

UNTAPPED



Capability Statement

| UNTAP YOUR POTENTIAL

UNTAPPED
RESOURCES

UNTAPPED
COACHING

UNTAPPED
ADVISORY

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Business Introduction

Untapped is a trusted,
operationally focused
management consulting practice.

We partner with leaders to untap their organisations'
capability and performance.

We work at the interface of people, processes, and systems to identify the triggers for improvement. Our approach revolves around a comprehensive understanding of your business, implementing management strategies and planning discipline to reach your goals.

Our clients value the real impact of the tailored strategies our experienced consultants bring to their business. Through embedding operational excellence and leadership capability into their broader strategy, we help drive sustainable improvements that are visible in daily operations, and, felt across the whole organisation.

We guide your business to succeed.
We help your people to grow.



Values

"Trust is built on integrity, not intention." – Stephen M.R. Covey



We Listen

We take time to understand you, your business, your goals and your expectations.



People Matter

People go where they are wanted; and stay where they are appreciated.



Trust is Everything

$(\text{Strategy} \times \text{Execution}) \wedge \text{Trust} = \text{Results}$



We are Completer-Finishers

We bias our efforts towards implementation, to ensure results are delivered as soon as possible.



Activity ≠ Productivity

We don't confuse activity with productivity.

By focusing on the critical few, we ensure the right levers are being pulled to deliver maximum impact.



360° Degree Awareness | 1° Focus

We validate your operating environment and constraints, develop value-add solutions and implement with precision.

Key Differentiators



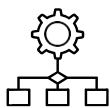
We are operationally focused.



We are experienced, each of our consultants possesses an average of 15 years' practical experience.



You work with the people who pitched the work – no handoffs, no substitutions. We build trust through consistent presence and delivery.



We're not about one-size-fits-all answers – we co-design solutions that stick. Our results are visible, and our success is your success.



We're not just here for a project – we build relationships. Our clients stay with us, not just because we deliver, but because they trust us.



Key Personnel

Aaron Rigg

Executive Director

Aaron is the Founder and Executive Director of Untapped Resources, originally an engineer, then a publican, he is now sharing his experience and knowledge as a valued consultant.

Aaron oversees Untapped, where he leads with purpose, integrity, and a commitment to lifting others. With over a decade of operational leadership across the mining and heavy industry sectors, and almost as long in hospitality and consulting arenas, Aaron is recognised not just for what he delivers, but for how he does it – fostering capability, building trust, and leaving lasting impact.

An Engineering Executive with Engineers Australia, and a Fellow and Chartered Manager with the Institute of Managers and Leaders and Australian Institute of Management WA, Aaron brings a rare blend of technical depth, commercial acumen, and people-first leadership. His academic foundation in mechanical engineering, business, and maintenance management complements his practical experience across Aluminium, Iron Ore, and Coal operations.

Aaron's leadership is defined by his "pay it forward" mindset – developing leaders, mentoring emerging talent, and creating environments where people thrive. His influence extends beyond operational outcomes; he is known for embedding cultural change, challenging the status quo, and unlocking performance through clarity, courage, and compassion.

Since founding Untapped Resources in 2017, Aaron has worked with Tier-1 clients including BHP, South32, Rio Tinto, Pacific National, and FMG, as well as medium-sized and private enterprises. His impact is felt in the results – improved asset performance, clearer strategy execution, and stronger leadership pipelines – but more so in the uplifted people, teams, and organisations he works with.

Aaron's leadership reputation is grounded in delivery, but sustained by his integrity, insight, and ability to connect at every level. Whether guiding a boardroom or coaching a frontline leader, he brings presence, honesty, and a genuine desire to help others succeed. He is highly regarded for building long-term partnerships based on mutual respect and transparency.

Through Untapped, Aaron continues to invest in people, amplify impact, and create value where it matters most – at the intersection of leadership, culture, and performance.

