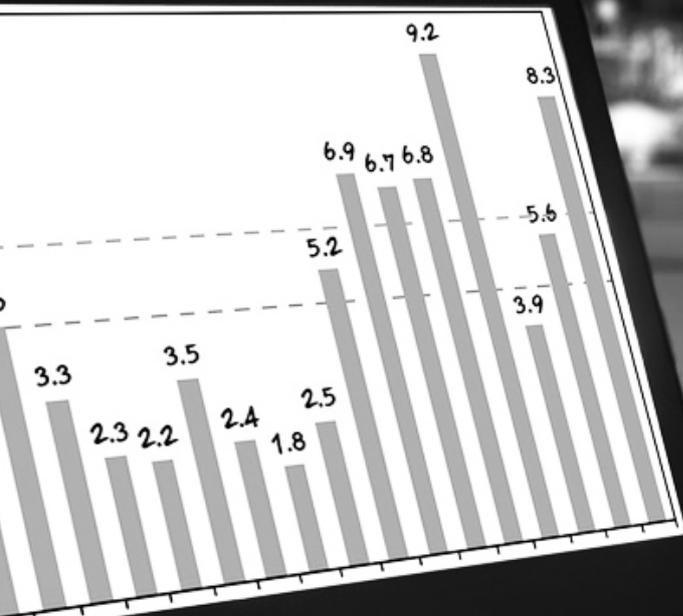


# MINING IN THE DIGITAL AGE

HOW TO HARNESS TECHNOLOGY AND  
INNOVATION FOR SMARTER MINING



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# MINING IN THE DIGITAL AGE

## REIMAGINING MINING

The mining industry today faces multiple challenges, including a volatile global economy, a turbulent energy sector, and the impending exhaustion of commercially viable ore bodies. However, today’s technology also promises multiple opportunities for mining companies eager to meet these challenges head on and reimagine themselves in a digital age. Indeed, industry leaders are already forging ahead, combining information technology advances with a focus on new operational technologies.

We see the next two to five years as critical to mining companies as they navigate the following:



### Continuing to Stoke Productivity

Over the last two years, the mining industry has been fighting to reverse the declining productivity rates of the last decade. In combination with the volatile global economy, skills shortages and the decline in ore bodies that are currently commercially available, many companies are turning to technology solutions to increase productivity.



### Implementing New Technologies

Mining companies are in the process of implementing and exploring evolving technologies such as the Internet of Things (IoT), artificial intelligence (AI) and blockchain... and having to confront the accompanying commercial and legal risks and challenges.



### Adopting an Innovative Mindset

As the productivity race combines with the uptake of new technologies to stoke fierce competition, mining companies will need to reap the benefits of an innovative mindset to explore new options while acting faster in the face of increased risk.

## WHO WE ARE

We are a young and ambitious firm that understands innovation. We first opened our doors in 1988 as a technology and telecommunications specialist law firm set up to take on the establishment during a time of significant change. While we now practice in all areas of law, we remain passionate technology and digital specialists that understand how disruption is transforming industries, and how industries are using technology to adapt and grow.

Our team has worked on many of the largest technology projects across the Asia Pacific region over the past 25 years, including across the mining, manufacturing and energy sectors. Clients trust us with their complex “bet the farm” enterprise projects, including meeting the new challenges they are facing in the digital world. Here are our thoughts on the coming opportunities and challenges for the mining industry in the digital age:



### Intelligent Mines

The Internet of Things, Data Analytics, AI and Blockchain



### Protected Mines

Data Control and Cybersecurity



### Innovative Mines

Harnessing agility and new technologies in a complex legal world

# INTELLIGENT MINES

## THE INTERNET OF THINGS, DATA ANALYTICS, AI AND BLOCKCHAIN

With its high running costs and numerous uncertainties, the mining sector stands to benefit hugely from harnessing new technologies, including the Internet of Things (IoT), Artificial Intelligence (AI) and blockchain. The common thread between these technologies is, of course, data, and the valuable insights to be gained from analysing such data.

