



*International Energy Services
JES Asia*

*Cootes Transport Group
Beta Fluid Systems*

*Liquip International
SAFAS Trucking*

JES Resources

Contents



- Managing Director's Update
- Have a Good Ole Aussie Yarn.....
- The Widow Maker Heart Attack!
- Good Luck John McMillan
- HSSE Update—IES Resources Queensland Region
- Cootes Newcastle's "Biggest Losers"
- Don't blow it - good planets are hard to find....
- Invincible Me!
- Liquip Equipment Division – Manual Handling
- Liquip Fuelling the Indian Skies
- Movie Mania
- Flying High...Keep Mobile!

Newsletter contact:

Anne Clark
anne.clark@ienergyservices.com
(03) 8832 0110

Managing Director's Update

Vin Stenta Managing Director, International Energy Services

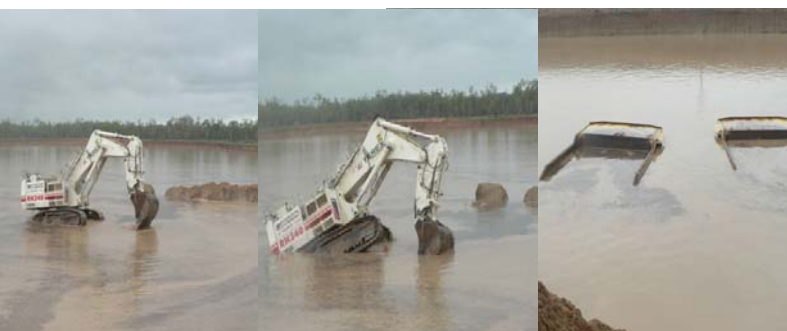
I would like to start this edition of our Newsletter by welcoming **Gary Ireson** to the IES Executive Management Team. Gary joined us in April as the General Manager for IES Resources which is our most geographically challenging division with operations in Western Australia and north Queensland. He literally travels the length and breadth of Australia. Gary has joined the Resources division at a very exciting time with the recent acquisition of the Goulds business and some exciting new growth opportunities in both WA and north QLD.

Our Resources division has been through a difficult time thus far this year, with our operations in Townsville, Charters Towers and Mt Garnett regions heavily affected by rains and floods. Access to mines were cut off for many days as the rains were so heavy the sub-surface below many roads



was washed away. Now that operations are back to normal the team is working closely with our customer Kagara Zinc Limited to move as many tonnes as possible to make up for lost production time. I guess in both cases we could say when it rains it pours. My thanks go to Bernie, Tim, Graeme, Michael, Larry, Les and all the staff, drivers and mechanics in these locations for their efforts during this time. Pleasingly we operated in these difficult circumstances and did so without incident or injury. Well done all.

I am sure you would have all seen the news reports of two drivers being rescued from their overturned vehicles in a raging river crossing by a local farmer on a Jet Ski. This occurred at 2:30am on Saturday 14 June. Whilst the two drivers who were on the news were not IES drivers, one of our drivers, **Wayne Hindrikson** was in his truck just behind them and also entered the river crossing in the dark not knowing how fast the river was flowing. As he sat in his truck the river quickly rose by 1.7m in a matter of minutes. Wayne was badly shaken up but thankfully all were rescued. My appreciation for all their efforts to **Vinnie, Mark, and all the team in Port Hedland** who quickly raised the alarm and got to the site to help. We certainly operate in some very challenging environments and hence the need to be more diligent about ensuring we know and follow our proce-



dures and having the capability to respond to such incidences and emergencies.



Our Staff and our Operations are becoming LEAN.



Elsewhere in this edition you will read about how a group of our drivers in Newcastle (NSW) have become LEAN by going on weight loss programs. This is a fantastic initiative. I have known **Glenn Douglas** for many years and to see him loose over 34kg is an amazing achievement. I am sure everyone will be interested to read about the many benefits for him both personally but also professionally enabling him to perform his duties as a driver with less fatigue and more alertness. Congratulations to Glenn and all the other staff in Newcastle who have embarked on this journey. I know you will inspire others to do the same as you have me.

Our Liquip division has taken the similar approach with our operations through the implementation of LEAN manufacturing techniques across all Liquip. LEAN manufacturing is all about eliminating waste and therefore reducing costs, making products and materials flow more rapidly from one step to the next and therefore improving efficiencies and ensuring that production always matches the customer demand. **Tony Jovcevski**, joined Liquip from Ford Australia as the main driver of lean and thanks to his efforts and the commitment from Rod Evans and the Liquip Management Team, we are now seeing significant improvements in plant efficiency and capacity. This sets Liquip up to take on more new contracts with existing customers but also aggressively grow into the commercial aviation refuelers market in the US region.



As you can see there are many challenges across the Group. These are only a few we have faced over recent months. As IES continues to grow we cannot be blinded by the excitement of what lies ahead and forget that we must continue to improve the service we provide to our customers and most importantly not injure or harm anyone.

Please ensure at all times we TAKE 5; ask yourself

- What am I going to do?
- What could go wrong? and
- What will I do to make it safe!

Have a Good Ole Aussie Yarn.....

Cherie Logan Group HSSE Manager, International Energy Services



Stories have been used in history to entertain, inform and to provide a sense of inclusiveness. Stories act as both mirrors and windows on the human experience, showing people either how to look at reality in a different way or suggesting alternative realities. The tradition of storytelling has enabled people to make sense of the world that surrounds them, and their place in it, for many thousands of years.

Stories work at a very different level than pure information-sharing because they deal not just with rational thought, but also with how we feel about what we have heard. Stories are able to move beyond the barriers people create, **to touch not just our minds, but our hearts**. Because of this, we should always be looking for an opportunity to tell each other stories about health and safety to share our experiences so all can learn from them.



Newspapers share peoples stories

Why tell stories?

- Stories empower the speaker and the listener,
- Stories create an environment of trust,
- Stories create a bond among those who hear them,
- Stories engage the mind,
- Stories have a unique ability to defuse conflict and differences of opinion,
- Stories encode a lot of cultural information,
- Stories provide a way to learn from personal or vicarious experiences.

Stories have substantial **power to influence behaviour**. It is difficult to consider another communication tool that can get across beliefs, model behaviour, teach skills, provide behavioural cues, and simulate consequences over time in as compelling a way!

A recent example of good story telling was the IES Resources tool box topic (May 08) that included a **story about the end of Alex's' last nightshift** after a 7 day roster, called "The time of day".

It sets the scene for what that time of day feels like and Alex starting to feel the signs of fatigue and a very lucky near miss. Just about anyone reading that story would have been transported into Alex's day and just maybe it was more impacting in getting the fatigue message across to those that read it.

In this IES newsletter you will see a few stories from people's **personal experiences**, ranging from successful lifestyle and health changes through to serious illnesses that resulted in people fundamentally changing their attitudes to life and family. These are all compelling stories that touch our hearts and maybe will influence others to learn from them.



