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# A True Team Effort

This year marks an extraordinary milestone for CB&I: the 125th anniversary. Project Director Michael Trzeciak, a civil engineer with over 33 years industry experience and 30 years of service with CB&I, looks at his history with the company.

Images courtesy of CB&I

“During my time with CB&I, I have been assigned corporate and project roles, which are both diverse and challenging in their own way,” Michael says. “Within the corporate field, not only did it allow me to build strong relationships with the executive management team and business leaders in the industry, but it also enabled me to obtain a wider view of the company as a whole. I have successfully been able to apply this internal knowledge on the ground when assigned to projects, which has been reflected in various CB&I awards received, including the Excellence in Magnitude Award, the Health and Safety Award of Excellence, and the Global Leadership Award.”

Since 1889, CB&I employees have provided reliable solutions while maintaining a focus on safety. Today, CB&I continues the legacy of excellence with a unique business model that offers complete solutions to customers around the world.

“I started my career working as a field engineer in hydroelectric construction in the United States,” Michael tells us. “I then moved on to various projects with CB&I across the globe, including an LNG project in Europe, an LNG project in South America, the Woodside-operated North West Shelf project in Australia, Director of Operations for Asia-Pacific region, and the Isle of Grain LNG project in the United Kingdom.”

Having been involved in a number of large-scale projects with CB&I, Michael has seen how projects are becoming more complex in terms of logistics, environmental considerations, and talent acquisition.

“In regard to logistics, during a project’s development as it grows, so too do the challenges. When a workforce across multiple disciplines increases, and interfaces with multiple contractors grow, it becomes a highly complicated effort. With complex logistics tasks, it is imperative that meticulous planning is undertaken. CB&I has performed work successfully for 125 years by adhering to rigorous systems, procedures, and CB&I’s three principles: safety, ethics, and >



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“In my experience, regular reports, meetings, and contact have been effective to ensure a clear plan and direction. Effective communication assists to build and maintain positive working relationships, which is imperative.”  
- Michael Trzeciak

*“Gorgon has presented Stork and CBI with unique challenges. Stork and CBI have created an excellent working relationship, were we have become an integrated member of CBI’s construction team, working in an open collaborative environment based on Integrity and Trust.” - Chris Sperandio, Operations Director AP, Stork Technical Services*

teamwork. In addition, I ensure proper communication flows to project leads and is disseminated correctly through every team.

“In my experience, regular reports, meetings, and contact have been effective to ensure a clear plan and direction. Effective communication assists to build and maintain positive working relationships, which is imperative. It is through this that we endeavour to build a strong team, and on any large-scale project, impeccable teamwork is required to succeed.

“During my years in project management, I have seen the notion of environmental management as an increasingly important aspect of modern business management. With increasing pressure from government regulations, and the community becoming increasingly aware of the importance of sustainability, it is vital that stringent policies and procedures are followed. The control of this requires constant and strict management, with regular

communication and reinforcement of the importance of our environment. It is an area of which CB&I is conscious and ensures every team member understands the importance and responsibilities we have as an organisation. In my years as project director, I’m proud to say that my teams have been awarded with environmental excellence awards on multiple occasions. For example, we were recognised for the development of a strong ecological culture and commitment to ensuring compliance is met and maintained, which is a true testament to our efforts to ensure a sustainable environment.”

CB&I is committed to hiring local employees and to provide them with career development and training opportunities to enhance their careers. CB&I offers employees mentoring programs, tuition assistance, training seminars, and a variety of programs to help them develop their skills. For example, one of the key initiatives in Australia is the roll-out of Project 300. CB&I, >



# We're helping CKJV build a quality workforce



in coordination with the Australian Manufacturing Workers Union, put together this project to overcome high demand and national skills shortage of welders, boilermakers, and mechanical fitters. The first stage has been to target existing employees using an upskilling model. For example, trade assistants who wish to have a formal qualification can use their current skills to fast-track the process, which CB&I supports and encourages. CB&I currently has 160 apprentices working on different projects across Australia.

“At CB&I, we understand the importance of supporting local businesses who share the same values of safety and high work ethic. We rely on the expertise of local contractors to help

execute our various scopes of works. Our subcontractors’ skills and expertise not only benefit us but also benefit the local community.

“Through subcontracts, additional local jobs have been created. Ausco Modular is a prime example of this. The company supplied and installed 18 individual buildings and surrounding amenities for a Development and Employment Centre in Western Australia. More than 60 Ausco staff were involved in the construction of the buildings, including 14 people hired specifically for this contract. In addition, Ausco called on the services of five subcontractors who undertook electrical, plumbing, and verandah installation works, creating a wider network of support.”