### WHAT DOES AN INTELLIGENT MINE LOOK LIKE?

1

#### Control Room

The control room (or a connected offsite location) collects and monitors the data streams from automated machinery, cameras, and sensors. Data is collected and stored securely using a blockchain system, which is integrated into other blockchain systems collecting and tracking relevant information such as supply chain logistics. This vast amount of data allows the control room to make data-driven decisions optimising safety and productivity with the assistance of AI and big data analytics.

2

#### Automated Machinery

Automation software allows work processes and certain machinery to be remote controlled or even fully automated, increasing safety by reducing human presence in production areas.

3

#### IoT Sensors, Cameras + Wearables

IoT devices provide an incredible depth of functional information on subjects ranging from machines (eg the state and location of an autonomous truck) to people (eg a 'smart' hardhat that can monitor an employee's stress, fatigue, and location to improve health and safety).



THE TECHNOLOGY

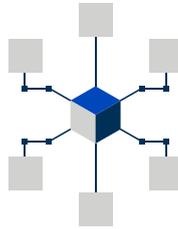


Internet of Things (IoT)

At its most basic, the IoT is the concept of connecting any device to the Internet, and/or to other devices (hence ‘the Internet of Everything’). IoT devices carry, exchange and enable remote analysis of data and can be embedded in both traditional mining machinery and structures or in new technology, such as commercial drones. The IoT world therefore also encapsulates the remote monitoring of machine components and the remote operation of machines such as mining vehicles or undersea craft.

IoT is comprised of three main features:

- + the ‘technology stack’ that includes actuators and sensors, internet connection, data collection, aggregation and analysis;
- + the fusion between the ‘technology stack’ and existing or new processes, services, appliances and hardware; and
- + the formation of an information exchange (data and personal information) and automated responses, that are often performed machine-to-machine (M2M), without the need for human intervention.

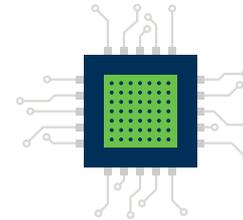


Blockchain

Blockchain (also known as shared or distributed ledger technology) is fundamentally technology facilitating a secure, encrypted and consensus-based database or ledger of information.

In general, blockchain technology is comprised of the following concepts:

- + ‘Nodes’ (specialised hardware) on the blockchain platform being able to read and add information to the shared ledger;
- + Each node individually and autonomously validating new information via cryptographic ‘hashing’ processes before that information is added to the ledger;
- + Once consensus is reached, all copies of the information to the shared ledger automatically reconciling so the same data is stored locally in every node and each node maintains an identical copy of the shared ledger; and
- + the information then taking on a unique status as a ‘source of truth.’



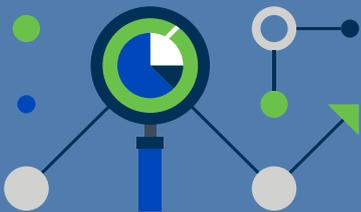
Artificial Intelligence (AI)

Artificial Intelligence is software programmed to mimic human cognitive functions, for example, problem solving. There are several branches of artificial intelligence functions, including:

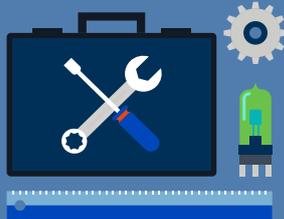
- + Machine learning – the ability for AI to use ‘input’ data to formulate better ‘output’ algorithms and behaviour.
- + Natural language – the ability for AI to comprehend natural language and extract and classify information from it.
- + Speech – the ability for AI to recognise and synthesise human speech and produce artificial speech.
- + Expert Systems – the ability to employ knowledge in a particular domain to solve problems requiring expertise in that area
- + Vision – the ability for AI to use image recognition and machine vision.

