

Tape log of interview with: Sir Eric Neal

Date: 29 September & 1 October 2004

**The Institution of Engineers, Australia
Engineering Heritage Australia**

National Engineering Oral History Program

INTERVIEW TAPE LOG

Interviewee: Sir Eric Neal

Tape Numbers: IEA.EHA: PD 2, 1 to 4

Interviewer: Peter Donovan

Number of tapes: 4

Place of interview: Adelaide SA

Date of Interview: 29 September and 1 October 2004

Restrictions on use:

Log prepared using (make and model of machine):

Tape: IEA.EHA: PD2 Tape 1, Side A

Time/ Counter	Subject	Proper names & Keywords
SIDE A 002	Introduction to interview by Peter Donovan—notes interview being conducted for the Institution of Engineers Oral History Project.	
009	Sir Eric confirms background details relating to year of birth and his migration with his family to Adelaide. Relates his family background in the coal/gas industry in Europe: <ul style="list-style-type: none">• great grandfather—Matthias Johnson;• grandfather in South Metropolitan Gas Co., London;• father in South Metropolitan Gas Co., London—trained in gas engineering after his return from World War II;• family migrated to Adelaide in February 1927 after father recruited by the South Australian Gas Co. to run the new gas works at Osborne.	Matthias Johnson South Metropolitan Gas Co. South Australian Gas Co.
037	Engineering aspects of South Australia in the 1920s were, according to Sir Eric, very advanced. Utilities such as electricity, gas, railways and many industrial undertakings based upon power generated from New South Wales black coal. Sir Eric comments on the: <ul style="list-style-type: none">• coal handling plant built at Osborne by the South Australian Harbors Board;	Osborne, South Australia

	<ul style="list-style-type: none"> • Adelaide Electric Supply Co. Power Station, the Government Coal Handling Facilities and the South Australian Gas Co. works—all based at Osborne; • father—a chartered fuel technologist 	
062	<p>Family background:</p> <ul style="list-style-type: none"> • siblings; • lived at Largs, Semaphore and Osborne—all on the Le Fevre Peninsula; • mother's role as home maker raising the family because of the long hours worked by Sir Eric's father. 	Le Fevre Peninsula
084	<p>Sir Eric noted previously that he attended Largs Bay School at five years of age, but speaks about the 1931 Depression and ultimately how that impacted on his family and himself. He notes:</p> <ul style="list-style-type: none"> • working conditions in general; • operation of the Gas Works at Brompton and Osborne; • the closure of the Osborne works in 1929 and the transfer of his father, and relocation of the family, to Brompton; • attending Hindmarsh Primary School for balance of primary education then attending Thebarton Boys' Technical School where sat and passed the Intermediate Certificate; • being taken out of school to become an apprentice with the South Australian Gas Co. part way through Leaving/Matriculation studies—one of two major disappointments in his life—but still retained desire to become an engineer rather than a tradesman; • the help of Donald Scott Young, engineer of South Australian Gas Co., that saw Sir Eric begin studying at the School of Mines Night School during his apprenticeship—parents later assisted with free board and lodging so he could finish studies full-time. <p>Note:</p> <ol style="list-style-type: none"> 1. the family first lived at Blackler Street, Semaphore (1927–28), then Largs Bay, then Chief Street, Brompton, until 1947 when the family moved back to Largs Bay. 2. Sir Eric attended the School of Mines from 1940–1949 (part-time except for 1946 when he attended full-time). 	<p>Osborne</p> <p>Hindmarsh Primary School</p> <p>Thebarton Boys' Technical School</p> <p>South Australian Gas Co</p> <p>Donald Scott Young</p> <p>School of Mines</p>
164	World War II years—Sir Eric was passed fit for service in the Army but was then sent back to work as he was in a Reserve occupation.	
177	<p>Employment. Sir Eric speaks about:</p> <ul style="list-style-type: none"> • process involved in becoming a Gas Engineer—passes New South Wales examination but unable to receive Certificate until 25 years of age; 	<p>Broken Hill</p> <p>Thelma Joan Bowden</p>

