

## INTERNATIONAL EXPANSION AND CHANGES

Haden has had an overseas presence for many years. In fact their first overseas order was as early as 1894. Charles Ingham Haden visited Turkey and returned with the company's first export contract for the administration building of Dette Publique Ottoman in Constantinople (Istanbul).

In 1914, the company opened its first overseas office in Johannesburg, South Africa. In 1918 the company linked with a Monsieur Mignot in Brussels to form Chauffage Haden et Mignot. However, many overseas contracts were handled from London, such as the Repulse Bay Hotel, in 1920 and the Peninsula Hotel in 1928 both in Hong Kong. A further notable contract was secured in the same city, that for the Hong Kong & Shanghai Banking corporation in 1936. This air conditioning system incorporated a 410 hp ammonia refrigerating machine serving six air handling plants (229,000 cfm supply air). This fourteen-storey office was the first air conditioned building in the Far East. There followed further orders for Queen Mary Hospital and Stanley Jail.

Prior to the start of the Second World War, Haden were employed on Malta to carry out plumbing work at St. Luke's Hospital and the Pheonicia Hotel. After 1945 Haden returned to Malta to install heating, plumbing and air conditioning at King George V Hospital as well as heating and HWS systems at the Seaview Hotel.

One of the most formidable contracts undertaken by the company was for the Palace of Justice in Tehran. The contract, for heating, air conditioning, plumbing, sanitation, electrical and telephone system, started in 1939 and one can only wonder at the difficulties caused due to the prevailing hostilities. Work proceeded slowly and was not helped by loss of material, first by enemy action and second when material was commandeered, for their own use, by the Allied forces! The contract was finally finished in 1948. Haden's perseverance was rewarded by an even larger contract, that for the Palace of Finance. This, however, proved just as taxing as it coincided with the nationalisation of the oil industry and the subsequent economic collapse of the country. This contract was finally finished in the mid 1950's.

During the early 1940's, Haden undertook a series of contracts in the Middle East – the Parliament building in Ankara and in Baghdad the West Railway Station and the American Ambassadors Residence. Later in the decade saw Haden engineers in New Delhi undertaking two contracts - for the offices of the UK High Commissioner and the offices of the British Information Services. In the late 50's Haden were back in Baghdad at the Kings Palace and in Iran for the air conditioning of the National Iranian Oil Company's offices and the Hilton Hotel.

Haden continued its overseas expansion by establishing offices in Africa – Haden East Africa Ltd based in Nairobi, Haden West Africa established in the mid 1950's first in Ghana and later moved to Lagos, Nigeria and renamed Haden Nigeria Ltd. and Air Conditioning & Engineering Ltd. based in Johannesburg. This last named company, with branches in



Peninsula Hotel, Hong Kong, 1928

Bloemfontein, Cape Town and Durban, was a joint venture with Wesco Investments Ltd. A.C.&E shared workshop facilities with another Haden company, Penman & Jochelson (PTY) Ltd. who, in turn, also had an office in Pretoria.

In 1960 the company once again looked to establish itself in the Far East opening offices in Kuala Lumpur and forming Haden-Gilman in Hong Kong.

In 1969 Haden acquired the electrical engineering services company Troughton & Young as the result of an agreed merger of the two companies. The new name was changed to Haden Young Limited with twenty offices throughout the UK.

The Group, now a much larger company, then continued to grow its business in the UK as well as overseas. It undertook several acquisitions including the establishment, in 1969, of a 60% interest in an air conditioning and mechanical contracting company in Australia to be known as Haden Engineering Pty. Ltd. More of this in the next chapter.

The following year Haden Young acquired the UK based Carrier Engineering Company and the name changed to Haden Carrier. Carrier brought new business, Drysys, to the Group that enjoyed a leading position in automotive paint finishing and mechanical handling systems. Carrier also had a leading role in industrial air conditioning, in both the UK and overseas. This included Drysys Equipment (Australia) Pty. Limited with offices in Melbourne and Sydney.

In 1986 the Group faced a hostile take-over. In order to preserve the identity and independence of the company, the Group was sold to a management buyout. It was one of the largest buy-outs of its kind at that time. However, it proved to be a difficult financial burden to the new owners who decided to split off the building services operations, including Haden Engineering, and sold them to the BICC Group. The remaining operations, mostly metal finishing and mechanical handling, then became the publicly listed company Haden Maclellan Holdings plc.

