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Digital Project Delivery for Rio Tinto Projects

Strategy Development & Implementation

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Rio Tinto

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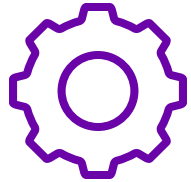
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About My Company

- Rio Tinto is a global mining and metals company. Our purpose is to produce the materials essential to human progress.
- Founded in 1873 when of a group of investors bought the Rio Tinto mines in Spain.
- Product Groups: Iron Ore, Aluminium, Copper, Minerals (includes Borates, Iron and Titanium, Lithium and Diamonds).
- Statistics:
 - 49,000 Employees
 - 35 Countries
 - 37,000 Suppliers
 - 2,000 Customers
 - \$63.5 Billion (USD) Revenue (2021)



Reliable and repeatable project delivery success



Challenges

- Custom-made designs for each project, steered and held by EPCMs – limited data/design re-use
- Data & information is fragmented, often manually processed and not easily reusable across the portfolio
- Consistent cost, schedule & quality challenges post contract award
- Path of construction and commissioning not consistently used to steer engineering activities
- Engineering contract environment based on 'consuming hours'



Solution

- Leveraging enhanced data management and digital innovation
- A single Rio Tinto 'preferred' platform based on the AVEVA suite of engineering and design software
- A single Rio Tinto controlled and hosted project delivery environment
- An Engineering Systems and Data Management (ESDM) platform supported by in-house specialist digital engineering capability



Benefits

- Cost and schedule reduction / certainty for major projects:
 - reduced project set up, configuration and administration
 - utilising shared, common systems and administration
 - re-use of standard designs & designed assemblies from catalog
 - increased control over project specifications, catalogs & standards - single source of truth
 - minimal duplication of data

“Next Gen” project delivery needs a data centric approach



Benefit

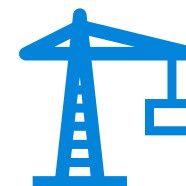
Integrated Project Data – data centric and intelligent delivery systems that improve information flow and team connectedness



Fact based decision making through real time reporting and advanced analytics of project data - reducing the ‘Time to Decision’



Increased accuracy due to single version of the truth. Improved schedule, cost & quantities estimating



Standardisation and re-use of design data. Advanced planning capability underpinning increased construction productivity



Improved operational and maintenance performance through the digital asset

Data at the Heart of Everything – People, Processes and Technology

How

Project Data Management (PDM) system implemented, interfacing to Project Control Systems

Development of a Common Data Environment with in-house digital capability. Establish information governance & SME support for project teams and ESPs

Hosted Environment Engineering Authoring Tools made available to Engineering Service Providers

Advanced Work Packaging (AWP) execution methodologies

Engineering data Warehouse (EDW) linked to Operations’ Systems eg SAP Data Standards Handover Specifications Data Class Library

Rio Tinto Projects digital delivery operating model

RioTinto

Establish Rio Tinto's preferred systems set-up with standards, catalogs and reference specifications ready for efficient, consistent, repeatable and successful project execution.

Support the transition of Project data into the operate & maintain phase. Assist Operations to maximise the value of the Digital Asset.