CB&I currently has 160 apprentices working on different projects across Australia

As project director, Michael recognises the importance of making staff feel appreciated. “I would hope that the recognition the team sees is a direct correlation of my daily meeting with them and the way CB&I conducts business. It needs to be fair, and it needs to be honest. All of those things need to be a common denominator. Acting consistently and having the same personality every day in the office brings stability. >

*“We have worked with CB&I Constructors for more than 25 years. Their rules of engagement are honesty and transparency. CB&I has a unique culture and is without doubt the best in the Industry when it comes to execution and scheduling.” - John Jones, CEO, Access Group Australia*

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"I treat people in the office as business partners, and if at the end of the day or end of a project I happen to develop some long-term friendships, then that's an added bonus. When someone like me leaves a job and travels halfway around the world and you get a call from one of your colleagues or previous colleagues asking for advice, and they're using you as a mentor, although it's not a formal mentorship, that means something from a friendship point of view as well."

"CB&I conducts business in a fair, ethical, and lawful manner worldwide, only associating with customers, suppliers, and subcontractors who share this approach. One of our core values is safety. We uphold this value in the same way that we ensure the quality of our work: by

implementing rigorous controls through every phase of our projects. Our employees receive extensive training on how to perform their jobs safely, properly, and in compliance with environmental regulations. Safety is our highest priority. We conduct business ethically, celebrate teamwork, and put a relentless focus on our goal of 'nobody gets hurt' at CB&I.

"Everyone shares responsibility for their own protection, that of their fellow workers both in the field and in the offices, and for every person who visits our locations. With safety first and foremost, our employees are able to perform their duties with the confidence that they will return to their families safely. I am proud to be a part of CB&I, a company with one of the best safety records in the industry."

In 2013, CB&I continued with its exceptional safety record with more than 146 million work-hours >



*"The CB&I team are the most professional workforce Handley Surveys have encountered and had the pleasure working with in the Global Construction Industry. We have undertaken seven major projects together since 2002 and it is always a rewarding experience." - Henry C Handley, Director, Handley Surveys*



Pluto LNG Project onshore gas plant construction site, Karratha, WA (photo courtesy of Woodside)



Chevron-operated Gorgon Project pipe spools, Kwinana, WA



Sino Iron power station, Cape Preston, WA



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# COMMITMENT TO HIGH STANDARDS

**Access Group** is Australia's largest privately owned construction equipment supplier specialising in container handlers, forklifts, telehandlers, elevating work platforms, and lighting towers.

Our longstanding relationship with CB&I dates back more than 15 years. Both John Quays and I have the privilege of working for CB&I on many projects. Due to the high expectation CB&I has in relation to quality and safety standards, we have been fortunate to be successful and win many supply bids based on our ability to meet and deliver to CB&I's and its clients' expectations.

To date, Access Group employs more than 190 employees and operates over \$200 million worth of equipment, giving us one of the largest fleets in Australia. Our size sees us deliver on multiple large-scale projects throughout Australia.

Access Group's newly opened service facility has an area of 15,000 square metres. This purpose-built facility sets the benchmark in lean management, safety,

and quality practices, ensuring the highest standards in the industry.

Our commitment to offering the complete solution to all our customers has made us the market leader in the access equipment industry in Australia. With our extensive support infrastructure and robust fleet, plus superior nationwide service and support, we have been able to fulfil our commitment of offering the complete solution to all our customers. We have utilised the best equipment suppliers in the world to create a flexible and comprehensive fleet. Backed by dedicated transport, service, and training divisions, our fleet is the biggest and most extensive in Australia.

As a national company, we have had years of experience in becoming remote project specialists due to the unique mining and industrial projects offered across the Western Australian mining and construction landscape. In addition, our expertise extends to offering complete service solutions to major projects and clients across Australia. Simply put, our

flexible nature means we can go where our clients go. Access Group believes it's only by being at the coalface that you obtain a genuine understanding for what is happening and what is required.

In this dynamic, fast-paced industry, time and scheduling is money, and we take full ownership of our clients' project outcomes.

Timing of the economy is one of our biggest challenges, be it internationally or locally. We're reliant on the US and Europe for supply and support, and must continually pre-empt market changes to maintain our ability to supply.

A project's schedule is only as good as the company providing it with the specialised access equipment and service support.