Musicians are age old story tellers



TV shares people's experiences

One of the simplest functions of stories is that they **provide us with a way to better remember information**. People pay attention and listen more attentively to stories. If paying attention and remembering what has been told are two keys to effective learning and influencing behaviour and actions, then **stories increase the likelihood of this learning**.

Trying to change another person's behaviour permanently **without obtaining their buy-in is impossible**.

It is true that people will change their behaviours to generally comply with imposed rules when they must or when they are told. But when nobody is around to monitor it they often revert to how things have always been done and **how their occupational culture expects them to behave**. Particularly if their instructions are in conflict with the usual culturally expected behaviours or are inconsistent to what was done in the past.

Have A Good Ole Aussie Yarn..... (cont.)

Cherie Logan Group HSSE Manager, International Energy Services

To openly go up against a traditional norm, people have to be convinced that the **new behaviour is a better choice and that the choice to follow it, IS THEIR CHOICE!**

People are natural storytellers. You only need spend time in the crib-lunch rooms to observe how people interact with each other on stories about their footy team, hot tips, close calls they had, how a child excelled at something and the story behind it.

They talk about someone they knew who made an error in judgement and paid dearly for it, or about things they have seen and experienced personally as they have gone through their careers. The role of these stories is complex, **but very bonding for a group and influences culture and expectations.**



One of the most important reasons for this story-telling in a crib-room is the **education of inexperienced people.** Experienced people see them as a potential hazard if the way they carry out their work and the way they make decisions is not in alignment with expected safe practices.

Encourage people to have a go

Experienced people understand that one thoughtless or dangerous act can put everyone in peril. It is in **their best interest to teach** inexperienced workers how to do the job correctly.....in addition to their formal training, experienced people need to share their stories in an informal yet meaningful way for them to really learn the ins and outs of the job (it is impossible for every possibility to be built into a training package).

Stories turn impersonal statistics into faces – people just like the listeners – who may have suffered injury, death, or close calls on the job. Because of the shared sense of hazard and the mateship felt in the culture of experience, it is not difficult for learners to transfer themselves into the story and think about how they would have reacted or what they would have done. **This is immensely powerful when teaching “why should I care?” about safety.**



Stories connect us

Encourage story-telling?

- Through written articles that tug at the emotions and share personal learning's,
- Through asking people to share their experiences at tool box talks, dept meetings or other gatherings.
- Through encouraging people to talk about their close-calls or incidents at training sessions and refreshers.
- Through role playing “what if” scenarios based on someone's stories, at training sessions or tool boxes,
- Encourage “buddy's or mentors” for new people to teach with their own and others stories
- Look for ways to provide the opportunity and time for people to share stories and experiences.

WHAT ARE YOUR STORIES AND HOW DO YOU SHARE THEM?

The Widow Maker Heart Attack!

Dave Jackman, NSW Compliance & Training Manager Cootes Transport Group

The "Widow Maker" heart attack

"Perhaps the only good thing about this heart attack is that it doesn't create much indecision"

"With the widow maker, there is no mistaking the pain as something that will soon pass"

A heart attack is sometimes referred to as a myocardial infarction (MI) acute myocardial infarction, coronary occlusion or coronary thrombosis.

A heart attack occurs when there is a sudden, complete blockage of an artery that supplies blood to an area of the heart. As a result, some of the heart muscle begins to die. Without early medical treatment this damage can be permanent.

What causes a heart attack?

The heart is a muscular pump that needs a continuous supply of oxygen. It obtains oxygen from the blood, which flows to the heart muscle through arteries on the heart's surface. These arteries are called the coronary arteries.

The underlying cause of heart attack is coronary heart disease (CHD) – the slow build up of fatty deposits, called plaque, gradually clog and narrow the inside channel of the arteries. It is a process that begins early in life and continues over the years.

A heart attack usually begins when an area of plaque cracks. Blood cells and other components of the blood stick over the damaged area and form a clot that suddenly and completely blocks the blood flow to the heart muscle. If the artery remains blocked, the lack of blood permanently damages the area of heart muscle supplied by that area.

Heart attack symptoms

Heart attack symptoms vary. The symptoms usually last for at least 10 minutes and you may experience more than one of the heart attack symptoms below:

- Pain in the chest
- Spreading Pain
- Discomfort in the upper body
- Difficulty breathing
- Nausea or vomiting
- Cold sweats
- Dizzy / light head.

Stan Magee's Story

A Cootes subcontractor employed driver lucky enough to survive the "Widow Maker" heart attack was **Stan Magee**.

Stan is a 61 years old and a seasoned driver who believed up until his recent experience had "lived a fairly healthy lifestyle". Or so he thought!!!!

Stan has carted all types of freight from general, chemicals, LPG and fuel for many years. Being a smoker up until 25 years ago and having the occasional red wine with dinner on the weekends, Stan considered himself to be of average health. Having been diagnosed with high cholesterol and being a "B-Double" Driver, regular medical examinations were a regular occurrence prior to his heart attack, so he thought he was fine!

Stan's own summary of his lifestyle :

"My diet was not ideal, consisting of take - away, chocolate, etc"

" I suppose burning the candle at both ends eventually caught up with me"

It was the Wednesday before the Easter 2008 long weekend. Stan had not worked the week prior. The day had consisted of normal, non-strenuous activity, in fact Stan was in the kitchen cooking dinner for himself and his wife Christine. Stan remembers :

"I was feeling perfectly well up until excruciating pain hit my stomach area"

"I thought it might have been an "off" prawn I sampled from the meal I was cooking, I have never in my life felt such shocking pain"

Stan explained that he then informed his wife of his feeling "off colour" and moved to the couch to take a rest. It was only after a short while that Christine checked on Stan and saw that he was in a lather of sweat and looked to have a greyish tinge to his skin colour.

It was at this point that Christine took no chances and called 000 – Christine's immediate actions were what saved Stan's life. Stan was suffering a major heart attack.

The Ambulance arrived within 8 minutes and injected Stan with a potion known as "clot buster" to immediately thin his blood. The Ambulance drivers praised Christine for her calling 000. 40 minutes later Stan was admitted to hospital where an angiogram was carried out and identified two blocked arteries at the back section of his heart. Two stents were inserted to clear the arteries.

Stan's Doctor explained that Stan had suffered a "massive heart attack" and was lucky to be alive.

Since Stan's illness he has realised quite a few things :

"I am lucky to be here today"

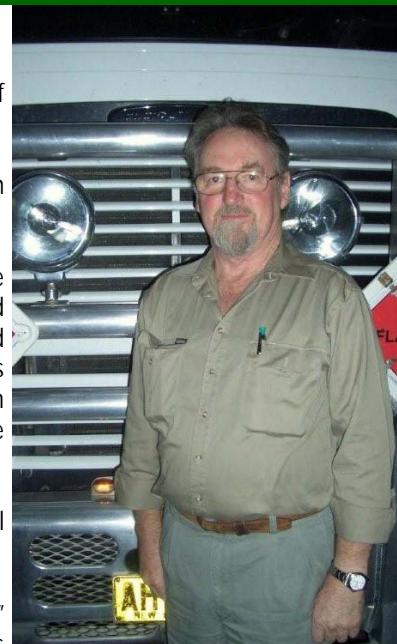
"Burning the candle at both ends has eventually caught up with me"

Stan has changed his diet, and since the operation says he feels "300% better". Introducing a 30-45 minute walk and/or bike ride into his daily routine has helped him achieve this new lease of life.