The UK business sold to BICC then became known as Haden Building Services Limited, reporting to Balfour Beatty, a subsidiary of BICC. In Australia, Haden Engineering reported to Balfour Beatty (Australia) who in turn reported to Metal Manufacturers who were part owned by the BICC Group.







Illustration from Haden magazine (UK) Autumn 1969

## HADEN ENGINEERING PTY LTD

After graduating in 1960 from the National College for HVR&FE in London and spending a year as a contract engineer with G.N.Haden & Sons Ltd., Gerard Whittaker took a 3 year sabbatical from the company to broaden his experience and to see some the world. He travelled first to the United States and then to New Zealand where he worked with engineering company A&T Burt before moving on to Australia. Here he joined the consulting engineering practice of Julius, Poole and Gibson in Sydney.

On returning to London in 1964 he re-entered the offices of G.N.Haden as a Project Manager. In 1968 he became aware of the company's interest in Australia and, on the basis of his previous experience, was asked by Howard Wolf, the Director of Overseas Operations, if he would investigate the possibilities of an office in Australia.

He first went to the USA to make contact with a number of American based architects and consulting engineers with offices in Australia. He then arrived in Australia and carried out a comprehensive survey of the building and construction industry. He contacted and interviewed the leading clients, professionals, builders, engineering contractors and suppliers throughout Australia.

As Whittaker progressed he sent periodic reports back to Howard Wolf in London, detailing his findings. It soon became evident to him that, although the industry was well served with companies capable of installing air conditioning and mechanical engineering systems, most of them were either manufacturers of plant and equipment, such as Carrier, or relatively small, family owned businesses operating in only one city or state.

As a result of Whittaker's final and positive report, Brian Cross, Haden's International Director, joined him in Sydney. By then Whittaker had identified three promising opportunities which would provide Haden with an entry into the Australian market.

After another tour of the state capitals to follow-up on the pertinent previously established contacts, Cross and Whittaker decided that an alliance with

**HADEN**

**Carrier**

*The original partners of Haden Engineering in Australia*

Carrier Air Conditioning would be likely to be the most acceptable option to the Haden board back in London.

Carrier Australasia Limited had been incorporated in 1932 with offices in Sydney. The name changed in 1939 to Carrier Air Conditioning Limited. In 1953 Carrier commenced manufacturing in Australia with a machine shop in Woolloomooloo and a sheet metal shop in Seven Hills. These activities were consolidated in Seven Hills in 1955. By 1968 the production area had increased from the original 150sq.ft. to 150,000sq.ft. Besides these manufacturing activities, Carrier had always been a major player as an air conditioning contractor.

Negotiations commenced with Carrier Air Conditioning executives in September 1968. It very soon became clear that Carrier had recently undertaken a re-assessment of their operations – namely, manufacturing, contracting, service, spare parts and supplier to other contracting companies. This last point was to be their main operation in the future. Thus it was that the two companies came together and the idea of a jointly owned, but separately managed, contracting business was born.

Brian Cross returned to England and made representation to the board. John McGhee, the Managing Director of Carrier, visited London in December 1968 for further negotiations. The following February, Alan Pullinger, Chairman of G.N.Haden, together with two board directors, John Potts (finance) and Howard Wolf (overseas operations), arrived in Sydney to sign off an agreement for the formation of the new company.

The initial agreement centred on Carrier ceding its NSW, Victoria and South Australian contracting and sheet metal manufacturing operations to the new company. That company to be jointly owned by G.N.Haden & Sons Ltd., 60%, and Carrier Air Conditioning (Holdings) Ltd., 40%. Contracts were signed by the two Company Secretaries on 30th April 1969.

So it was that on the 1st July of 1969 Haden Engineering Pty. Ltd. started trading in the field of air conditioning and mechanical services. With the majority of employees transferring from Carrier to the new company, Haden Engineering had a starting compliment of 280 people.