## HOW MINES ARE USING DATA

While mining companies currently gather and use only a small fraction of the information available to them, the potent combination of IoT and data analytics has already begun to revolutionise the industry. Some examples include:



An [African gold mine](#) mine increasing yield by 3.7% after big data analytics revealed dissolved oxygen level fluctuations during the leaching process was the most important variable affecting yield.<sup>1</sup>



A [Canadian mine](#) mine installing IoT technologies throughout its site to deliver systems monitoring, equipment and asset tracking and remote equipment control.<sup>2</sup>



An [Australian mine](#) trialling autonomous and remote-controlled trucks and blast-hole drill systems to maximise safety, precision and equipment utilisation.<sup>3</sup>

We see these uses as scraping the surface of the full potential of mining data. We see the mines of the future unlocking this potential by adding blockchain and AI technology into the mix.



<sup>1</sup> McKinsey & Company, How Digital Innovation Can Improve Mining Productivity (November 2015) <<http://www.mckinsey.com/industries/metals-and-mining/our-insights/how-digital-innovation-can-improve-mining-productivity#0>>

<sup>2</sup> Australian Mining, The Internet of Mining Things Delivers the Next Wave of Productivity (February 2016) <<https://www.australianmining.com.au/features/the-internet-of-mining-things-delivers-the-next-wave-of-productivity/>>

<sup>3</sup> Rio Tinto, Mine of the Future: Next-Generation Mining - People and Technology Working Together (2014) <[http://www.riotinto.com/documents/Mine\\_of\\_The\\_Future\\_Brochure.pdf](http://www.riotinto.com/documents/Mine_of_The_Future_Brochure.pdf)>

## INTELLIGENT MINES INTO THE FUTURE

Current IoT systems face two primary barriers to fully harnessing their data. Firstly, IoT devices are all currently identified, authenticated and connected through huge central cloud servers, which carry significant infrastructure and maintenance costs. This has a number of consequences:

- + it makes IoT solutions expensive and unwieldy, particularly in light of the expected billions of IoT devices that companies and individuals will be employing;
- + it sets up a single 'choke-point' and point of failure for the system; and
- + the system is as vulnerable as the security protocols on each of its several connected devices, posing a challenge for companies that want to protect stored data from interference and in some instances, keep the nature of the data confidential.

However, many experts believe that the distributed and secure nature of blockchain ledgers makes blockchain the ideal solution to these problems. Adopting a decentralised system to process the countless communications between devices will reduce the burdens of centralised computing, allow for more flexible scaling, and remove the vulnerability of a single choke point in the network. On top of this, the immutability of the ledger and the ability to tailor blockchain platforms to encompass different levels of security and privacy.

Secondly, the vast amounts of data collected through IoT devices need to be processed, analysed, and acted upon. Such 'Big Data', defined as data sets so large they cannot be managed by typical database software or comprehended and processed by humans, will be most efficiently and powerfully managed by AI, which can:

- + process the data sets through sheer computing power;
- + draw upon expert systems to analyse the data in light of specialised mining knowledge, including geographical and chemical expertise;
- + make informed predictions based upon the data on how to optimise operations, and in some instances, even automate immediate responses (such as identifying that a particular piece of equipment will soon need to be serviced and notifying the service provider); and
- + enable mining employees to easily retrieve the information, insights and predictions through individual personal computers or smartphones, empowering them to make informed onsite decisions.

As such, we see the powerful combination of the IoT, blockchain and artificial intelligence creating intelligent mines of the future capable of fully leveraging their data to explore numerous opportunities, including:

- + **Driving down operational costs**, eg. by moving away from fixed, annual maintenance costs to preventative or immediate maintenance informed by equipment sensors, or by AI data analytics identifying new ways to optimise yield.
- + **Increasing safety**, eg. by tracking equipment and employee locations and employing automatic proximity avoidance systems procedures.
- + **Increasing efficiency**, eg. by AI data analytics identifying under-utilisation of equipment and generating optimised schedules or automatic re-assignment of that equipment, or by 'smart contracts' sitting on top of blockchain platforms automatically paying for needed replacement parts.