"if this article makes 1 person call that ambulance to get the immediate attention require to save their life, I will be satisfied. Even better if people learn from me and change their lifestyles now sp this doesn't happen to them"

"I would never have thought I was having a heart attack – I thought it was a reaction to something I had eaten."

With eight lively Grandchildren Stan is looking forward to a long and healthy life ahead.



Good Luck John McMillan!

Greg Niven General Manager, Cootes Transport Group

Our good friend and colleague **John McMillan** is to set off on an opportunity and challenge of a life time. John and his wife Jenny are off half way across the world to help take the reach of IES globally in to Africa.

IES have been employed as consultants on a major infrastructure project in Tunisia North Africa for British Gas (Tunisia) which is part of the BG Group. This consultancy includes designing the loading and discharge bays, and also providing the management and infrastructure for an LPG trucking operation.

In March 2009 LPG will flow into Hasdrubal near the city of Sfax from wells in the Gulf of Gabes, and be exported by ship from the Port of Gabes 150km to the South, to mainland Europe.

The product will be trucked 24/7 with a fleet of 12 Mercedes Benz Prime movers, 14 tankers built by Robine of France, and staffed by in-country nationals managed by IES. There will be 50 drivers plus 50 assistants, supervisors and managers, using our Freight 2020 and Fastrack systems thereby ensuring best practice HSSE management is used in this task. Cootes Dandenong workshop are currently building two emergency response trailers for this project, primarily they will be used to deliver to alternative locations if required. The project will run for approximately two years until a pipeline is built between Sfax and Gabes.

On behalf of all at Cootes and the IES Group I would like to wish John and Jenny the best as they take on this new challenge and also look forward to John's updates in the upcoming newsletters.



HSSE Update - IES Resources Queensland Region

Karl Stocker, HSSE Training Coordinator—West, IES Resources

Being this is my first article since joining IES Resources in the beginning of February, I would like to thank the warm welcoming I have received, not just from IES Resources management and staff but the IES Group. It is fantastic to see the commitment to HSSE coming from the Top Executives as this does have a flow on effect down. I have a firm belief that leadership is the best example to providing a safe environment for not just you, but also your subordinates and fellow colleagues.

Since I have arrived at IES Resources, the progress in HSSE in the Queensland Western Region is moving forward quite quickly, especially with the reporting of incidents **no** matter how small it is. The reporting is a major key to assisting the HSSE team on providing solutions to minimise risk within the work environment.

The housekeeping standards in all the depots have raised especially the Alice Street depot and QBH depot. I would like to congratulate both Darren Wright and Dale Rumbel and their teams for all the effort they have put in. With the improvement of the presentation of the sites, the standard of work produced and morale in the workplace has increased greatly. Keep up the good work everyone.

Our next step is to decrease the trip and fall hazards around the worksite by introducing designated walkways which will be marked out. This will restrict access to the workshop area and provide a safe access area for everyone who is required to access the site or workshop. These walkways will also map out the route of direction in case of an emergency situation onsite and direct everyone onsite to the emergency assembly area.

All the Managers in the IES Resources QLD Western region have been working hard to close the corrective actions that have been issued from safety audits, Incident investigations and other sources. In October last year, the previous General Manager Joe Thomas conducted HSSE audits on every depot in our region. IES sent an audit team in as well and the results from the audit stated that a lot of improvements were required to providing safe work environment and compliance with the current legislation. The table below shows how much improvement has been made:

Depot	Currently open CARs	Closed CARs	% Closed
Quarry	0	95	100%
Bootu Creek	2	20	91%
Osborne	7	59	89%
Cloncurry depots	34	113	77%

A lot of hard work has gone into closing the corrective actions. I believe all Managers and their teams should be proud of the achievements and continue to strive forward, and close out the remainder as soon as possible.

Ernie Woodfield has worked so hard in closing out all the corrective actions at the Quarry operations. The standard Ernie has set for safety is high and there is no complacency on safety and PPE. The team at the Quarry work safely not because they are told too, but because they want to for themselves and their colleagues. This is the culture that must be spread throughout the IES group to ensuring everyone is safe in the workplace.

Congratulations to Bootu Creek for reaching two major milestones within the last couple of months. The Bootu Creek operation which is located in the Northern Territory, approximately 120km north of Tennant Creek has been operating since March 2006. In that time they have been LTI/MTI free and just past 1 million tonnes safely moved.

The Cloncurry transport operation has moved along way in the last 6 months and Darren Wright has worked hard on increasing the safety performance. On the 8th of June 2008 the operation passed a big milestone by travelling 1 million kilometres safely. The previous best was 556,000km so the team is truly on its way to doubling that record. Keep up the good work everyone!

While the IES Resources QLD Western Region is moving forward we do still have a lot of work and improvements in front of us. At the end of the day zero harm is our target and every employee in the company will return home at the end of the day in the same condition as arriving to work.

Stay Safe and remember "PPE is our last line of Defence, not the first!"

Cootes Newcastle's "Biggest Losers"

Dave Jackman, NSW Compliance & Training Manager, Cootes Transport Group



Several of the Cootes Newcastle Drivers have been inspired by the "new look" **Glenn Douglass** who has managed to shed some 35kg over the last 7 months.

Glenn's pre diet weigh-in was on the 20th November 07 when he tipped the scales at a hefty 139.3kg. As of June 08 Glenn has lost an amazing 34.9 kg, weighing in at just 104.4kg.

Glenn has attributed this success to dieting (Kate Morgan Diet) combined with exercise, **AND** a very tempting incentive from his wife Karen – a Harley Davidson when he had lost 30kg. Karen has remarked that Glenn: "is a different person, his confidence levels have increased, this seems to stand out at social gatherings where Glenn is now more interactive"



Not only is the weight loss evident in Glenn's appearance, but Glenn has identified some other important benefits gained by his hard work. Glenn states that he:

"feels much better within himself, I feel much less fatigued and seem to get through my day with much more ease than when carrying the excess weight."

Glenn also says his concentration levels have increased and he still seems to have energy to burn at the end of his day .

Glenn also highlighted the impact the weight loss has had on his family life giving him more energy to spend quality time with both of his boys, Kye and Beau, who have noted a new "spring" in their fathers step. Kye and Beau have explained that they are both:

"proud to go to the shops and sporting events" with their new look Dad.

Along with the dieting, Glenn has made other lifestyle changes including giving up smoking and reducing his alcohol intake. Glenn states:

" I used to feel I needed to drink excessive amounts of alcohol at gatherings to become the life of the party and draw attention away from the weight I was carrying, now I have reduced the amount I drink, I have more confidence, and can hold a reasonable conversation with others."

