

Inside this edition >>

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exclusive

Golden  
returns

Top graphene  
applications



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**Mrs Gina Rinehart and Sanjiv Manchanda's acceptance address for Project of the Year at the 2016 Project Management Institute Australian Awards for Roy Hill's mega iron ore project.**

## Roy Hill wins PMI Australia's Project of the Year Award

### Sanjiv Manchanda

**G**ood evening. It is overwhelming to stand here and receive the recognition for the Project of the Year 2016.

This would not have been possible without the vision and leadership of the Hancock Prospecting and Roy Hill Chairman, Gina Rinehart, who pegged the Roy Hill tenements after becoming chair, back in 1992, tenements not thought of value by other exploration and mining companies.

It is important that Hancock Prospecting's drilling and studies eventually showed differently. Feasibility studies were undertaken with the final positive bankable feasibility study completed in January 2011. Many years of risk, persistence, investment and hard work in doing the successful exploration, studies,

planning and preparation – including obtaining many, many government approvals – is a testimony to the perseverance and efforts of Mrs Rinehart and Hancock Prospecting.

Infrastructure construction started in 2012, followed by the award of EPC Contract for mine, rail and port to Samsung C&T in April 2013.

The project has spent over 38 million hours, with over 37,000 different people working on the project over its duration, and a peak workforce in excess of 6300 staying at eight different locations.

The air miles travelled by the charter plane between Perth and mine site in the 30 months are equivalent to three return flights between the earth and the moon.

On behalf of our CEO, Barry Fitzgerald, [who] I quote: 'I am

**“** One of the major challenges for the project has been the multitudinous government approvals, permits, licences and obligations that the project has complied with. The project had over 400 primary and secondary approvals to comply with, [and] over 4000 obligations and conditions that we had to manage **”**





immensely proud of the contribution of all the people involved in delivering the project, and in particular I thank Mrs Rinehart for her leadership, as well as her support and confidence in the Roy Hill leadership team'.

One of the major challenges for the project has been the multitudinous government approvals, permits, licences and obligations that the project has complied with. The project had over 400 primary and secondary approvals to comply with, [and] over 4000 obligations and conditions that we had to manage. This is in addition to extensive legislative and regulatory obligations from the occupational health and safety requirements.

To make this achievement possible, I would like to acknowledge and thank the support from the shareholders of Hancock Prospecting, and minority shareholders POSCO, Marubeni and China Steel, and for the support and steadfast enthusiasm of our Chairman, Mrs Rinehart.

And I wish to thank each of those who contributed to the outcome for this project, as detailed on our website.

“ *As I've said publicly before, in this commodity-prices crash, we need to cut costs to stay competitive internationally and to stay in business* ”

### Mrs Gina Rinehart

Thank you, Sanjiv. I am so very happy that you're receiving this so well-deserved award. I'd like to add my sincere thanks for each and all those who made our high-tech mega project, Roy Hill – a project within budget and with the fastest construction time in Australia for such a project – possible.

Of course, this achievement couldn't have occurred without the support of 19 major banks and five ECAs – continuing thanks. Our CFO, Garry Korte – who led this historic and complicated financing, as he says at times, under 'blow torch pressure' – is with me tonight. Garry, can you please stand?

I'd also like to support what Sanjiv has said in relation to the negative burden of onerous, costly and time-consuming government red tape.

According to the International Monetary Fund, Australia has the fastest growth in government spending among 17 comparable countries.

According to the International Monetary Fund, Australia has the third-highest growth in net government debt among 17 comparable countries.

According to the IPA's calculations, the cost of red tape to the Australian economy makes red tape 'Australia's largest industry'.

I ask, how is this going to encourage more projects in Australia?

The decline in investment in Australia is occurring. As an industry, what are we doing to point this out to our federal and state governments – even media –

and drive necessary change? Very clearly, not enough.


As I've said publicly before, in this commodity-prices crash, we need to cut costs to stay competitive internationally and to stay in business so that we can continue to contribute revenue and help to protect Australia's living standards. Yet, there's one giant cost slab that isn't decreasing – government!

If Barry, Sanjiv and I are three of only a very few executives urging for significant reduction in government tape and expenses, we won't get the government cost-burden reductions our country urgently needs.

So, please think about the foregoing, and take every opportunity to help to do something about it, be that public speaking, getting the issues out further into the public domain and driving reductions.

We hope you'll go home tonight and write to all politicians, and then keep the letters going, to their chiefs of staff and industry organisations that should be driving this and more. Write cartoons and songs even! Just keep going.

I would like to leave you with a song, written by a fantastic friend of mine, Jim Viets. It's called 'Mining Permit Blues', also known as, 'Project Permit Blues'!

But firstly, it's very special to be an executive on a major project from start to finish, spanning decades. This doesn't happen usually, and then to get an award, too! Thank you, Project Management Institute Australian Chapters. 



Address by Mrs  
Gina Rinehart.

## Roy Hill Pink Truck Launch celebration

**I**t is with great pleasure that I welcome you all to the celebration on this very special day, as we introduce the first of Roy Hill's Pink Truck's into service in recognition of breast cancer, breast cancer research and support initiatives – so needed for this sad and devastating disease.

I'd like to introduce the three Roy Hill ladies you see driving our first three pink trucks. Tarnya Bain is driving *Hope*, Sandra Lloyd is driving *Ginny*, and Aimee Paterson is driving *Rachel*.