PRACTICAL CHALLENGES AND LEGAL CONSIDERATIONS

Intelligent mines will require careful planning and legal management. Considerations include:



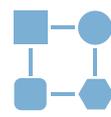
Networking

High quality and reliable network and computing capability is critical. Data will need to be collected from mining equipment, systems and personnel and processed to then deliver executable outcomes in real-time. This requires agreements with and the integration of a number of service providers, including those providing “at the face” communications technology and “back of house” analysis. Moreover, this presents a challenge for your local network and third party network operators. Communications infrastructure will be key, and supply arrangements must be flexible to deal with shorter technology cycles.



Data Quality

Managing data quality to ensure the correct actions are taken will be a significant issue. Consider a mining IoT service that enables an overseer to make actionable decisions by means of a ‘dashboard’ report that provides analysed data outputs (“insights”) on the overseer’s smartphone. This service may combine data from drilling equipment measuring their location and utilisation, employee data from third-party provided company smartphone apps, and atmospheric data, soil maps and river hydrological data from State agencies, all mapped onto geospatial maps combining public sector licensed geospatial data with third party corporate value-adds. Failures or other errors in any of these data sets may compromise the information base and quality of analysed data outputs.



Complex Supply Chains

The supply chain and general ecosystem for IoT, blockchain and AI solutions is multi-layered. Relevant actors include individual employees who act upon the data or insights, various manufacturers, resellers, retailers, wholesale distributors, installers, and various third party service providers to provide cloud services, software services (e.g. website developers, embedded software developers, e-commerce platform providers and network operators), data analytics services, AI software providers, blockchain service providers, insurance, energy services, and others. This requires a complex contracting structure that must clearly and consistently allocate ultimate responsibilities and risk positions. This is particularly pertinent for issues such as security and legal liability for automatically triggered ‘decisions’.



Safety and Liability

While one of the promises of Intelligent Mines is increased safety, companies should be aware that the way in which new technologies are implemented and acted upon may affect legal liability. Paradoxically, using IoT and AI to collect data and make predictions about the future may create a greater duty to act to prevent problems before they cause injury or change the standard of ‘reasonably foreseeable’ for negligence claims. There have been reports that some local government agencies in the USA have decommissioned certain video surveillance units because of fears that liability may arise from failing to continuously monitor video surveillance units and respond to incidents. While this is hardly an option for an industry focused on improving safety and productivity, it shows that mining companies must implement technology with sound practical and legal structures that are able to reap the benefits of Intelligent Mines while also understanding and managing the risk.

**Understanding the benefits to be gained from data and taking steps to ensure that companies derive the utmost value from data generation and processing is where expert legal enablement can assist the most to create fully functioning and optimised Intelligent Mines.**

# PROTECTED MINES

## DATA CONTROL AND CYBERSECURITY

THE POWER OF INTELLIGENT MINES MEANS THAT **DATA** WILL BECOME ONE OF THE MINING INDUSTRY'S **MOST VALUABLE ASSETS**.

This raises practical and legal questions around:

- 1 Protecting the ownership and control of data
- 2 Data categorisation, access and retrieval
- 3 Cybersecurity

### DATA OWNERSHIP AND CONTROL

As we know, Intelligent Mines will involve the creative combination and comparison of multiple sources of data in order to draw out commercial and operational insights. On top of this, the data will likely be touched by multiple entities in the supply chain, including the supplier of the distribution platform, suppliers of the sensors, analytics service providers, and so on. This combination makes it critical that contractual agreements clearly set out ownership and controls over data, including ensuring that data is stored and processed in jurisdictions with stronger privacy and security protections. However, companies must also be aware that such contractual protections may not be enforceable against third parties (that is, parties that are not parties to the contract with the data source or service provider), particularly given the ready ability to move data to jurisdictions with inadequate contract law systems and enforcement frameworks.