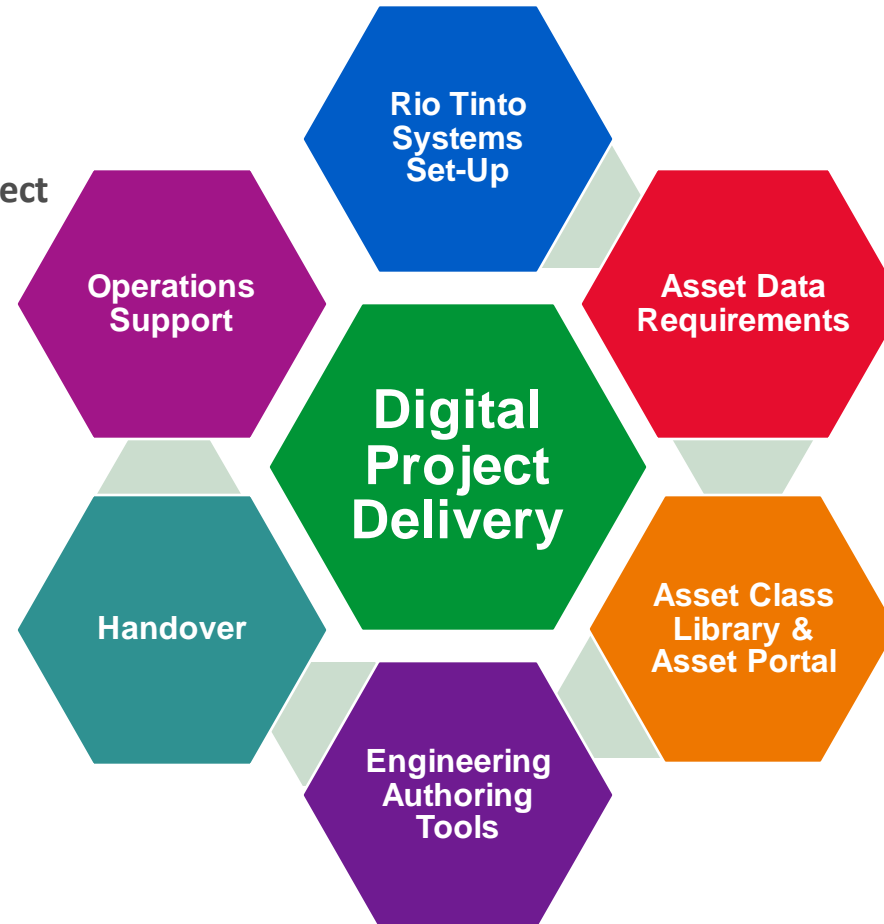
Facilitate a high quality, efficient and timely (staged) handover of Project deliverables to Operations:

- Correct
- Compliant
- Complete
- Consistent
- Current, and in
- Context

A complete set of AVEVA Engineering and Design Authoring Tools available in a fully supported Rio Tinto Cloud environment for use by ESPs/EPCMs/EPCs as required.

Define and issue complete set of comprehensive asset data handover requirements based on extensive stakeholder engagement.

Day to day management of the project data including stakeholder engagement, quality management, auditing, expediting and reporting.



AVEVA

Digital delivery implementation details

Reframing how we define, engineer, deliver and handover projects to 'engineer for value'

DOCUMENT CONTROL

Implement a Document & Data Management System for Projects

- Develop key workflows and configuration templates
- Develop a priority list of projects for migration
- Migrate projects to new tools asap

ASSET DATA MANAGEMENT

Build the Foundations for Digital Delivery through Consistent Metadata & Handover Standards

- Develop/Define Class Library Requirements
- Define System Agnostic Handover Requirements
- Deploy CDE & CDW Only (No Engineering Authoring Tools)
- Deploy AWP Execution Methodology

DESIGN TOOLS

Develop Hosted Environment for a Preferred Set of Engineering Tools & Make Available to ESPs

- Rio Tinto Projects Defined/Preferred Platform for All Tools
- Rio Tinto Hosted Environment
- Fully Defined Class Library & Handover Requirements
- Options Open for ESP's Authoring Tools (with Conversion to Rio Tinto Systems prior to Handover)

RIO TINTO HOSTED PLATFORM

Maximise Re-Use Benefits by Mandated Design Tools in Hosted Environment

- Rio Tinto Defined/Mandated Platform for All Tools
- Rio Tinto Controlled & Hosted Project Environment
- ESPs must use Rio Tinto Environment for Project Delivery
- Optimal AWP execution methodology



Q3 2021 +

Q3 2021 – Q1 2022

Q3 2021 – Q2 2022

Q3 2022 + (Based on Performance)



