

Sanjiv's colleague speech – 23 May 2018

At the end of 2012 Sanjiv had six jobs to do in approximately five months, these included:

- reduce the capital budget by a significant amount;
- run a competitive tender process for the Roy Hill mega project and make sure the tenderers came back with conforming bids;
- get the EPC Contract , a truly huge contract, for the project agreed and signed;
- finalise the Roy Hill project delivery team which included re-tendering the PMC job;
- make progress on a number of early works contracts including the construction of the airport and the mine accommodation village; and
- re-negotiate executed contracts to meet a new funding timeline.

This was all to be done whilst providing support to the finance team with the debt funding process.

We were told by many experienced project delivery professionals that it would be impossible to achieve these six things. However, with incredible team work, some of the team included: Craig , Marcus , Norm , Anshori and Stacey; science and smart re-engineering was required; hard work; very long hours and discipline, Sanjiv achieved the impossible.

Sanjiv did not stop there. Sanjiv's typical day during the delivery phase of the project which went from 2013 to 2016 was:

On the drive to West Perth Sanjiv would call his team for a status check on the project.

He would then meet Mr Suk Lee, Samsung's Project Director in West Perth for coffee and discussions. This was to discuss any issues on the project.

He would be in the office before 8am.

After a full day of work, on the drive home, he would call his team again from his car for another status check.

During the evening, Mr Lee may drop past Sanjiv's home to go through any issues on the project.

Between the hours of 9pm to midnight and sometimes even into the early hours, Sanjiv would write strategy papers, email his team on actions that needed to be completed and of course create his famous "mind maps". His weekends were not free either, as he would often meet with Mr Lee again over the weekend or would be in the office with his team.

During this time, Sanjiv made sure that everyone knew that the project team was there to support Samsung in delivering the project. Every decision he made was a decision based on whether it would help Samsung deliver. This is why he invested the time with Mr Lee, so that Samsung knew Roy Hill were there to support them and went above and beyond their contractual commitments – Sanjiv provided some of his best people to Samsung – such as Tony, Graham, Pav and Bridget.

Lastly, there are four things to know about Sanjiv

1. He can listen whilst reading - don't get caught out!!
2. He is data oriented and will always be checking what the data says - his favourite phrase being "triangulate the signal".
3. He has never accepted; 'it has never been done before' as an excuse for not doing it.
4. He has a huge heart.