue Resolution, all of which will be rolled out across the organisation in the near future.

You may contact your general manager if you would like a copy of the manual. You can also access a soft copy of the manual which is located at the on the Comdain Infrastructure server (J drive) under Human Resources.

If you have any questions in relation to the employee manual please do not hesitate to contact your General Manager or Janice Ciechowski, Human Resources Assistant in Human Resources at the Epping office in Melbourne on 03 8405 0000.



Our Growth

SUCCESS STORIES

We have recently secured:

- ▶ A project to upgrade the aeration blowers at Melbourne Water's Eastern Treatment Plant at Carrum for the Water Resources Alliance. This is yet another addition to our growing portfolio of treatment projects.
- ▶ The construction of an approximately 300 L/s sewage pump station with a 9.2 metre deep and 3.2 metre wide well at Saltwater Creek Estate, Point Cook in Melbourne's west.
- ▶ A new water main and road crossing for Queensland Urban Utilities in the Ipswich area of South East Queensland.
- ▶ A rising main for Goulburn Valley Water and a multi-cell box culvert crossing for Shepparton City Council, both in Shepparton.
- ▶ The Green Hills transfer main in Eynesbury in the Western Water area to the west of Melbourne.

GROWTH OPPORTUNITIES

We are currently focusing on various growth opportunities:

In the irrigation area, we have been shortlisted and are in detailed discussions with Trangie Nevertire Co-operative, an irrigation scheme in NSW, to assist them implement their \$115 million irrigation modernisation program.

In the gas area, we are in pursuing opportunities for gas transmission construction and services to complement our current expertise in the fabrication and installation of elements such as city-gates and in gas distribution construction and maintenance services.

As a new business area, we are investigating an opportunity to expand our services into the delivery of civil works and services for broadband installations.

Finally, in our traditional civil and pipeline area, we have been shortlisted for a range of projects for the Barwon Water Alliance in Geelong, Melbourne Water's Water Resource Alliance, Yarra Valley Water and City West Water

Injury Free Day

Last month employees of Comdain Infrastructure supported Injury Free Day (IFDAY) which is organised through the KIDS Foundation.

The KIDS Foundation is a not-for-profit health promotion charity dedicated to childhood injury prevention and injury recovery. Comdain people across the organisation showed up for work on the Friday 28 October dressed in casual clothes and in doing so raised over \$100!

Comdain Infrastructure commends this effort and takes pride in the fact that its employees value this positive attitude towards safety in the workplace.



Brand Reminder

Almost a year on from our new brand launch, and we almost can't remember the old!

Just a note that with the new brand, we should always refer to any part of our business as **Comdain Infrastructure**. Drop the rest – there is only one Comdain Infrastructure.

There's something in the water...

Everyone at Comdain Infrastructure would like to send out congratulations to all the families that celebrated the arrival of a newborn over the past few months.

- ▶ Alicia and Daniel Stanton – Arrival of their second child **Lexie Jennifer Stanton** born 5 September 2010
- ▶ Ronaldo and Evangeline Perez – Arrival of their second child **Gillian Rose Perez** born 26 September 2010.
- ▶ Claude Fabris became a grandfather for the second time to **Mia Rose Fabris** born the 5 October 2010.
- ▶ Joe and Janine Fiore – Arrival of their second child **Emma Fiore** born 9 October 2010.
- ▶ Vilma DiValentino became a grandmother for the fourth time to **Sebastian Eithan DiValentino** born 2 November 2010.

Risky Business



The construction of infrastructure is a risky business. Comdain Infrastructure has always actively managed the risk associated with its operations, particularly the risks associated with HSEQ. Our risk management practices have been very successful but as we grow and perform larger projects as prime, we need to:

- ▶ formalise our risk management practices;
- ▶ improve our risk management documentation;
- ▶ improve our risk management practices outside of HSEQ; and
- ▶ improve our communication with stakeholders.

In order to achieve this we have recently adopted a new risk management policy and framework.

The framework is based on the International Standard ISO 3100:2009(E) Risk management – Principles and guidelines and includes practical guidance on the identification, assessment and treatment of risk.

Should you have any queries about the new policy or framework or would like a copy, please contact Mark Lambert our General Manager Strategy, Commercial & Risk at mlambert@comdain.com.au.