	<ul style="list-style-type: none"> • offered and took up position with Broken Hill and Suburban Gas Co., Broken Hill, where he hoped to finish School of Mines Diploma through the New South Wales Technical College; • came up against parochialism of State education systems so in process satisfied examination requirements of Engineering Institution and became a Chartered Engineer; • worked with Electricity Trust of South Australia prior to moving to Broken Hill; • engagement to Thelma Joan Bowden. <p>Note:</p> <p>1. Sir Eric is a Chartered Engineer, Fellow of the Institution of Engineers (Australia), but does not have a degree except for honorary degrees.</p>	Cyril Stobie
247	<p>Major influences in early life:</p> <ul style="list-style-type: none"> • father—responsibility, fairness, self-discipline, work ethic—always took the family away on holidays during his four-week break plus other family outings; • mother—encouraged Sir Eric to reach out to improve status and standing (it was she who supported him leaving the South Australian Gas Co); • Donald Scott Young—studies at School of Mines and instrumental in getting Sir Eric the job in Broken Hill. 	Donald Scott Young
333	Sir Eric speaks of his sisters' education.	R.W. Miller & Co. Kaiser Corporation David Koch.
384	<p>Sir Eric speaks of Thelma Joan Bowden, his future wife:</p> <ul style="list-style-type: none"> • meeting at the South Australian Gas Co.; • engagement; • marriage; • living in Broken Hill where married women were not permitted to work—instead enrolled in different courses at Broken Hill Technical College and undertook charitable work. 	Thelma Joan Bowden
	End Side A Tape IEA.EHA: PD2 Tape 1	

Tape log of interview with: Sir Eric Neal

Date: 29 September 2004

	Tape IEA.EHA: PD2, Tape 1, Side B	
002	<p>Religious upbringing based on 'the destination that counts not the path it takes to get there':</p> <ul style="list-style-type: none"> • father—a practising Christian but not a regular churchgoer—while mother more of a churchgoer; • attended local Methodist Church, later Anglican Church; • church attendance while Governor of South Australia; • personal views on Christianity and other great faiths of the world. 	
035	<p>Early years in Broken Hill as a works engineer with the Broken Hill Gas Co. Sir Eric notes:</p> <ul style="list-style-type: none"> • that initially it was a very hard and difficult time with the company being in a parlous state but re-built the gas works; • working with R.I.A. Richards, managing director—hard taskmaster but a very experienced person from whom he learnt a lot; • the takeover offer for the Gas Co. by the Gas Supply Co., Melbourne; • appointment to position of manager and engineer following takeover; • coal supplies; • expansion of the company—connections to new homes; • background to Gas Supply Co. and ultimate offer by Gas Supply Co. to position of managing director at Ballarat branch. <p>Note:</p> <ol style="list-style-type: none"> 1. Sir Eric notes that his first child, Peter, was born in Broken Hill—gave him a greater sense of responsibility. 	<p>Broken Hill</p> <p>Ben Chifley</p> <p>Robert Menzies</p>
181	<p>Move from Broken Hill to Ballarat in 1959. Sir Eric notes that the Gas Supply Co. was a thriving company but it had some challenges. He comments on these:</p> <ul style="list-style-type: none"> • the sales of gas; • the new gasometer that had a tilt and was built on faulty ground causing the foundations to slip—one of Sir Eric's first challenges on arriving at Ballarat was to address these problems and he discusses these in detail regarding the solution that was employed as a most 'novel engineering exercise'; • the expansion of the Ballarat gas company to supply industry—when Sir Eric left in 1964 the output of gas had trebled. 	<p>Ballarat</p> <p>Dr Trelope</p> <p>United Salvage Co.</p> <p>Sir John Williams Ballarat Institution of Engineers</p> <p>ICI</p> <p>Geelong Refinery</p>

		Shell Co. M.B. John The Valve Factory Selkirks Brick Works Martins Stoneware Pipes Humes
313	Takeover bid by Boral for the Gas Supply Co. that was ultimately successful. Sir Eric discusses: • his role as assistant general manager, Brisbane, and subsequently as joint general manager of gas supply in Queensland, New Guinea and Northern Territory.	Amoco
362	Background to Boral company that began in 1947 as Bitumen Oil Refineries Australia Ltd and the products that it produced—Australia's first oil refinery using imported crude.	Persian Gulf Caltex Boral's Botany Bay Refinery
	End of Side B Tape IEA.EHA:PD2 Tape 1	