The company's first Managing Director, Geoffrey Smith, had a long and distinguished career with the Haden Group. He joined as a draughtsman in 1944 with one of his first projects being the air conditioning of armoured vehicles. In 1945/6 he took a diploma course at the National College (now the South Bank University) and followed that with his first overseas assignments including the King George V Hospital in Malta and the Turkish Parliament building in Ankara. In 1949 he was the youngest Branch Manager when he was appointed to the Canterbury office. Next he ran the Shell Centre contract in London – a contract that used the River Thames as a cooling media for the refrigeration condensers. In 1962 he became Regional Director, South East before being asked to join the new company being formed in Australia in 1969. Geoffrey Smith was the last amateur to be capped by Kent County Cricket Club.

In his 1970 report to shareholders, the Chairman was able to state that "Haden Engineering has got off to an encouraging start. It has secured 1.5million (pounds sterling) orders in the first six months of trading and



Invitation to the launch of Haden Engineering in Melbourne, 1969.





Past and present Haden, UK personnel who were currently working in Australia, 1970

*David Napier* Fire Protection Engineer with Haden Engineering Pty Ltd. David worked for Terry Green's Fire Protection Department in London for two years before returning home to Australia.

*Ken Sartin* Haden Engineering's Commercial Engineer on the Sydney Opera House project. Ken joined GNH in London 1953 and was Chief Surveyor of the Shell Centre project from 1956 to 1963.

*Eric Rossiter* Haden Engineering's Chief Estimator in Sydney for Packaged Air Conditioning. Eric was with GNH from May 1962 to October 1968.

*Tony Keeling* Air Conditioning Engineer with Civil & Civic Pty Ltd in Sydney. Tony was with Haden in London prior to coming to Australia in 1967.

*Lance Haslam* Air Conditioning Engineer with Civil & Civic Pty Ltd Lance was in the refrigeration section of the TD Department until late 1969.

*Gerard Whittaker* Haden Engineering Deputy Project Manager for Sydney Opera House. Gerard served a GNH apprenticeship in London and came to Australia in 1968.

*David Goddard* Senior Contract Engineer, Sydney Opera House project. David worked successively of GNH at Bournemouth and Southampton Branches.

*H. C. Jamieson* Haden Technical Director.

*Geoffrey Smith* Managing Director of Haden Engineering Pty Ltd.

*Hector White* Chief Engineer, Carrier Air Conditioning Pty Ltd in Australia. Hector worked for Haden in Manchester and Belfast before immigrating to Australia soon after the Second World War.

these are spread over the whole spectrum of commerce, industry and government. Included are such notable contracts as the Edgecliffe Development and the New South Wales Art Gallery in Sydney, and work on the Tullamarine Airport in Melbourne." In addition the Adelaide office had secured orders for the Opal Motel in Cooper Pedy and the customs laboratory for the Commonwealth Government in Adelaide.

Of course, it must be recorded that the new fledgling company was fortunate in that a number of these early contracts had been negotiated by the engineering personnel of Carrier Air Conditioning. Those same engineers that had been involved with Carrier were now with Haden Engineering. In fact links with Carrier were strong for many years after the formation of Haden Engineering. Many sporting contacts were maintained and 'battles' joined on many different sporting fields. Additionally, employee service with Carrier was carried over to Haden Engineering. Thus it was that in August 1976 the 'Haden Reporter' was able to print a story on 10 employees who between them accounted for 260 years service. The longest serving being Ray Henry, Syd Cairns and Keith Gibson who all joined Carrier in 1935.

In the Summer of 1970, Haden Engineering was reporting a number of new contracts, including a \$54k contract in Victoria for the air conditioning of the Frankston Hotel, \$650k order from the Bryson Centre (Kingsgate) in Melbourne that included over 600 tons of centrifugal refrigeration machines, air conditioning for the viewing gallery at the Sydney Stock Exchange and \$960k for air conditioning the Australia Club, air conditioning for the RSL Club in Orange, NSW and most notably, the \$4.5million contract for air conditioning and \$900k fire protection contract for, what was to become Sydney's most iconic building, the Sydney Opera House; although work actually started on site on New Years Eve of 1969. More on this landmark contract in the next chapter.