Here at Access Group, we are proud of our accomplishments and growth but also realise that we must constantly work towards our commitment of offering the best service solution to our customers in order to remain the market leader in Australia today.





# Sarens Australia



FMG



NCIG2



Brighton Bypass

### Some recent projects:

**FMG Project, Port Hedland, WA:** Transport of Reclaimer Parts with 44 axle lines of SPMT's. Customer: ThyssenKrupp Materials Handling

**NCIG2 Project, Newcastle, NSW:** lifting of Stackers Parts (over 300 tons) with CC2800-1 and LR1350-1. Customer: Sandvik Mining and Construction Australia Pty Ltd Material Handling Projects

**Brighton Bypass, TAS:** lifting of bridge beams by using 350 tons crawler crane. Customer: VEC Thiess JV

expended across the integrated company. "In that total, CB&I recorded a 0.05 lost-time incident rate, which means just one lost-time incident for every 3.66 million work-hours. At CB&I, we work towards achieving a zero incident environment.

"CB&I doesn't see separation between health, safety, and environment; it's all one concept. It's the health and welfare of our employees, both on and off the job. The environment, whether it be for today's generation or future generations, is equally important. If you want to take HSE to the lowest common denominator, safety is the identification of risks associated with work tasks a foreman and construction crew would be

doing. CB&I makes sure that there are absolutely no misunderstandings on the importance of HSE.

"Quality and production are equally important, but safety must come first. We've had a couple of cases recently where employees have approached us and said because of the drive we have on safety, they're acting differently within their homes and in the way they perform tasks outside of work. This really shows that we're making HSE part of people's mindset and behaviour."

Michael sees a bright future for CB&I. "We are confident in our capabilities, our talented workforce, and the long-term growth of the markets we serve. Currently, CB&I has 55,000 employees located across all continents, including 4,500 in Australia, and can provide clients with a total solutions package

across the entire energy spectrum, from proprietary technology and related catalysts to front-end engineering and design, EPC and construction management services, commissioning, and aftermarket support. For the local business, this means exciting times ahead as we are now equipped to offer complete energy solutions. It's all over the news that Australia, and in particular Perth, is becoming an important hub for the LNG industry. This is great timing for CB&I, which has more than 50 years of experience conducting work across each state as well as being involved in every major oil and gas project in Australia.

"Of course, none of these great accomplishments can be achieved without our talented workforce. Our people are our biggest asset and driving force that has made us into a company which is built to do big things." >

*"CB&I has selected Sarens as a loyal and trustable crane service provider. One of the reasons why Sarens Australia was allowed to supply more than 80 cranes to CB&I or their JV partners on Gorgon Island." - Dirk Verwimp, Sales Manager and EPC Advisor, Sarens Australia*

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“An organisation does not operate in isolation; we have to interact with employees, customers, suppliers, and stakeholders that are a part of the community.”

- Michael Trzeciak

Michael’s leadership style has been influenced by three main values. The first is his family background. “I come from a middle-class, hardworking family in the United States, which set the stage for my career. My upbringing has shown me the basic rules of life, based on equality and moral values. As a leader, I have found myself faced with difficult situations. It is during these times that I put my fundamental values to the test to ensure fair and ethical outcomes.”

The next influence that has helped Michael form his managerial approach is his exposure to different cultures. “Through my career, I have had the opportunity to work and live in every continent, experiencing different cultures and management styles, which has been an eye-opener. I have learned to appreciate firsthand that no matter what your cultural background is, people are people, and they want to be treated with respect. This is why I

have always applied the simple rule that you treat others as you want to be treated.”

The third and final influence on Michael’s leadership is the appreciation he has gained for sustainability and corporate social responsibility. “An organisation does not operate in isolation; we have to interact with employees, customers, suppliers, and stakeholders that are a part of the community. I believe sustainability and corporate social responsibility is about managing these relationships to produce a positive impact on society.”

CB&I is involved with numerous charities and demonstrates the importance of supporting local causes; it highlights how profit is not the only outcome business should pursue. Putting its support behind charities, CB&I is sharing the company success with those in need while encouraging its employees to donate time and resources to worthy causes. •

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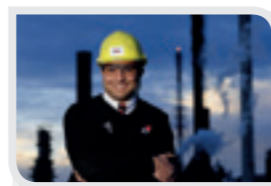
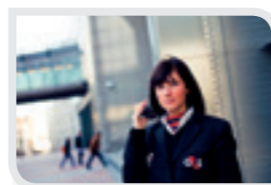
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