So a big congratulations to "Dougo" and don't be mistaken as I was and ask "who's the new guy under the Gantry" next time you visit the Newcastle yard – that'll be Dougo.

Dougo's Diet Delight!!! - Chicken Chow Mien.

120 grams Chicken Mince
½ Diced Onion
1 stick Celery, sliced
½ cup green beans, sliced
1 ½ cups shredded cabbage
½ carrot grated
1 teaspoon curry powder
1 chicken stock cube
¾ cup water

Method :

Heat a non-stick pan and gently fry onion, celery and chicken, sprinkle over crumbled stock cube and curry powder, continue cooking. Add carrot, beans and cabbage and water. Simmer gently covered for 5 minutes

N.B Can also use pork mince for pork Chow Mien.

Peter Broom

Broomie has been an employee of Cootes since Oct 05 . Pete has lost approximately **12kg** since starting his diet in February of this year. Pete has attributed this loss to following a low-carb diet.

Peter has also noted that he is:

"less tired and appears to have more energy in his day to day activities".

Pete's family has noted a big change in him, the main change being his increased activity. Pete says he also feels much more alert whilst at work and home.

When asked what Pete would say to encourage other staff to improve their lifestyle he responded:

" look at yourself and your actions and try to envisage what it would be like if you were 10-15kg lighter , the sky is the limit".

The nature of the work Pete does in Newcastle involves substantial connecting/disconnecting of hoses to pumps and manifolds. Pete has noted an improvement in his manoeuvrability whilst conducting these activities.

A big effort from Pete and all the best with his continued weight loss.

Broomies Vegetable Compote.....

1 x 440gm tin diced tomatoes with basil
1 x 440gm tin sliced mushrooms in butter sauce
1 x small egg plant
4 x button yellow squash
1 x small red & green capsicum
1 cup cut beans
2 cups sliced raw mushrooms
250gm cauliflower & broccoli mix
1 x small onion
2 x medium zucchinis
Handful snow peas
Worstershire sauce to taste

Method:

Dice all vegetables to manageable size, place in wok or frypan. Stir on medium heat, add sauce, tomato and basil and tinned mushrooms stirring through the mix, allow to slow cook for 20 minutes, add snow peas approx 5 minutes prior to end of cooking time. Serve direct onto plate.



Cootes Newcastle's "Biggest Losers" (cont.)

Dave Jackman, NSW Compliance & Training Manager, Cootes Transport Group

Corey Mather



Corey is another success story within the Newcastle dieting ranks. Corey is married with 5 (yes **FIVE**) children aged from just two through to 17 years of age. Corey's reason for taking on this challenge was purely and simply to improve his health.

Corey has been committed to the "Kate Morgan Diet" to achieve his goal. To date Corey has had an excellent result by losing **11.6kg** since starting his diet. This is an amazing achievement since starting the diet in May this year.



The major improvements to Corey's life is that he finds his fatigue is much easier to manage with him becoming less tired in his daily routine. Corey has found he has more time to spend with his family and the time he does spend them, is of a better quality.

"I have found that that I have less stress on my knees since losing this weight"

"I don't seem to get as tired when I am working"

Corey states that "commitment " is the key to a successful diet.

Corey's wife, Julia (who is also dieting) commented that: "Corey has been exercising on the treadmill everyday for around 20 minutes"

"Corey has a lot more energy, which gives him more energy for his 5 children".

Again, all the best to Corey and Julia.

Corey's Veg stir fry with chilli chicken (for 2)

1 whole skinless chicken Breast
3 cloves fresh garlic (crushed)
2 tsp crushed chilli
½ wombok cabbage (shredded)
1 small head broccoli
2 diced capsicum red and green
200gm diced mushrooms
Handful snow peas

Sauce:

½ cup oyster sauce
3 tsp soy sauce
Small handful fresh basil

Method:

1. Slice chicken breast and place in small bowl with chilli. Marinate for ½ hour.
2. In wok stir fry onion, garlic and marinated chicken till just cooked.
3. Add cabbage, broccoli, capsicum, mush and snow peas + ½ cup water.
4. Stir fry till cooked to your liking then add oyster sauce, soy sauce & fresh basil. Serve hot.

Russell Tisdell

Russell is a more recent recruit having only started his diet on the 2nd of June 08. In this short time Russell has managed to shed a fantastic 3.3 kg by being on a low-carb diet. Russell's inspiration was the most interesting of all:

"I was sick of not being able to bend over to tie my boot laces up!!!!"

Russell has been an employee of Cootes for the past 18 months.



The main changes noted by Russell have been:

"generally feeling better within myself"

"Feel more alert and feel more refreshed at the end of my shift"

Russell has reduced his alcohol content and introduced exercise into his routine. Walking has become a part of Russell's everyday life.

Again, Russell has stated that: "individual commitment is the key to success"

Well done Russell and to all the guys in Newcastle.

Fatigue Fighting Tips:

People who are fatigued feel chronically tired in both body and mind. Low energy levels can be caused by a number of factors working in combination, such as unhealthy lifestyle choices, workplace problems and stress. There are many different ways you can boost your energy levels. However, always see your Doctor to make sure that your fatigue isn't caused by an underlying medical problem.

Dietary Suggestions:

Have a good look at your diet. Its very important if you want more energy in your life. Suggestions include:

- **Drink plenty of water**-a dehydrated body functions less efficiently.
- **Be careful with caffeine**- one or two caffeinated drinks per day boosts energy- more can have adverse effects.
- **Eat Breakfast**- food boosts your metabolism and gives you energy to burn. The brain relies on glucose for fuel, so choose cereals or wholegrain bread.
- **Don't skip meals**-try to eat regularly to maintain energy levels.
- **Eat a healthy diet**-increase the amount of fruit, vegetables, wholegrain food, low-fat dairy products and lean meats in your diet. Reduce high fat, high sugar and high salt foods.
- **Don't overeat** – large meals can drain your energy. Try eating six small meals as opposed to 3 large meals.
- **Eat Iron rich foods**-make sure your diet includes iron rich foods such as lean red meat.

IES Resources News

Gary Ireson General Manager, IES Resources

In providing an overview of the Resource business since the last newsletter I would firstly like to acknowledge the great work that Joe Thomas did in his role as GM and Commercial Manager for the operation. His hands-on approach, drive and industry knowledge has led to me having a sound foundation to work with in taking the business to the next level.

The business has experienced some major challenges over the last few months as we have started to rebuild the operation from the loss of the Cannington contract in QLD West, rebuilt capacity in the QLD East as a consequence of the major wet and dealt with a number of customer offtake issues in WA. The team has pulled together well to deal with these challenges and we are starting to see some positive signs in terms of revenue growth and improved profitability. All of this has been achieved without compromising our safety performance with our fifth month LTI free in QLD and third month in WA. However, we still have some challenges around MVAs with three roll-overs last month alone. MTIs also remain an area that we need to be vigilant about.