Tape Log of interview with: Sir Eric Neal

Date: 29 September 2004

Tape IEA.EHA: PD2 Tape 2, Side A		
Time/ Counter	Subject	Proper Names and Keywords
002	Continuation of interview with Sir Eric Neal by Peter Donovan.	
007	Sir Eric comments on family: <ul style="list-style-type: none">• death of a second son at Broken Hill;• birth of a son in Ballarat;• Lady Neal's involvement in charitable work and cooking.	Victoria League Royal Flying Doctor Service South Australian Gas Co. Lillian Newman.

028	<p>Sir Eric began at Boral in Queensland on 1.1.1964, and:</p> <ul style="list-style-type: none"> • traces the company and its products—gas, fuel oil, bitumen, distillate, LPG, quarries, asphalt; stone; concrete; clay bricks; building materials; • describes in some detail Boral Gas (Queensland) in 1964 and its activities and challenges (Sir Eric notes that the position at Boral was a 'significant increase in management scope'): <ol style="list-style-type: none"> 3. converting the coal gas works to use refinery products, in particular LPG; 4. involvement with Australian Army to provide gas installations in Papua/New Guinea to supply LPG to its barracks (required Sir Eric to be seconded to the Commonwealth Department of Works to design the installations); 5. background as to how Boral became involved in the tanker business in the Pacific region that began with winning the five-year contract to supply LPG to the Australian Army in Papua/New Guinea—includes description of visit of managing director, Elton Griffin; 6. emergence of natural gas on to the Sydney and Brisbane markets—includes a description of Sir Eric discussing his views on natural gas versus LPG at a dinner with the managing director, Elton Griffin, that ultimately led to Sir Eric being offered the position of general manager of gas supply at Boral Gas in Sydney which he took up on 1.1.1970. 	<p>Boral Co</p> <p>Queensland Oil Refinery</p> <p>John Crozier</p> <p>Botany Bay</p> <p>Broken Hill Gas Co.</p> <p>Ballarat Gas Co.</p> <p>Townsville</p> <p>Mackay</p> <p>Brisbane</p> <p>Amoco Refinery</p> <p>Papuan Infantry Brigade</p> <p>Port Moresby</p> <p>Wewak</p> <p>Lae</p> <p>Gas Supply (New Guinea)</p> <p>W.R. Carpenters</p> <p>Shell</p> <p>Mobil</p> <p>Esso</p> <p>Japan</p> <p>Solomon Islands</p> <p>Vanuatu</p> <p>Fiji</p> <p>Cook Islands</p>
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		Tonga
		Darwin
		Gold Coast
		Joan Neal
		Sydney
		Caltex
		Gas Supply Cook Islands
		Gas Supply Tonga
		Gas Supply Samoa
		Origin Energy

271	<p>Sir Eric recalls in detail how Boral came to enter the natural gas market in Brisbane by:</p> <ul style="list-style-type: none"> • using the profits from the sale of its Victorian gas operations to acquire the Brisbane Gas Co. in 1972—became Boral's major base in Queensland; • using little known 'first-come, first-serve' bids for the Brisbane Gas Co. that resulted in a 50 per cent acquisition of the company—includes details of a meeting with Sir Elton Griffin and a stock broker. This was later extended to a 100 per cent acquisition. 	<p>South Brisbane Gas Co.</p> <p>Ampol Refinery</p> <p>Victorian government</p> <p>Bacchus Marsh</p> <p>Ararat</p> <p>Stawell</p> <p>Warracknabeal</p> <p>Gas and Fuel Corporation</p> <p>Sydney</p> <p>Law Book Society</p> <p>Peden</p> <p>Macquarie University</p> <p>Stock Exchange</p>
390	<p>Sir Eric was promoted to chief general manager (operations) in 1973 and chief executive officer in 1974, the same year that Sir Elton Griffin became deputy chairman (he died in 1975). Sir Eric discusses the challenges he faced as CEO to:</p> <ul style="list-style-type: none"> • make sure the company did not go backwards; • build Boral's reputation for continuity of management (includes a personal observation of Sir Elton Griffin). <p>He reflects that some of his major decisions included:</p> <ul style="list-style-type: none"> • exploring the American market; • acquiring Hollowstone (Australia)—concrete block factories with locations in Sydney, Melbourne and Adelaide. 	<p>David Jones</p> <p>Burns Philp</p> <p>TNT</p> <p>Evan Evans</p>
End Side A, Tape IEA.EHA PD2 Tape 2		