### STATE OF THE LAW

- + **Regulation** - In Australia and many other jurisdictions, equal recognition and protection of proprietary rights in data are somewhat uncertain and may not be fully effective to enable appropriate control over downstream uses of data.
- + **General Law** - Currently, developing equitable doctrines as to protection of trade secrets or confidential information may not be adequate to protect sharing of 'commercial-in-confidence' data as required for many IoT and AI services. This is particularly the case where the service provider is not vertically integrated and relies upon other entities to provide some elements of an IoT or AI service within the service delivery chain.

**DATA CATEGORISATION, ACCESS + RETRIEVAL**

To manage and make the most out of the sheer volume of data collected from Intelligent Mines, systems must be put in place to properly identify the source and category of data, and any obligations associated with the data, including the following:

<b>Regulatory obligations</b>
<b>Corporate Governance obligations</b>
<b>Contractual obligations</b>
<b>Confidentiality obligations</b>
<b>Intellectual Property Rights obligations</b>
<b>License obligations</b>

Being on top of the categorisation and obligations around collected data is particularly important for financial, commercially sensitive or personal data, which are often governed (including in Australia) under different sectoral laws.

From a human systems perspective, data storage and retrieval must also be managed in a way that ensures the relevant data is accessible by those within the mining company that need it most. For this reason, we believe that Intelligent Mines need what Cisco’s IoT Cloud Strategy Platform Director Theresa Bui has dubbed a ‘data SWAT team’ in each business unit within an organisation and collaboration between business units.<sup>4</sup> And as discussed above, legal and confidentiality arrangements should also be made for third party service providers who need to access that data.

**CYBERSECURITY**

We see Protected Mines as having two levels of security.

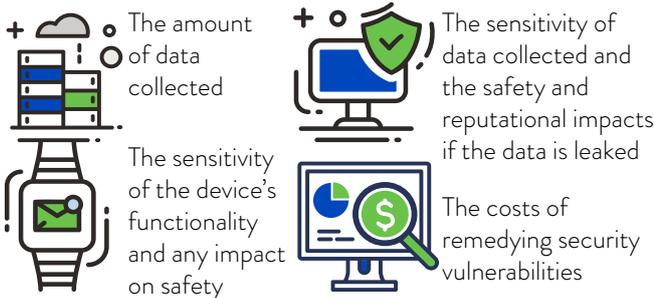
The first level is ensuring that the actual architecture behind Intelligent Mines is secure. IoT and AI service delivery chains have many points of security vulnerability, including the cybersecurity vulnerabilities of IoT devices themselves (particularly those supplied and managed by third parties) in relation to both power and connectivity. Most devices are connected wirelessly or through bluetooth and intended to have short-range connectivity and be battery operated. However, already there are reports of unique threats such as ‘vampire’ battery draining attacks. Cybersecurity vulnerabilities also arise wherever there is internet connectivity. As discussed above, one of the identified solutions to such cybersecurity issues is integrating IoT and AI platforms with blockchain technology.

**Ultimately, we believe it is critical for mining companies to assess their data and implement reasonable protection measures based on both commercial and legal considerations.**



<sup>4</sup> Theresa Bui, To succeed in IoT, hire a chief data officer (11 July 2016) TechCrunch <<https://techcrunch.com/2016/07/11/to-succeed-in-iot-hire-a-chief-data-officer/>>.