Two areas that we have identified for improvement are the fleet in terms of vehicle reliability, efficiency and optimization and our customer management in terms of delivering on our contractual commitments, fully understanding the customers needs over the *longer* term and being able to meet (and exceed) their expectations. To that end I pleased to announce the appointment of Kevin Flanagan as National Fleet Manager and Simon Cameron as Sales and Market Development Manager. I know they are committed to helping our team get the processes right and to start really challenging the status quo.

In closing, many steps make up the journey and we have a long way still to go. So for us it is now down to flawless execution of our plans; making every step count.



Don't blow it - good planets are hard to find....

Cherie Logan Group HSSE Manager, International Energy Services



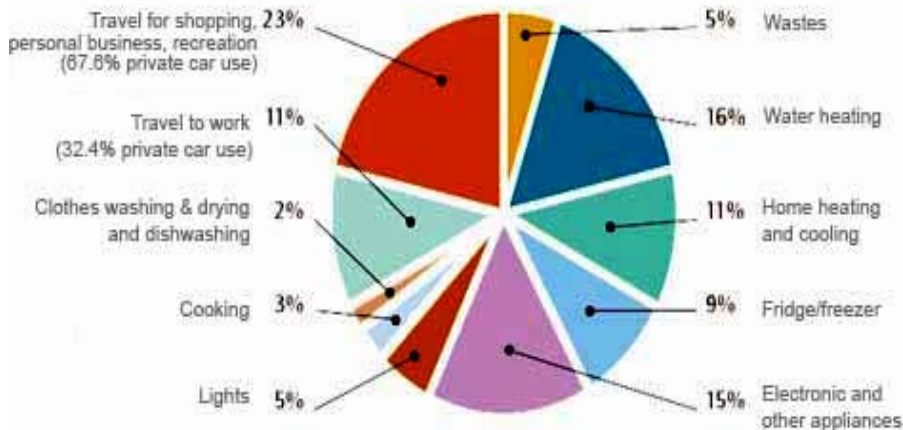
Solving climate change is Australia's greatest challenge. We can still rise to the challenge and protect our planet for future generations – but only by taking bold and urgent action. Australians are the biggest emitters, per head of population, of greenhouse gas in the developed world. Therefore we need to look at our everyday activities.

Australia is in the perfect position to tackle greenhouse pollution, climate change and energy insecurity. We have huge potential to stop wasting energy and become more energy efficient. And we have abundant sources of clean, renewable energy.

What are the effects of climate change?

Research by the world's scientists, suggests that:

- The Earth's temperature has risen by around 0.7°C over the past hundred years, and is projected to **increase from 1.0°C - 6.4°C by the end of the 21st century.**
- Sea levels are rising as oceans expand and glaciers/ice sheets melt - by the year 2100 it will rise by 18cm - 59cm.
- Changes in climate patterns mean we **will continue to see weather events and extremes** such as heat waves, floods and storms, droughts and bushfires more frequently, more widespread or more intense.
- **Adverse impacts** on plants, animals and human health as climate patterns shift.
- Australia is very vulnerable to the impacts of climate change, including water supply problems, sea level rises, extreme weather events and a reduction in biodiversity in ecologically-rich sites such as the Great Barrier Reef and the Kakadu wetlands.
- Globally, **11 of the last 12 years are the warmest since 1850**, and 2005 was Australia's warmest year on record, 1.09°C above the average for the period 1961 to 1990.



DID YOU KNOW?



- Australians are among the **best newspapers recyclers in the world**, recycling 74.5%.
 - In 2005, we recycled 2.3 billion aluminium cans. That's **600 million more than ten years ago.**
 - We are **among the highest producers of waste, per person**, in the world.
 - An estimated 7 billion cigarette butts end up in our waterways, streets and parklands each year.
 - **80 million plastic bags end up as litter** in Australia each year - creating a serious threat to our precious marine life.
 - Recycling one tonne of plastic **saves enough energy to run a refrigerator for a month.**
 - Recyclable material makes up almost 80% of total household waste in Australia.
 - Over 15 years volunteers on Clean Up Australia Day have collected over **200,000 tonnes of rubbish. That's 4.7 million household wheelie bins!**
- Every 10 tonnes of recyclable materials recovered is equivalent to:
- Taking four cars off the road permanently;
 - Providing a year's electricity for 14.5 houses; and
 - Saving enough water to fill 3.5 average backyard swimming pools.

Save money and reduce climate change

- When you cut your greenhouse gas emissions by **saving energy**, you'll also save money on energy bills.
- Each tonne of greenhouse gas avoided will save you between \$130 and \$470 depending on the type of energy used (exact savings will depend on the price you pay for each type of energy).
- An average household can save several tonnes of greenhouse gas and hundreds of dollars each year.



Don't blow it - good planets are hard to find... (cont.)

YOU CAN MAKE A DIFFERENCE!

It's easy to make a difference. Here are some simple things you can do every day at home, at work and when on the road that will help combat climate change and save money. Each tip will make your lifestyle a little greener.



AT WORK

Many of us spend a good third of our day at work. So it makes sense to look at simple changes you can make to save energy and resources in the office. You may even influence your workmates;

1. **Avoid printing** documents such as meeting agendas and emails. If you must print, **set printers to 'double sided'** and print double sided.
2. **Recycle** printer, photocopier and fax machine waste.
3. **Build a team library** for printed presentations and reports which all can access.
4. **Use energy efficient technology and recycle when obsolete** to reduce landfill.
5. **Encourage communication by email** rather than fax and don't print if possible.
6. **Switch off lights** in meeting rooms, break areas and conference spaces, particularly at the end of the day. **Turn off appliances** after use.
7. **Purchase green - choose suppliers who take back packaging for reuse.** Use renewable energy, reduce use and think about carbon off-set programs.
8. **Turn off your monitor** and PC and any local printers that are connected to a PC or laptop when you leave the office.

Did you know?

- **Air-conditioning and lighting** left on after most workers have gone home accounts for **84%*** of the energy used in offices.
- **Screensavers don't save energy**, they just protect your screen. If you like your screensaver, set it to come on for a few minutes, but set your computer to then switch to sleep mode.
- A **laptop** uses about **10% of the power** used by a desktop computer.



AT HOME

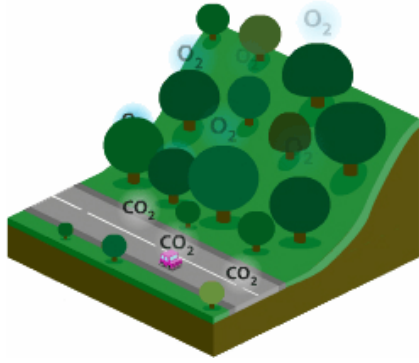
Most greenhouse emissions from Australian households are from energy used around the home for water heating, lighting and electronic appliances. There are plenty of things you can do to reduce your emissions by several tonnes a year and save you hundreds of dollars.