Tape log of interview with: Sir Eric Neal

Date: 29 September 2004

	Tape: IEA.EHA: PD2 Tape 2, Side B	
001	<p>Sir Eric continues discussing Hollowstone and the production of concrete roof tiles. Describes how this acquisition ultimately led Boral to acquire a 55 per cent holding in a similar business in concrete roof tiles in Los Angeles—became a 'huge success story and a great profit maker for Boral' and enabled the company to become involved in America in a niche market.</p> <p>Sir Eric notes that he also investigated the clay brick market for house bricks in America. He describes in detail his and Lady Neal's visit to American towns, his attempts to have Boral involved in the clay brick market and the Mary Brick Co. in which Boral subsequently acquired a 55 per cent holding and then later a 100 per cent holding. Sir Eric notes that this company was used as a base to acquire other smaller brick companies in America so that today Boral is recognised as 'the largest manufacturer of clay bricks in the U.S.A.'.</p> <p>Note: Included in this section is a delightful story of how the original contract was signed.</p>	<p>Evan Evans</p> <p>Adelaide</p> <p>Sydney</p> <p>Kitter Peabody</p> <p>Louisville</p> <p>Kentucky</p> <p>Tennessee</p> <p>Alabama</p> <p>Georgia</p> <p>Savanna</p> <p>Atlanta</p> <p>Augusta</p>

098	Opportunities not taken up: • the Gold Coast in the 1960s.	
114	Boral was closer to the American market than the UK or European market—did not go into the UK until later.	Caltex Standard Oil of California Chevron
134	Engineering versus management. Sir Eric notes that: • he was still using his engineering skills despite being a manager of engineers—recalls a 'black tie' dinner at the Melbourne Club; • in 1986, at the invitation of Dr Don Williams, gave the opening address at the Institution of Engineers Conference in Adelaide (150 th anniversary)—recalls how he came to select his theme; • engineers make good managers—as they rely on sound values and facts.	Sir Ian McLelland Institution of Engineers; BHP CSR Brian Kilman David Jones.
202	Sir Eric recalls his relationship with the Boral Board, the early chairmanship of Sir John O'Neil (died 1976) and other board members. Challenges that Sir Eric discusses include: • the 'revolving-chair syndrome'—the building of a management team; • his management style that was considered by some as being 'too hands-on'—recalls a management training course that he attended in c. 1956—and how he kept on top of what was happening in the company, how he resolved issues and how he took responsibility for being 'on the spot' when important decisions needed to be taken such as the American and Japanese visits. In later years, this became 'helpful advice'—recalls story of the Brisbane Airport.	Bruce Macklin Adelaide Sweeney Melbourne Rowell Sydney Ian Potter Melbourne Sir Elton Griffin Australian Institute of Management Broken Hill Gas Co. John P. Young Brisbane Airport
425	Sir Eric's most significant achievement during his time as CEO at Boral: the growth in sales and profit.	
	End side B, Tape IEA.EHA: PD2 Tape 2	