Data & Information Quality → Driven



Quicker



Easily Scalable



Capital Efficient & Effective



Safety Benefit / Reduced Exposure



Faster, Sustained Ramp Up



Seamless Handover

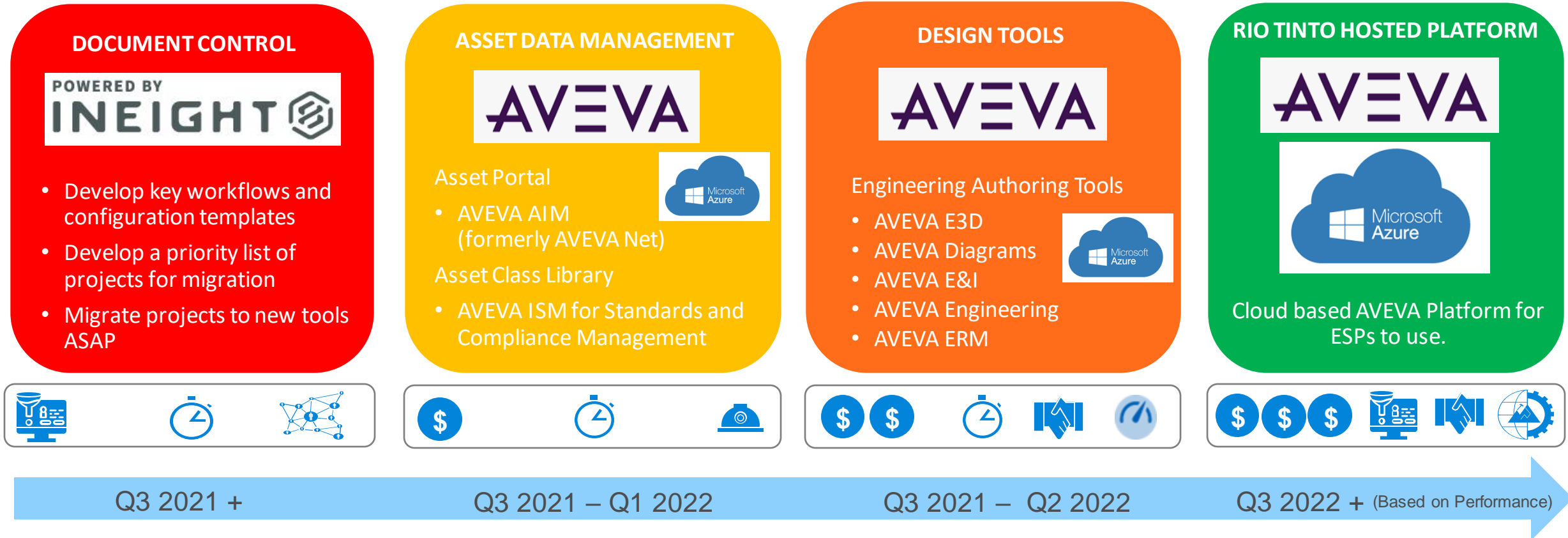


Asset Meets Business Case

AVEVA

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Asset Meets Business Case

AVEVA

Impacts of implementation

(Initial implementation completed June 2022)

- Contract Schedules updated to include the new data requirements (handover) specifications for all future service delivery contracts - incorporated into 10+ inflight Projects
- Asset Information Portal (Aveva AIM) currently being implemented on 6+ inflight Projects
- Aveva tools seed files, systems specifications, catalogs & reference data deployed to multiple projects
- Rio Tinto Hosted platform complete with full Aveva suite of tools deployed for one major inflight project

Early days – but we are already seeing major improvements in transparency and visibility of project information – translating into immediate improvements in engineering data quality through early capture of errors and inconsistencies.



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Questions?

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Over 20,000 enterprises in over 100 countries rely on AVEVA to help them deliver life's essentials: safe and reliable energy, food, medicines, infrastructure and more. By connecting people with trusted information and AI-enriched insights, AVEVA enables teams to engineer efficiently and optimize operations, driving growth and sustainability.

Named as one of the world's most innovative companies, AVEVA supports customers with open solutions and the expertise of more than 6,400 employees, 5,000 partners and 5,700 certified developers. With operations around the globe, we are headquartered in Cambridge, UK and listed on the London Stock Exchange's FTSE 100.

Learn more at www.aveva.com