1. **Flick the switch** – turn off your appliances when you are not using them and switch off lights when you leave the room.
2. **Change your lights** – compact fluorescent light bulbs use 80% less energy and last up to 8 times longer than conventional bulbs.
3. **Count the stars** – compare energy rating labels before you buy an appliance.
4. **Think insulation** – installing ceiling/wall insulation minimises heating and cooling costs and draught seal windows and doors.
5. **Adjust the thermostat** – decreasing the temperature by even one degree can have a big impact on running costs.
6. **Dress for the season** – choosing appropriate clothing in winter and summer reduces our need for heating and cooling.
7. **Be water wise** – treating and transporting drinking water to homes consumes energy. Plant 'water wise' gardens and mulch to minimise water use.
8. **Reduce, reuse and recycle** – the domestic waste we generate has a large impact on greenhouse gas emissions. Reduce, reuse and recycle whenever you can.
9. **Buy local** – walk to buy household items locally if you can (farmers markets).
10. **Go green** – most Australian electricity retailers offer a green option to get your energy from renewable sources. For less than a \$1 a day, you could reduce your household emissions to zero.

Did you know?

- **Hot water can account for 25% of your energy bill.** With an energy-efficient water heater and efficient use, you can **reduce emissions and costs by 45%.**
- **Insulation in your ceilings can cut your energy costs by 30%.** If you're renovating, you can insulate walls as well and save another 15%.
- A 1°C rise in temperature when heating your home, **adds around 15% to your energy bill.**
- Recycling 4.6kg in a home each week over one year can avoid 229,000 tonnes co2 – the equivalent to taking 55,000 cars off the road permanently.

Don't blow it - good planets are hard to find... (cont.)



ON THE ROAD

Many of our everyday activities involve the car. That makes it the biggest generator of greenhouse gases for most Australian households. Take simple steps to reduce emissions like driving less, driving a smaller car and driving more efficiently. Every litre of petrol you can save cuts greenhouse gas emissions by around 2.5kg.

1. **Drive less.** Only use the car when you really need to. Car pool if you can and share the driving with friends.
2. **Find alternatives.** Walk, ride a bike, or use public transport.
3. **Slow down.** Save fuel by driving at less than the maximum speed.
4. **Service regularly.** A well serviced car is a more efficient car.
5. **Travel light.** Remove unnecessary loads from the boot or roof racks.
6. **Go easy.** Avoid hard acceleration and braking.
7. **Check your tyres.** Deflated tyres increase drag which increases fuel consumption.
8. **Switch cars.** Drive a fuel efficient car. Check [Greensafe Car Profiler](#).
9. **Enjoy the fresh air.** If driving at under 80km/h, turn off the air conditioning and open a window instead.
10. **Offset your car emissions** for just a few dollars a month at www.climatehelp.com.au.

Easy ways to save energy

We rely on energy every day in so many ways around home and work. If we can save a little every time we turn on the hot tap or a light switch, it all adds up. Here are some easy things you can do right now to cut your energy costs and help the environment.



1. **Fit AAA-rated shower heads.** These use as little as 7 litres a minute compared to 20 litres from an ordinary shower head.

2. **Consider a solar hot water system.** This can save as much greenhouse gas as a large car produces in a year and save you thousands of dollars in the long term.

3. **Use cold water when you can.** Wash clothes in cold water and if you must rinse dishes before putting them in the dishwasher, use cold water.
4. **Only wash a full load in your dishwasher/washing machine.** It uses the same amount of energy and hot water as doing a half load. Dry washing on the clothes-line naturally instead of using the dryer!
5. **Don't leave outside lights on.** A light that's always on wastes a lot of energy over time. Install a timer or motion sensor. **Use solar lighting in your garden or driveway.** It avoids electric cabling and costs nothing to run.
6. **Use compact fluorescent light bulbs.** They use 80% less energy and last up to 8 times longer than conventional light bulbs.
7. **Fit lower wattage light bulbs in multiple down lights.** 75 watt light bulbs use 25% less energy than 100 watt light bulbs.
8. **Put appliances on standby.** Your TV, stereo, microwave, computer and more, all on standby, use a surprising amount of energy.
9. **Save with the four Rs: Refuse** excess packaging. **Reduce** the amount you buy. **Re-use** as much as possible. **Recycle** all the things you can't Refuse, Reduce or Re-use.

Did you know?

Higher speeds burn more fuel than you might think. Driving at 110km/h hour uses 25% more fuel than cruising at 90km/h.

Car air conditioners can use about 10% extra fuel. But if you're driving at speeds of over 80 km/h, it's more fuel efficient to use air conditioning than to open your windows.

Harsh acceleration and braking can use up to



Did you know?

- Natural gas produces about one third of the greenhouse emissions generated by conventional electricity.
- Fan-forced ovens generate up to 35% fewer emissions than conventional ovens.
- Leaking hot water taps are common. A leaking valve on your hot water tap can waste hundreds of litres. Check yours today.



Invincible Me!

Jim Staggard, Cootes Transport Group

Another day just like any other off to work nice and early got a big day ahead. I always did things on the hop, if people wanted to talk to me it had to be while I worked or while we walked and there was never any time for lunch breaks or general chit chat, everything was go go go.....

On this particular day I had a lot to do and there was no time to spare, the usual daily demands as well as a couple of toolbox meetings, a monthly review meeting and a depot fire drill. After one toolbox it was time to conduct the fire drill so I spoke to my manager and then went to activate the alarm. As I was about to hit the button I remember feeling a little faint and I thought it might be a good idea to quickly find a chair and have a sit down for a minute. I found my way to a seat, that was the last thing I recall.

When I woke, I was laying on the floor looking up at several people around me. I'd passed out and had a severe pain in the head; I'd suffered a burst brain aneurysm.

My work mates were wonderful and without their help I wouldn't be here today, I was among the few very lucky people to survive and tell the story. My recovery has been pretty quick and this is due to a number of things such as being at work when I collapsed meant there were first aid people there who knew what to do in helping me and raising the alarm. Having one of the world's best neurosurgeons at the hospital by chance when I arrived. And having the great ongoing support from family, friends and everyone at Cootes & IES.

I have learnt a valuable lesson, it is important to work hard but **everybody is a manager in their own right, they manage the most important thing in the world, themselves!**

Your health and wellbeing must come first in every instant and that means looking after **YOU**, take your break even if you don't think you need it or have time for it. The old cliché "work smarter not harder". We are more efficient if we're healthy, rested and alert.

I've had a lot of time to think about the important things in life, all of a sudden I related to Charlie – Remember Charlie, on the video he told us not to take shortcuts but in my own way I did.

Up until this happened, I never took a lunch break cause I thought my work would only bank up if I did. But now I realise a lunch break is far more important than just scoffing down some food, it's about relaxing and having time to clear your head and rest and I feel better than ever in the afternoon.