It was the benefits that flowed from a combination of personnel and expertise from G.N.Haden and Carrier that helped to establish such a formidable team of HVAC professionals. The Management Team of the new company included:

John McGhee	Chairman and also Managing Director of Carrier
Geoffrey Smith	Managing Director – from G.N.Haden, UK
Charles Chivers	Director and Manager, Australia – previously Carrier's Contracting Manager
Ian Casburn	Chief Engineer – Carrier
Gerrard Whittaker	Co-ordination & Development Manager – from G.N.Haden, UK
Alan Irwin	NSW Contracts Manager – Carrier
Tony Caldersmith	NSW Packaged Division – Carrier
Stewart Graham	Victoria Branch Manager – Carrier
Clive Nettlefold	Victoria Packaged Division – Carrier
Ron Parker	South Australia Branch Manager – Carrier

In fact, the summer 1970 issue of Haden's magazine featured the photograph and article (on opposite page) on past and present Haden, UK personnel who were currently working in Australia.



*Air conditioning plant room for H.M. Customs Laboratory in Adelaide*



*Early Haden plant room identification label*





*Haden Engineering head office and NSW branch office at Rosebery, Sydney, 1970*



*Melbourne Branch at Moorabbin, VIC, 1970*



*Adelaide branch office at Somerton Park, SA, 1970*

By the winter of 1970 a healthy number of orders were secured mainly in NSW, although the largest, \$1.7million, was for the Metropolitan Board of Works in Melbourne. Sydney had notched-up \$1million's worth of packaged air conditioning projects. NSW had gained business for Kentucky Fried Chicken's new HQ building, the 19-storey Farmers & Graziers office building, a research facility for Rothmans and offices and processing facilities for 16 Millimeter Pty. Ltd.

In 1971 NSW commenced its next major contract, the new 40-level CAGA (Commercial & General Acceptance Ltd) Centre. Alan Irwin, NSW Contracts Manager reported that 'this \$1.4 million contract involved the installation of 850 perimeter induction units with low pressure centre zones, fed by two centrifugal machines on level 15 and boilers on level 38, with air handling plant split between those levels'.

In the same year Haden in NSW formed a consortium, with six other Sydney air conditioning contractors, known as L-Metals Pty Ltd., based in Greenacre, to provide economical straight 'L-shaped' ducting. This was necessary to cater for the current and anticipated high level of work in the State.

In 1972 the Company won the right to participate in the \$500million Rocks redevelopment scheme in Sydney. This project would have provided a timely follow-on to the Sydney Opera House contract that was nearing completion. The scheme envisioned more than 20 buildings including commercial, retail and residential areas together with hotels, theatres and restaurants. The significant engineering feature would have been a centralised district heating and cooling installation in partnership with the Australian Gas Light Company. This scheme was never implemented in the form originally envisioned.

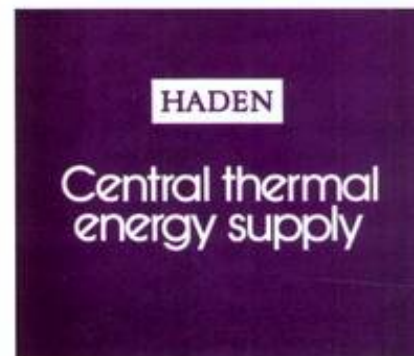
The years 1972-73 were referred to as 'boom years' in the summary of the company's first ten years (Haden Drysys Reporter, Nov. 1979). NSW secured the unusual contract for air conditioning another of Sydney's landmark buildings, Centrepoint. This project posed many unusual problems for the Haden team. The two cooling towers, initially on the Podium Level (the roof of the fourth floor), had to be repositioned permanently on the roof of the 11th floor after the tower had been constructed. This involved a monumental dismantling and moving operation.

Victoria obtained its first order for airline buildings at Melbourne's Tullamarine Airport and another order for Kodak Limited. A multi-discipline contract for Rheem's Brooklea offices included air conditioning, suspended ceiling, lighting and fire protection services.

Meanwhile in South Australia, Haden Engineering had a steady, if somewhat, different work load. Adelaide benefited by an ongoing facility within the company of adapting to local market needs. Much of its work concerned component manufacture and electrical work. Contracts included the ABC complex at Collinswood, the C.S.R. House, the South Australian Institute of Technology (including underground heating/cooling/piping) at Flinders University.