We all know of the pink ribbon, an international symbol showing moral support for women afflicted with the breast cancer disease. This year alone, there will be 15,000 new cases of breast cancer diagnosed. And it is estimated, very soberingly, that around 2700 women will die from breast cancer this year alone.

It is imperative that we raise attention to the plight and need for tackling breast cancer, and [we must] provide more funding for critical support and research. The more we can do to raise support to [help] fight this very serious and frightening battle, the closer we come to finding ways to improve treatment options and cures for one of the biggest single killers of women in Australia.

I have been a long-standing supporter of cancer research and support initiatives, dating back to the early 90s when I initiated the then first breast cancer foundation in Australia, the Hancock Family Breast Cancer

Foundation Inc., which I also chaired.

We were able to get the then Health Minister to launch National Breast Cancer Day – a first for Australia and now held annually – and brought in speakers, including from overseas, held New Year's Eve balls, Mother's Day lunches, and auctions and many other fundraising activities, which assisted hereditary and other breast cancer research, the Australia New Zealand breast cancer trials group with Professor Forbes, [and provided] assistance for country people with breast cancer, petitions to extend the age for mammograms from 50 down to 45, and more.

I usually did these endeavours late at night, or in the very early morning hours, and currently our more recent foundation delivers care packages to five West Australian hospitals and has expanded interstate also. This is, of course, not enough, and breast cancer continues to affect one in eight women in their lifetime, and it is the most commonly diagnosed cancer among women in Australia, excluding non-melanoma skin cancer.

It is paramount for women in Australia that early detection is improved, far better treatments occur, and, hopefully, cures for the various forms of breast cancer.

It is my great pleasure that we, at Roy Hill, are further complementing the pink breast cancer ribbon with its important symbol of moral support, adding our own unique touch with





Gina and Ginia Rinehart with minority partners from Asia at Roy Hill

the first fleet of pink trucks in Pilbara, together with pink socks for all Roy Hill employees who so wish to wear [them] as a daily reminder of the plight of breast cancer victims, not so fortunate as those healthy enough to be gathered here today.

It is also my hope that our wonderful Roy Hill staff may consider, in addition to their current charitable endeavours, finding ways to help those with the sad, frightening and devastating disease of breast cancer.

This is why I have implemented this resources industry first that will eventually see all of Roy Hill's haul truck fleet have their trays painted pink. This symbol celebrates simultaneously the strength of women and the role that women [play] in the mining sector.

Starting with the pink trucks we see here today: *Hope* and *Ginny*, named after my daughter. *Ginny* is also the name my precious mother affectionately called me.

“ It is also my hope that our wonderful Roy Hill staff may consider, in addition to their current charitable endeavours, finding ways to help those with the sad, frightening and devastating disease of breast cancer. This is why I have implemented this resources industry first, that will eventually see all of Roy Hill's haul truck fleet have their trays painted pink ”

And our third pink truck is named after my goddaughter, Rachel. Rachel has had an incredible battle with aggressive breast cancer these last more than five years, struggling so hard to stay alive for

her beautiful daughters, who are also my goddaughters, and her young son.

Rachel has been an ambassador for breast cancer, and an inspiration to many whose lives she has touched. Her



Roy Hill female staff with Ginia Rinehart, one of the pink trucks

mother, Pat, prior to passing away from breast cancer, was a truly wonderful lady and my dearest lady friend.

Having endured yet another round of chemotherapy on Friday, Rachel still dearly wanted to be able to join us all here today, and sent us all a beautiful greeting as we landed at Roy Hill. Rachel said she was teary about this pink truck being named after her. I wanted to share this with you, so all could have a little better understanding of the wonderful people these pink trucks have been named after.

Breast cancer doesn't just [terribly] affect the person concerned, but [also] their families and others close to them. I hope our launch with pink trucks and pink socks today, will help to reinvigorate our lady staff to try to do more to help those suffering so sadly with breast cancer. And [let's] not limit this to just lady staff, as breast cancer affects so many when wives, mothers, daughters and partners who are struck with this terrible disease.

These pink trucks, pink socks and pink PPE worn by all of you here today also reflect that Roy Hill is one of the highest in percentage employers of women in the iron ore and West Australian mining industry.

Whenever I visit here at the mine, or at the port or ROC in Perth and speak to our female staff, I'm told (and love to hear), that they find their time working at Roy Hill very interesting and rewarding, and that they enjoy being a part of Roy Hill's milestones, such as today.

From an early age, I have been involved in a predominantly male-centric industry, and now I'm seeing many more women employed in the industry and telling me they find this a great career choice. This is an industry that brings many opportunities for related industries in Australia, and together the mining and related industries underpin Australia's living standards, generating significant revenue, paying taxes and providing jobs.

I hope those of you here today always feel proud of your involvement in this industry and your contribution to Australia. Without such contribution, there would be less funds to look after our growing proportion of elderly people, our hospitals, our police and our very defence.

I also hope female students can see a career pathway in the mining industry, but for this to continue to occur, Australia must maintain its cost competitiveness internationally, and implement ways to reduce government red tape and expense.

Thank you for joining me at this special occasion today, and I invite you to ponder the significance of our sturdy pink trucks.

Please join me as we christen *Hope*, *Ginny* and *Rachel*, and wish them well as they set off to collect what will be the first of very, very many tonnes of Roy Hill iron ore for processing and ultimately exporting to our partners in Asia.

Thank you. 🍷