**Tape log of interview with: Sir Eric Neal
2004**

Date 1 October

Tape: IEA.EHA: PD2 Tape 3, Side A		
Time/ Counter	Subject	Proper Names & Keywords
002	Continuation of interview with Sir Eric Neal by Peter Donovan.	
011	Sir Eric completes details about his career at Boral—his retirement, why he retired and the appointment of a successor.	
022	<p>Directorships held by Sir Eric:</p> <ul style="list-style-type: none"> • Westpac Banking Corporation; Atlas Cop. Co. Corporation a Swedish Co.; Coco Cola Amatil; John Fairfax Ltd; Metal Manufacturers Ltd; BHP. <p>Sir Eric comments on:</p> <ul style="list-style-type: none"> • the role of an external director; • any conflict of interest and how he dealt with it; • key issues faced at Westpac where he became chairman of the board in 1989—banking in Australia, property market, interest rates, overseas currency, inflation, excess lending; re-capitalisation of the bank—until he resigned in 1992; • joining the AMP board—restructure of the company; • his time on the BHP board—visits of board members to BHP sites around the world; chairmen; • his appointment to the Bank of Montreal Advisory Council—Westpac relationship with the bank. 	<p>Boral</p> <p>AGC</p> <p>David Morgan</p> <p>Queensland</p> <p>Timor Sea</p> <p>North-West Shelf</p> <p>USA</p> <p>Chile</p> <p>Brazil</p> <p>Canada</p> <p>Bass Strait</p> <p>North Sea</p> <p>Gulf of Mexico</p> <p>Jim Baulderstone</p> <p>Arvi Parvo</p> <p>Brian Loton</p> <p>John Prescott</p>
242	<p>Other than a one-week course with the Australian Institute of Management, Melbourne (see Tape 1), Sir Eric notes that:</p> <ul style="list-style-type: none"> • he had no formal management training on a full-time basis; • learnt much from his father, particularly relating to 	<p>Boral</p> <p>Brisbane</p> <p>Hemmingway and Robertson</p>

	<p>people-management;</p> <ul style="list-style-type: none"> • attended late afternoon/evening lectures at the Australian Institute of Management in Brisbane while working for Boral; • learnt much from Mr Richards at Broken Hill Gas Co.—relates a story about a proposal he put up for the construction of a new plant that led to him undertaking a correspondence accounting course. 	
285	<p>Sir Eric was appointed to two government committees and he recalls these:</p> <ul style="list-style-type: none"> • the Review of Australia's Higher Defence committee—the background to this committee, how he became involved, other committee members, familiarisation of Australian and subsequently US Defence undertakings; • the Defence Industry committee—how appointed. 	<p>Largs Bay</p> <p>David Koch</p> <p>General Sir Arthur MacDonald</p> <p>Sir Frederick Wheeler</p> <p>John Outz</p> <p>Admiral Sinnett</p> <p>Russell Hill</p> <p>Peter Gratton</p> <p>New South Wales</p> <p>New Zealand</p> <p>Sydney</p> <p>Hawaii</p> <p>Kim Beazley</p>
403	<p>Interaction with government and opposition:</p> <ul style="list-style-type: none"> • with the Minister of Energy in the 1970s during the Middle East oil crisis; • with the Fraser government concerning energy; • with the Hawke government—was one of 12 independent businessmen invited to the Summit Conference, Canberra—that led to input with the Housing industry and the First Home Buyers Scheme; • as vice-chairman of the Business Council. <p>Sir Eric summarised that 'a corporation has to work with the government of the day irrespective of what side of politics they're from':.</p>	<p>Sir John Carrick</p> <p>Hon. Chris Hurford</p>
	End Side A, Tape IEA.EHA PD2 Tape 3	

	Tape: IEA.EHA: PD2 Tape 3, Side B	
008	Sir Eric speaks about the demands on his time—Business Council of Australia and trade organisations.	Boral
018	Sir Eric recalls his home life and his family. He also notes that he and his wife, Joan, have a great partnership where she was able to accompany him on many of his travels.	Brisbane Indonesia New Guinea Pacific Islands Sir John O'Neil USA Japan England Melbourne Moss Vale
067	Reflection by Sir Eric that he had retired from all board appointments by the time he was appointed Governor of South Australia in 1996.:	BHP Westpac Metal Manufacturers Coca Cola Atlas Cop. Co.