Centerpoint dominates the 1972 Sydney skyline



Cover for the Haden Engineering proposal for the Rocks redevelopment scheme, Sydney, 1972





*Haden Engineering Rosebery in their 1st year of competition won the 1974 Inter-Company Soccer Competition, captained by Alf Henriques*

One other unique feature of early work undertaken by Adelaide was for the marine industry. First they were asked to design, supply and commission air conditioning plant for a new Ampol tanker being built at the Whyalla shipyard (1971) followed by domestic refrigeration on ships 55 and 56 (1972) and air conditioning on ship 54 and 59 (Amanda Miller) in 1973. This work encouraged the company to establish an office in Whyalla for both marine and land based work.

The 'Haden Reporter' (October 1994) gave an account of some interstate 'poaching' with Adelaide undertaking contracts at Broken Hill, NSW including air conditioning of the Telephone Exchange and the Crystal Motel. The following year, Adelaide won orders for air conditioning at the Ambassador Hotel, Australian Eagle Insurance and the Salisbury and Glenelg branches of the National Bank.

Haden Engineering, NSW first contract in the ACT was for the air conditioning of Australian National University's Computer Centre in 1974. It wasn't until the amalgamation of the Haden and Environ businesses in 2002 that Haden was to have a permanent base in the ACT.

In 1974 there was a change at the top. Geoffrey Smith returned to the UK to take a position as Managing Director of Haden International. He was succeeded by Doug Grosvenor. He was trained as a draughtsman and held numerous engineering roles before becoming, at the age of 28, head

of Email's air conditioning division – Air Control Equipment Pty.Ltd. From there he held positions at the industrial drying and processing engineers, Wessberg & Tulander and then Vokes, the air and liquid filter company. In 1975, Doug Grosvenor was appointed to the Haden International Divisional Board.

The 1974 and 1975 seasons were, by all accounts, successful years for the Haden soccer team captained by Alf Henriques. Interestingly, in the Haden Reporter they were referred to as the Haden 'Socceroos' – was this the first use of the term now used for the Australian National Soccer Team?

In 1976, Gerard Whittaker moved back to Sydney from Melbourne to become NSW State Manager. His role in Victoria was taken by Ian Wallbank.

In 1977 – Carrier's 40% stake was purchased by the Haden Group thus making Haden Engineering a wholly owned subsidiary.

1977 saw another management move when the three state managers were appointed as Directors of Haden and Drysys in Australia – Gerard Whittaker (NSW), Ron Parker (SA) and Ian Wallbank (Vic). This activity was against a backdrop to the reorganisation, in NSW, of the company's manufacturing facility. More work was being sub-contracted out and thus the Company reduced the size of the factory at Rosebery.

There was another change of MD's in 1978 when Doug Grosvenor retired but remained with the Company as Deputy Chairman. He was replaced as Managing Director by Philip Leach. Leach was a long serving Haden man. He joined Haden in 1962 after three years at London University where he gained a BSc in Mechanical Engineering and a year at the National College of Heating & Ventilation. His first 16 years with Haden had all been spent in his home town of Manchester and then in Leeds, where he became Yorkshire Area Manager.

The first contract undertaken 'overseas' by Haden Engineering was in 1978 in Tonga. Two containers were shipped out for the air conditioning of the Nuku'alofa telephone exchange. A year later and Haden Fire Protection were designing a system for 43 copra dryers in Papua New Guinea.

Also in 1978 Drysys Equipment (Australia) Pty Limited was merged with Haden Engineering. As the majority of the work for Drysys was from the Melbourne and Adelaide automotive manufacturing plants, Melbourne became its natural base. Concurrent with this move the new Haden/Drysys unit was transferred from Haden International and instead reported to the Carrier Drysys Division in the UK under Alan Hayter.

In 1978/79 the Victoria office landed its largest order to date. It was for the air conditioning, ducting, pipe work, fire protection, automatic control systems and all mechanical services for the Reserve Bank's note printing works at Craigieburn. The equipment to be installed included 1200 tonnes of refrigeration plant, gas boilers and heat recovery units.



Early Haden Engineering advertisement



Early Haden plant room identification label