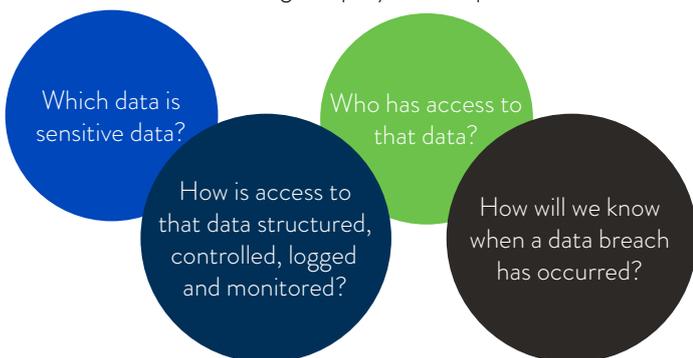
**PROTECTED MINES – IMPORTANT CONSIDERATIONS**



The second level of security in Protected Mines is general cybersecurity protections around data – not against just loss or theft, but also against unauthorised access that could lead to data manipulation or corporate sabotage. Unfortunately, companies sometimes assume that data security is about meeting their legal and regulatory obligations – and this can lead to a very narrow focus. It results in mining compliance and risk teams placing a heavy focus on privacy and the protection of personal information - while the security of commercial and strategic data can be at risk of falling between the gaps.

This narrow focus misses the bigger picture; compliance with laws and regulations is no guarantee as to data security. Having said that, not all data security risks are created equal – the focus needs to be on what companies consider is “sensitive” data. Data can be sensitive, not just because of the need to comply with laws and regulations – but because of its commercial or strategic value, or its impact on the mining company’s reputation.

A best practice approach to cybersecurity requires corporations to put their sensitive data front and centre. Cybersecurity is no longer just a compliance responsibility or a technology responsibility – it requires a much broader “data awareness” across the entire mining company and its operations around:



By way of example, this “data awareness” needs to be an integral component of a mining company’s general procurement processes, including when building supply chains for its Intelligent Mines. As discussed above, procuring a new technology solution is no longer just about buying technology and delivering business outcomes. It also requires a clear focus on the underlying data that will be created or controlled or accessed by the new technology solution.

**CONTRACTUAL CONSIDERATIONS**

Is it sensitive data? What are the access rights and controls around that data? What role will the vendor need to play in relation to the security of that data? What information does the corporation need to obtain about the vendor’s approach to cybersecurity? Does the corporation need to impose any cybersecurity service levels on the vendor?

Cybersecurity is no longer just a compliance responsibility or a technology responsibility. Data awareness and cybersecurity best practice need to be embedded across the business and operational processes of every mining company – and they also need to be embedded in the commercial arrangements with each supplier. Best practice cybersecurity requires a fresh approach to management and day-to-day business processes and is less about discharging compliance or regulatory obligations – and more about the essential steps that need to be implemented across the corporation on a day-to-day basis to protect and maximize the ongoing value of the mining company’s sensitive data.

Getting practical and legal data management right from the beginning – whether from the perspective of data protection and privacy, confidential information, intellectual property, telecommunications and surveillance, consumer law, the supply chain or all of the above – is a business imperative and will help avoid legal roadblocks in the future.

# INNOVATIVE MINES

## HARNESSING AGILITY IN A COMPLEX LEGAL WORLD

While innovation these days is typically linked with digital age technologies, we see the most critical feature of innovation as developing ‘an innovator’s mindset’.

### The Innovator’s Mindset



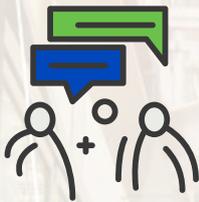
Openness to new ideas



Calculated Risk-taking



Collaborative



Fast to adapt,  
adopt and learn



Resilient



Reflective

For mining companies, one of the biggest challenges of harnessing an innovator’s mindset is the level of complexity and the numerous considerations that must be taken into account when building Intelligent and Protected Mines. Intelligent and Protected Mines will rely on a complex network of highly bespoke and interworked contractual arrangements that will have to be flexible, outcomes-focused, and will often have to be negotiated and put in place quickly and using bespoke documentation (and often with cooperation between competing ecosystems). Additionally, the broader impact of digital disruption will drive major changes in day-to-day business operations, introducing many new factors.

**New commercial models**

**New approaches to risk allocation**

**New kinds of commercial relationships**

To take advantage of these new factors, we believe mining companies will need to understand and employ as-a-service solutions and agile contracting approaches.