082	<p>Appointment as Governor of South Australia. Sir Eric speaks about:</p> <ul style="list-style-type: none"> • past experience in protocol roles in 1987–1988—Chief Commissioner of City of Sydney; • background to appointment as Governor—relates Advertiser story, subsequent offer and help of Dame Roma Mitchell; • having retained the links with South Australia despite living elsewhere in Australia. 	<p>Sydney City Council</p> <p>Bicentennary</p> <p>Queen Elizabeth</p> <p>Mr Kelton</p> <p>New South Wales</p> <p>Queensland</p> <p>Victoria</p> <p>South Australia</p> <p>Adelaide</p> <p>Quarry Industries Ltd</p> <p>Hollowstone Masonry</p> <p>Australian Gypsum</p> <p>Cyclone</p> <p>Adelaide Club</p>
148	<p>Sir Eric recalls the 'highs' during his time as Governor of South Australia—Anzac Day, opening of Parliament, lunches and dinners for visiting dignitaries, visits to various parts of the State and relates in some detail his leading trade missions to Malaysia, China, Sweden, and Indianapolis. He also discusses his:</p> <ul style="list-style-type: none"> • role in Executive Council as Governor; • meetings with the Queen (but not while Sir Eric was Governor)—during the Bicentennary; on board 'Britannia'; following the enactment of the Australia Act; at the opening of the Queen Victoria building, Sydney; at Buckingham Palace when Sir Eric was presented with the CVO. 	<p>Dean Brown</p> <p>Sabbah</p> <p>World Police and Fire Games</p> <p>Joan Hall</p> <p>Sarawak</p> <p>Sydney</p> <p>Duke of Edinburgh</p> <p>Australia Act</p> <p>Privy Council</p>

		Bob Hawke Esso Boral
307	Life in Government House, Adelaide.	
319	Security issues at Government House, Adelaide.	River Torrens Zoological Gardens Torrens Weir
	End Side B, Tape IEA.EHA: PD2 Tape 3	

Tape log of interview with: Sir Eric Neal

Date: 1 October 2004

Time/Counter	Tape: IEA.EHA: PD 2 Tape 4, Side A Subject	Proper Names & Keywords
002	Continuation of interview with Sir Eric Neal by Peter Donovan.	
009	<p>Sir Eric recalls his time as Commissioner of the City of Sydney and the issues he faced:</p> <ul style="list-style-type: none"> • clean-up of Sydney for the bicentennial—relates a) story of meeting with workers at cleaning depot and the solutions arrived at; b) meeting with union official regarding clean-up on 27 January 1988 following the major celebrations in Sydney; <p>Sir Eric believed:</p> <ul style="list-style-type: none"> • he brought a focus of business skills to the role so that he endeavoured 'to do what was best for the city of Sydney'; • he was able to use his engineering background to assist and give advice—with other Commissioners, set up the City of South Sydney and a new Council. 	<p>Sir Nicholas Chehade</p> <p>Norman Oakes</p>
087	<p>Role as Chancellor of Flinders University. Sir Eric speaks about:</p> <ul style="list-style-type: none"> • his appointment; • his role as Chancellor—notes that the position is similar to that of chairman of a board; • the move away from academic to generalist Chancellors at Australian universities and reasons for it—cites McGregor Report and Nelson Review—and discusses the university meeting Commonwealth government requirements and guidelines; • the various Schools of Flinders University. 	<p>Sister Deidre Jordan</p> <p>John Doyle</p> <p>Professor Ann Edwards</p> <p>Adelaide University</p> <p>Bill Scammell</p> <p>Robert Champion de Crespigny</p> <p>David Clingberg</p> <p>University of South Australia</p> <p>Jerry Ellis</p> <p>Monash University</p> <p>BHP</p>

		<p>Morish Newman</p> <p>Macquarie University</p> <p>Boral</p> <p>Australian Stock Exchange</p> <p>General Bray</p> <p>James Cook University</p> <p>Townsville</p> <p>Sir Elwyn Edwards</p> <p>Queensland University</p> <p>Westpac</p> <p>Basil Heztel</p>
196	<p>Recreational activities:</p> <ul style="list-style-type: none"> • sailing/boating; • horse racing; • football. <p>Sir Eric was also involved with the Australian Opera and he speaks about this and:</p> <ul style="list-style-type: none"> • relates the story of Boral's foray into sponsoring opera—'Lucia de l'amour' in 1980—and later notes sponsorship of Nicholas Nickelby with the Sydney Theatre Company and Australian Opera; • his roles with Opera Council of Australia and Opera Foundation; • his wife's role with the State Opera, Adelaide. 	<p>Port Adelaide Sailing Club</p> <p>Broken Hill</p> <p>Ballarat</p> <p>Royal Queensland Yacht Squadron</p> <p>Boral</p> <p>Sydney Harbor</p> <p>Adelaide</p> <p>Lady Neal</p> <p>South Australian Jockey Club</p> <p>Port Power</p> <p>Melbourne</p>