I also eat healthier and eat more frequently at work – I feel so much more alert in the afternoon and now realise that I could have felt like this all along, I just assumed it was work and not something I could control.....now I know different. I have all this extra energy when I get home and spend time with the family. My body feels better than it has for years, I am more efficient, yet take time for people and am achieving more than I felt I did before.

The funny thing is, my work didn't bank up that badly when I took a break, and if anything I got through more than I usually would have because I felt refreshed.....so changing my habits and behaviour to really look after myself has paid off for me, maybe it can for you too.

My family have noticed big changes in my attitude, energy and zest for life; I don't come home as tired and grumpy and I make time to do more things with my family. Every day I choose my attitude, because if you think you will have a bad day, you probably will. So now I wake up, happy to still be here and no matter what might happen at work or home I tell myself its going to be a great day! Generally I now don't let things get to me, I tell myself not to worry as much and usually it's about things I have no control over anyway and I don't fester on things that happen that really annoyed me.

It was a tough way to learn a lesson, I had a nasty wake up call, perhaps this is yours.....

I am only too happy to talk to anyone about my experience or what actions I am doing to look after myself, feel free to call me 0409424190

I'd also like to take this opportunity to send a heartfelt thankyou to everybody who has sent my family and I well wishes during my time of illness. Special thanks to Dale Reddish, Joe Wicker and John McMillan, without these guys I wouldn't be here.



Wedding Ceremony

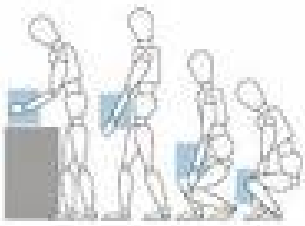
Congratulations to Mark Anderson from Cootes Transport, who proudly gave his daughter Belinda away in marriage on Saturday 31st May 2008. Belinda has previously worked with the Cootes family. We wish Belinda and Danny all the best on their new journey together as husband and wife.



Proud father Mark & Bride Belinda

Liquip Equipment Division - Manual Handling

Jennifer Oddy National HSSE Manager, Liquip International



WorkCover NSW report that every year in NSW 3250 people are seriously injured or suffer from illness related to manual handling. This represents 37% of all injuries for the manufacturing industry. Manual Handling costs the NSW Manufacturing Workplaces about \$80 million a year.

So what are we doing about it: Liquip Equipment Division located at Smithfield has reported 5 Manual Handling Injuries from 1 July 2007 to 1 June 2008 and this accounts for 15% of all injuries reported (including first aid injuries). The culture is to report all injuries – no matter how minor.

The Machine Shop plant and equipment includes 8 CNC Machining Centers, 4 lathes, 8 drilling machines, 3 finishing machines, 4 production welding bays, 1 Tapping Machine, 2 Pneumatic Presses, Auto Saw, Hydraulic Press, Rolling Machine & Rumbler and over 900 jigs that are used with these machines.



Photo: Rudy Dewabratha

Equipment Division's Machine Shop employs 24 workers who are responsible for machining components in preparation for Production Assembly or Store Stock.

Manual Handling has been identified as one of the top 3 Injury Mechanisms in the Machine Shop, so this year we decided to adopt a new approach to Manual Handling Risk Assessments and Manual Handling Training.

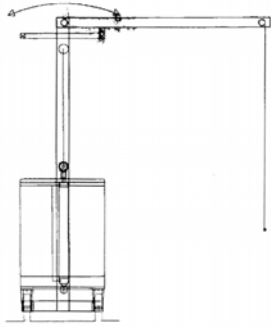
Time for Change

We have moved away from the traditional and sometimes generic approaches adopted in the past and reduced our class sizes to 4 or 5 people. We then focused the training on each individual's work-related tasks and to begin with, a one-hour classroom training session was conducted where we discussed the National Code of Practice for Musculoskeletal Disorder (MSD), Manual Handling Blackspots in the Manufacturing Industry and viewed a modern DVD on Manual Handling in Manufacturing.

Group discussion was encouraged at all times and being a small class, everyone had their questions and suggestions listened to. We then moved into the factory to risk assess individual workstations together and problem solve the main manual handling issues.

Liquip Equipment Division - Manual Handling (cont)

Outcomes from Training Session and Risk Assessments



Staff identified that a special lifting device was required to lift heavier parts into the CNC Machining Centres and Lathes. It would need to be mobile and small enough unit to fit beside the machines without taking up too much room and purpose built so it could suit all machines. Final drawings and quotes have been received and soon the unit will be manufactured for Liquip.

- A pneumatic tool is now used to greatly reduce repetitive twisting causing strain to hands, wrists and arms from constant use of the T-bar spanner when conducting tool changes on the CNC lathes.

Before



After



- Our Production Welders have all been issued with ergonomic chairs to help improve posture and provide support while performing tig welding for long periods.
- Welding bays were improved by repositioning electrical switches, welding turntables and workbenches to reduce reaching, twisting and bending and improve flow of work.
- Jigs were purpose built to eliminate lifting of hatch covers during welding processes.
- Job rotation and reduced batch sizes have been implemented for high risk jobs.
- Staff identified work processes where manual handling problems could be eliminated by using special purpose designed step drill – benefits were reduced routing times and elimination of extra manual handling tasks.
- Staff have an improved understanding of manual handling risks. Perception prior to training was mainly focused on lifting heavy items – now we identify more repetitive and sustained movements as being high risk also.

Along with the introduction of Lean Manufacturing concepts, we will see this area of Liquip improve greatly over the coming months and that help's give us the edge in an ever increasing competitive market.



Photo: Ergun Genel (Machine Shop Tool Setter)

Liquip Fuelling the Indian Skies

Danijela Andric, Marketing Assistant - Liquip International

In May this year, Liquip delivered 4 hydrant dispenser modules for use in In-To-Plane Fuelling, which is an airport aviation fuel facility. The modules were supplied to the strategic partners of BIAL, Bharat Stars Services Pvt. Ltd. (BSSPL). BSSPL is a joint venture company between Bharat Petroleum Corporation Ltd. and STARS Singapore. Liquip dispensers are now fuelling about 70 to 90 aircrafts every day at the Bangalore International Airport.



Bangalore International Airport

The Liquip dispenser modules were pre-fabricated, calibrated and tested at the Liquip Aviation Division in Victoria and then shipped to India. Steve Woods, Refueller Supervisor Liquip Aviation Division was asked to go to India in early February to do the fitting and commissioning. He says: "Working out of NSR Rama Rao body works was a valuable experience and this is where all the fitting was completed."

In India these modules were mounted on TATA chassis (TATA is an Indian vehicle manufacturing company). Final commissioning was done by doing the hydraulics, pneumatics and electrical connection to the TATA chassis at their fabricators works in Chennai.



Liquip Dispenser

The new Bangalore International Airport started its operations in May of this year. An estimated 6.7 million passenger are expected to be using this new swanky International Airport to begin with and

this figure is likely to go up to 8.5 million by the year 2010.