Key Personnel

MANAGEMENT

Mitch Cobcroft

General Manager – East Coast | Principal Consultant

Bringing over 15 years of experience in heavy industry and previously serving as the Maintenance Manager at Pacific National, Mitch held pivotal roles overseeing coal fleet maintenance and national intermodal operations. Where he managed a diverse portfolio of rollingstock, comprising three thousand freight wagons, 185 locomotives, and container handling equipment.

Mitch's background in line leadership and logistics at Rio Tinto further bolsters his expertise in driving operational excellence. He excelled in orchestrating major maintenance activities, ensuring seamless execution and adherence to stringent requirements. Mitch's proficiency extends beyond technical prowess; he is adept in SAP/CMMS systems, complemented by his exceptional skills in people management, stakeholder engagement, communication, and facilitating organisational change.

With a proven history of delivering results, Mitch plays a pivotal role in enhancing operational efficiency and driving sustainable growth at Untapped. His dedication to excellence and collaborative approach makes him a valuable resource in navigating complex challenges and achieving business objectives.

Eddie Lee

General Manager – West Coast | Principal Consultant

Eddie is a highly respected engineering and maintenance leader with over 20 years' experience in mining and heavy industry. Starting as an electrical engineer, he progressed to senior leadership roles at Rio Tinto, delivering strategic and operational improvements across remote, complex operations.

A Chartered Professional Engineer, Eddie has led multidisciplinary teams across utilities, mobile and fixed plant, and engineering functions in Iron Ore, Coal, and Salt. Most recently, he was Manager – Maintenance and Engineering at Dampier Salt, responsible for asset management, business risk and governance, maintenance and engineering and capital portfolio planning and delivery.

Eddie is known for his people-first leadership, building high-performing, safety-focused teams through trust, coaching, and clear direction. He combines technical expertise with practical insight to solve problems, improve performance, and drive sustainable outcomes. Respected for his integrity, calm approach, and ability to build strong relationships at all levels, Eddie is a dependable leader who consistently delivers results and meaningful change.

Greg Andersen

General Manager – Advisory | Principal Consultant

Greg is a qualified engineer and asset management professional with over 15 years of experience across operational, corporate, and consulting roles. He has led high-impact projects across commodities and geographies, including coal, copper, diamonds, aluminium, and iron ore operations in Australia, Africa, and South America. His early career included frontline reliability and mechanical engineering roles with Rio Tinto, across Fixed Plant and HME.

Before joining Untapped, Greg was Director of Asset Management & Performance for Aurecon, leading multidisciplinary teams and managing portfolios for major clients like Glencore, BHP, and Defence, aligning boardroom objectives with frontline execution. Greg excels at delivering measurable performance outcomes through pragmatic leadership, strategic thinking, collaboration, and data-driven decisions.

His expertise spans reliability engineering, maintenance strategy optimisation & execution, asset lifecycle planning, technology integration, and large-scale transformation in brownfield and greenfield settings.

Key Personnel

CONSULTANTS

Will McEwan

Principal Consultant

Will brings over 15 years' experience in maintenance and asset management. A qualified Mechanical Engineer, he spent a decade at Rio Tinto in planning, scheduling, supervisory, and engineering roles across coal and iron ore operations.

Will has deep expertise in maintenance cycles, collaborating with teams to improve scheduling, plan adherence, and master data quality. Since moving into consulting in 2019, he has supported asset management programs for clients including Glencore, Macmahon, RTIO, BHP, Freeport, and Anglo.

Specialising in maintenance strategy and data-driven decision-making, Will combines technical insight with a strong focus on the human side of operations. His frontline leadership experience enables him to foster team engagement and enhance work quality and makes him a trusted partner in driving continuous improvement and delivering operational excellence across diverse industries.

Tim Rice

Principal Consultant

Tim is an AM professional with over 20 years of experience in engineering, maintenance, and asset management. Holding tertiary qualifications in mechanical engineering and maintenance management, he has excelled in both technical and leadership roles, with deep expertise in reliability and defect elimination.

Internationally recognised in the field, Tim is the author of a comprehensive book on defect elimination and has delivered numerous training programs, establishing himself as a leading authority in the discipline.