		<p>Sir Ian Potter</p> <p>Melbourne</p> <p>Brisbane</p> <p>Joan Sutherland</p> <p>Gough Whitlam</p>
274	<p>Awards and Distinctions. Sir Eric reflects on some of these:</p> <ul style="list-style-type: none"> • Knighthood in 1982—for services to industry. Sir Eric later notes that he considers this award special because it also recognises his wife's contribution; • Companion of the Order of Australia in 1988; • Commander of the Royal Victorian Order—awarded personally by the Queen—for services to the Duke of Edinburgh program. 	
321	Sir Eric speaks of his children and their careers.	<p>Adelaide</p> <p>Ansett Airlines</p> <p>England</p> <p>Kent Cricket Club</p>
355	<p>Philosophy: Sir Eric traces his career and notes that he was surprised at each succeeding promotion. His philosophy was 'to try and do the best job I could in each particular role'. Also discusses his business philosophy: 'treat people as you would like to be treated yourself'.</p>	<p>Broken Hill Gas Company</p> <p>BHP</p> <p>Westpac</p> <p>Ballarat</p> <p>New South Wales</p> <p>Queensland</p> <p>Boral Gas</p> <p>Sydney</p> <p>Sir Elton Griffin</p>
424	<p>Sir Eric notes his mentors and those who helped him:</p> <ul style="list-style-type: none"> • Donald Scott-Young, South Australian Gas Co.; • Clem Davidson, Broken Hill Gas Co.; • Allan Brown; • George Todner; • Elton Griffin; • Sir John O'Neil; 	<p>Boral</p> <p>BHP</p> <p>Atlas Cop. Co.</p>

	<ul style="list-style-type: none"> • Ian Potter; • with all the people he has worked for—gaining from their strengths. 	
	End Side A, Tape IEA.EHA: PD2 Tape 4	

**Tape log of interview with: Sir Eric Neal
2004**

Date: 1 October

	Tape IEA.EHA: PD2 Tape 4, Side B	
002	<p>Proteges. Sir Eric speaks of:</p> <ul style="list-style-type: none"> • John Piper; • Rod Payze; • Alf Lazlett; • David Morgan; • Bruce Keen. 	<p>Origin Energy</p> <p>Boral</p> <p>Transport SA</p> <p>Westpac</p>
026	<p>Three achievements that give Sir Eric great satisfaction and for which he would like to be remembered:</p> <ul style="list-style-type: none"> • CEO of Boral—highlight of business career; • to start as a trade apprentice at the age of 16 years and retire from the BHP Board at the age of 70 years—relates a story of a visit to BHP Whyalla and his conversation with a shop steward at a dinner; • being first businessman in Australia to be appointed a State Governor. 	Dean Brown.
041	<p>Union membership and dealings. Sir Eric notes that he was a unionist for the first six years of his employment with the Gas Company. He reflects on:</p> <ul style="list-style-type: none"> • industrial relations/human resources/union issues at Boral and how these were resolved—relates four stories of strikes/stop work meeting at Boral and how he was able to intercede and help in resolving the difficulties; • father's influence on how to handle people. 	<p>Adelaide</p> <p>Ironworkers Association</p> <p>Sydney</p> <p>Westernport</p> <p>Seaman's Union</p> <p>Pat Garrity</p> <p>Victoria Barracks</p> <p>Queensland Alumina</p> <p>Gladstone</p> <p>Townsville</p>

150	What's next? Sir Eric reflects on this, and on his and Lady Neal's wide range of interests and club awards.	Asia Agricultural Society Adelaide Club Melbourne Club Union Club Cricket Association South Australian Jockey Club State Opera Red Cross Anglicare Port Power
198	Institution of Engineers. As an Honorary Fellow, Sir Eric retains an active interest in engineering works and he speaks briefly about this.	Adelaide Airport
224	Sir Eric reflects on his life, his marriage and his health. He concludes by saying that he regards himself 'as a very fortunate person'.	
	End side B, Tape IEA.EHA: PD2 Tape 4	