Steve says: "This was my first time overseas and absolute eye opener. The place has to be seen to be believed. The people there were fantastic and in NSR Rama Rao's work shop they were only too happy to help in some way. The food was fantastic but hot, hot enough to weld steel in some instances. None the less it was beautiful. I have made a host of new friends and that has made me want to see more of the world."

Special thanks for the success of this project go to Rod Evans, CEO Liquip Equipment Division, Ivan Lawrie, Sales & Marketing Manager Aviation Division, Jason Wileman, Workshop Manager Aviation Division, Steve Woods, Refueller Supervisor Aviation Division,

Clifton Higgins, Customer Service Aviation Division, Pulak Mukherjee, General Manager Liquip India and all the staff at NSR Rama Rao



From left: Pulak Mukherjee, Rod Evans & Steve Woods

and BSSPL in India.

Through great teamwork and a positive attitude we now have 4 Liquip Hydrant Dispensers mounted on Indian TATA chassis and working at the new Bangalore International Airport.

Liquip is proud to be a part of this success story in the Indian aviation sector and we are sure that Liquip dispensers will go a long way to set the industry standard in India.

Movie Mania

To add to the vast charities that we support, Liquip has become the proud sponsor of the 2008 Movie Mania.

Movie Mania is an NRMA Careflight event that has a twofold purpose. The first is to provide a unique day for special needs children from around Sydney and regional NSW who, through no fault of their own, have limited opportunities to enjoy such outings.

The second is to provide funding for operations and equipment for NRMA Careflight.

Liquip sponsored 18 children and their carers. With our support by aiding these worthy projects, a group of special needs children will receive the much needed funds to hold these special events. The children attending come from a range of organisations, including children who are physically and mentally disabled, those suffering terminal or chronic illnesses, and the socio-economically disadvantaged.

Many of these children will need a carer and in previous years these events have enabled thousands of special needs children and carers to enjoy their own awesome outing.

In the six years the Movie Mania Event has been held at the State Sports Centre at the Olympic Site (with the Olympic Year at Hordern Pavillion), some 50,000 children, mums, dads, carers, family and siblings of these needy youngsters have been able to attend.



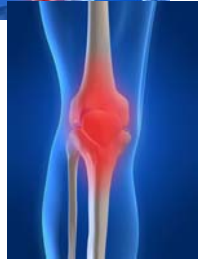
Children having fun at the Movie Mania

Flying High - Keep Mobile!

Cherie Logan Group HSSE Manager, International Energy Services

Deep vein thrombosis (DVT) isn't just something to be aware of when flying - it's equally valid during any activity that requires you to be immobile for very long periods. Lack of mobility is the primary cause, when you're immobile for a long time (eg sitting upright and inactive), several things can happen:

- The central blood vessels in your legs can be compressed, making it harder for the blood to get back to your heart.
- Muscles can become tense, resulting in backaches and a feeling of excessive fatigue.
- The normal body mechanism for returning fluid to the heart, can be inhibited and gravity can cause the fluid to collect in your feet, resulting in swollen feet after a long flight or period of immobility.
- Some studies have concluded that prolonged immobility may be a risk factor in the formation of blood clots in the legs, deep vein thrombosis (DVT). Particular medications and medical conditions may increase the risk of this if associated with prolonged immobility.



The risk of DVT from flying in aeroplanes is very small unless there are increased risk factors from your lifestyle or medical history that could influence this. Medical research indicates that factors that may give you an increased risk of blood clot in the legs include:

- Personal or family history of DVT.
- Recent surgery or injury, especially to lower limbs or abdomen.
- Blood disorders leading to increased clotting tendency.
- Immobilisation for a day or more.
- If you are aged above 40 years.
- Oestrogen hormone therapy, including oral contraceptives.
- Pregnancy.
- Tobacco smoking.
- Former or current malignant disease.
- Obesity.
- Dehydration.
- Heart failure.
- Varicose veins.

If any of these apply to you or you have any concerns and you may be immobile for long periods (eg long haul flying), seek medical advice first and inform your manager of the outcome.

To help reduce the risk of DVT:

- avoid crossing your legs while seated and stand up and stretch your arms and legs from time to time
- walk around where possible or move your legs 3 to 4 minutes per hour and occasionally carry out light foot and leg exercises while seated
- keep hydrated by drinking enough water and avoid alcohol and caffeinated drinks
- wear loose fitting clothes
- Compression stockings can assist in preventing swelling of the ankles and feet and they may improve the blood return to the body from the lower legs. You may like to talk to your doctor about this. The stockings may be purchased from medical and surgical supply companies and will need to be individually fitted to your leg measurements.

WHAT IS.....

DVT:

DVT stands for deep vein thrombosis and occurs when a blood clot develops in the veins, usually in the calf or thigh muscles. If the blood clot moves and travels from the legs to the lungs (called a pulmonary embolism), it can be more serious.

The Symptoms:

DVT symptoms include pain, redness and swelling in the affected area, fever and joint pain. However, sometimes, there are no obvious symptoms.



Flying High - Keep Mobile! (cont...)

Cherie Logan Group HSSE Manager, International Energy Services

EXERCISES YOU CAN DO WHEN ON LONG HAUL FLIGHTS:

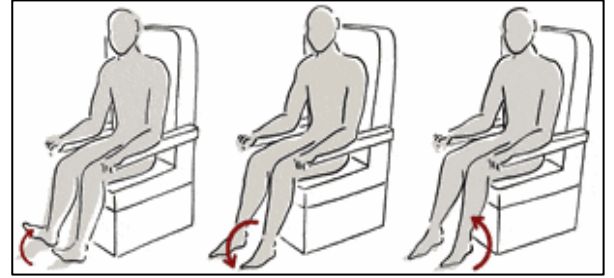


1. Ankle Circles

Lift feet off the floor. Draw a circle with the toes, simultaneously moving one foot clockwise and the other foot counterclockwise. Reverse circles. Rotate in each direction for 15 seconds. Repeat if desired.

2. Foot Pumps - Foot motion is in three stages.

1. Start with both heels on the floor and point feet upward as high as you can.
2. Put both feet flat on the floor.
3. Lift heels high, keeping balls of feet on the floor.
Repeat these three stages in a continuous motion and in 30-second intervals.



3. Knee Lifts

Lift leg with knee bent while contracting your thigh muscle. Alternate legs. Repeat 20 to 30 times for each leg.

4. Neck Roll

With shoulders relaxed, drop ear to shoulder and gently roll neck forward and back, holding each position about five seconds. Repeat five times.



5. Knee to Chest

Bend forward slightly. Clasp hands around the left knee and hug it to your chest. Hold stretch for 15 seconds. Keeping hands around the knee, slowly let it down. Alternate legs. Repeat 10 times.

6. Forward Flex

With both feet on the floor and stomach held in, slowly bend forward and walk your hands down the front of your legs toward your ankles. Hold stretch for 15 seconds and slowly sit back up.



7. Shoulder Roll

Hunch shoulders forward, then upward, then backward, and downward, using a gentle circular motion.