### THE AS-A-SERVICE ECONOMY

Innovation and digital disruption are driving the growth of the As-a-Service economy. This is leading to a new kind of “outsourcing for the masses” – enabling mining companies to acquire services “on demand” as inputs for technologically-driven mining operations. Now, more than ever before, technology contracting is becoming a buyer’s market. Upstream options are now numerous, highly competitive and we have seen our clients embrace both multi-provider or bespoke aggregated solutions.

## WHAT DO AS-A-SERVICE SOLUTIONS LOOK LIKE?



**Prioritising business outcomes:** As-a-Service solutions are focused around business outcomes, rather than vendor specifications. It's all about the customer and this is leading to a more simplified approach to contracting, which is much less prescriptive about vendor technologies and processes. As a result, staying up-to-date with new technologies is now the responsibility of the vendor.



**Shorter term and avoiding lock-in:** The agility and flexibility accompanying As-a-Service solutions is generating a shift towards shorter and more flexible arrangements, with no exclusivity or lock-in commitments. This results in the onus being on the vendor to earn customer loyalty by delivering ongoing service improvement.



**Consumption-based pricing:** Pricing is being linked to actual usage - without minimum volume commitments. Traditional take-or-pay or one-price models are under threat. This new approach aligns the technological operations costs of Intelligent and Protective Mines with actual levels of operational activity. It also helps manage the risk associated with actual usage falling below forecasts - and the associated fixed costs and minimum commitments that mining companies have had to manage in the past.



**Market testing:** In the past, mining companies often found themselves "out of the money" if market pricing of certain technologies fell faster and lower than expected. However, new future-proofing pricing mechanisms are emerging with more frequent market testing and pricing reductions in the case of demonstrable falls in market pricing.



**Termination:** The goal is to establish maximum flexibility in contracting arrangements which enable mining companies to choose an early exit in circumstances where the solution is no longer competitive - without punitive early termination charges (other than for stranded assets).



**Balanced Scorecards:** The under- or over-performance of traditional service levels does not provide a holistic assessment of the vendor relationship. A broader range of measures are being adopted (including around the health of the relationship), which can be incorporated into a balanced scorecard. For example, rate of innovation / speed to market, key personnel satisfaction, competitive pricing.



**New governance models:** New governance models are built around collaboration to achieve the required business outcomes and deliver ongoing innovation and competitiveness. This change in focus cannot be overstated. While it seems obvious, the commitment to good governance is a commitment to a good supply experience.

## AGILE CONTRACTING

In our work with clients helping them to develop rapid, agile procurement processes, we believe the following features are key:

- + a focus on articulating and solving problems, rather than issuing technical requirements;
- + a focus on achieving business outcomes and ongoing competitiveness, rather than specifying requirements around deliverables, products and services;
- + the process being conducted in an open manner to facilitate the evaluation of new solutions;
- + the process requiring vendors to step up to new / different commercial models with greater flexibility and agility, and with variable costs that are more closely aligned to fluctuating levels of business activity; and
- + the initial setting up of a framework with mandatory delivery requirements and making it the vendor's responsibility to comply - rather than being prescriptive about how they do it. This approach can assist to manage the complexities of regulatory compliance in cross-border arrangements.

We believe that agile contracting provides a fast, innovative path towards identifying and managing key issues with building Intelligent, Protected and Innovative Mines.

In the 'fail fast' economy, it takes some discipline to think about processes, systems and accountability. However, we believe the answer to maintaining the innovator's mindset is to combine innovative approaches such as agile contracting and using as-a-service solutions with taking the time to address key practical issues and implement good systems.

### KEY LEGAL STRATEGIES AND CONSIDERATIONS FOR BUILDING INTELLIGENT, PROTECTED AND INNOVATIVE MINES

- + Effective contract management frameworks that can accommodate a complex, ongoing supply chain;
- + Comprehensive data management processes, incorporating 'security by design', that:
  - identify and categorise incoming and outgoing data as personal information, confidential information, commercially sensitive information, proprietary information (copyright), etc.;
  - record the basis on which the data is collected and its use within and outside of the mine;
  - link the information to the applicable compliance framework, whether regulatory, contractual or corporate governance-driven; and
  - understand the application of international data protection and privacy laws.
- + Identification of other applicable areas of law from the outset/prototype stage;
- + Ensuring data security policies and practices are comprehensive and fit for purpose (not completely/ blindly outsourced); and
- + Clear and comprehensive technology licence agreements. IoT, AI and Blockchain technologies will incorporate multiple software and hardware providers. As a licensee in this context, it will be critical to:
  - use collaborative and agile contracting approaches to forge the necessary relationships within the supply chain;
  - seek as-a-service solutions that can be rapidly scaled and tailored for flexible Intelligent, Protected and Innovative Mines;
  - define who is responsible for what, and who will be bearing specific risks and liabilities;
  - be aware that off the shelf, click-wrap, click-to-agree software may not be negotiable but that in a market where software is abundant, there may be more favourable standard terms available in respect of certain products. Reviewing terms of like products before making a decision about using certain software may be a worthwhile upfront investment;
  - consider the appropriate contractual warranties and indemnities, and insist on them referring to the marketing collateral that will almost certainly represent a certain standard of performance or functionality;
  - understand whether there are contingency plans for any third party-provided software that fails or is cancelled; and
  - negotiate service credits where performance targets are not met.

# REACH + RECOGNITION

## 2017 Chambers Asia Pacific

39 partners ranked across 19 practice areas. We are ranked Band 1 in Corporate/M&A, Equity Capital Markets, Private Equity, Competition and Antitrust, Banking & Finance: Acquisition Finance, Charities and TMT.

## 2017 Best Lawyers Australia

47 Gilbert + Tobin partners were recognised, representing 67% of the partnership acknowledged as leading in their areas of expertise. Among these, three Corporate Advisory partners were named as Best Lawyers 2017 Lawyer of the Year: Craig Semple, John Williamson-Noble and Peter Cook.

**“THEY’RE ABSOLUTELY TERRIFIC; THEY’RE ALWAYS THINKING TWO STEPS AHEAD, THE PRODUCT IS ABSOLUTELY TOP-DRAWER, AND THEY ADJUST THEIR APPROACH DEPENDING ON WHAT NEEDS TO BE DONE.”**

Chambers Asia-Pacific 2016

## 2016 Australasian Law Awards

Gilbert + Tobin won five awards including:

- + M&A Deal of the Year
- + Australian Law Firm of the Year (100-500 Lawyers)
- + Australian Deal of the Year
- + Energy & Resources Deal of the Year
- + Insolvency & Restructuring Deal of the Year

## 2016 Financial Times Asia-Pacific Innovative Lawyers Awards

Gilbert + Tobin won the award for Innovation in use of Technology at the 2016 Financial Times Innovative Lawyers Awards Asia-Pacific.

## 2016 Lawyers Weekly Australian Law Awards

Gilbert + Tobin won Australian Law Firm of the Year at the Lawyers Weekly Australian Law Awards.

## 2015 Chambers Asia-Pacific Awards of Excellence

Gilbert + Tobin won the rarely awarded Australian Client Service Law Firm of the Year.

## 2015 Financial Times Asia-Pacific Innovative Lawyers Awards

Gilbert + Tobin was recognised as Most Innovative Australian Law Firm for the second year and placed second overall in the top 25 Asia Pacific headquartered law firms, performing strongly across several categories as an innovation leader.

## 2015 Project Finance International Awards

Gilbert + Tobin won M&A Deal of the Year for work on TransGrid (Australia’s largest electricity sector privatisation).

## 2015 IFLR Asia Awards

Gilbert + Tobin won Australian Law Firm of the Year at the prestigious International Financial Law Review Asia Awards which recognise the most innovative legal firms and deals in the Asia Pacific region.





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