Beyond his technical knowledge, Tim is known for mentoring others and promoting best practices in reliability and maintenance. His work has driven continuous improvement across industries, and his insights are widely respected by peers and organisations alike.

Tim's proven track record, practical experience, and thought leadership make him a trusted expert, regularly sought after for guidance and impactful solutions in engineering and asset management.

Trent Burke

Principal Consultant

Trent is an operational executive with over 20 years' experience across mining, metals, manufacturing, and ports. He has advanced from frontline engineering to senior executive leadership, delivering strategic, operational, and cultural transformation in complex, high-risk environments.

He holds a Bachelor of Mechanical Engineering, a Master's in Maintenance Management and Reliability Engineering, is a Graduate of the AICD, and is currently completing an MBA. Trent has led major operational portfolios, centralised asset functions, delivered capital projects, and built high-performing teams grounded in accountability and respect. His executive roles span marine and landside operations, logistics, IT, and business improvement at TasPorts, and global risk assurance at Rio Tinto.

Known for his collaborative leadership and innovative thinking, Trent has created substantial value through sustainable cost savings and productivity gains. With deep expertise in asset strategy and board-level influence, he is a trusted leader in driving excellence and long-term performance.

Key Personnel

CONSULTANTS CONT...

Wayne Zarb

Principal Consultant

Wayne is a respected leader, coach, and consultant with over 25 years in Tier-1 mining organisations across gold, iron ore, marine operations, and HSE. He has led operational and safety teams of 300+ people, delivering transformational change through a people-first, technically grounded approach.

Specialising in leadership development, operational strategy, and risk management, Wayne has designed programs that strengthen safety culture, build workforce capability, and enhance performance. His connected leadership style fosters trust, engagement, and sustainable results.

With deep expertise in operational readiness, critical risk management, and cost optimisation, Wayne has delivered multi-million-dollar savings while improving safety and efficiency. He is known for aligning teams, refining maintenance strategies, and shifting mindsets to reduce risk and uplift outcomes.

Wayne combines strategic thinking with hands-on leadership to build high-performing teams and embed cultural excellence. His ability to link strategy to execution makes him a trusted partner in mining operations and organisational improvement.

Justin Goodreid

Principal Consultant

Justin is a Chartered Mechanical Engineer with two decades of hands-on experience in mining and heavy industry. His career has spanned frontline and supervisory roles across both Mobile Equipment and Processing assets, where he has developed deep expertise in maintenance planning, work management, and reliability engineering.

Known for his practical, in-field approach, Justin has led teams through shutdowns, overhauls, and day-to-day maintenance execution, ensuring safe, efficient, and reliable outcomes. He brings a strong working knowledge of SAP, maintenance scheduling, and defect elimination processes — all grounded in real operational contexts.

In his most recent role as AM Principal at Yancoal, Justin provided leadership across mobile equipment maintenance, driving improvements through sound planning, accurate budgeting, and effective reliability reporting. His broad experience, technical credibility, and commitment to execution make him a trusted leader in site-based asset management.

Jesilee Rigg

Senior Consultant

A health and safety, systems, and risk specialist, Jesilee previously worked in aluminium, iron ore and coal mining operational safety roles across Australia and was a key advisor in the implementation of Critical Risk Management (CRM).

With considerable industry experience, Jesilee gained accreditations in TapRoot Investigation Facilitation, Cert IV Training & Education (Trainer/Assessor), Diploma Work Health & Safety, Level 2 Risk Assessment Facilitation, RT HSEQ Auditing, Essential Factors Facilitation and ICAM.

Jesilee has a people-centric, hands-on approach to managing risk and compliance and utilises her strengths in systems management to help operational personnel understand and comply with site, company and external safety and risk requirements.

Key Personnel

ASSET MANAGEMENT SPECIALISTS

Mark Jones

AM Specialist

Mark is a skilled maintenance specialist with trade qualifications and extensive experience in the mining sector. His technical expertise spans a wide range of asset types, combining practical know-how with a deep understanding of asset management principles.

He is proficient in executing maintenance activities to high safety and quality standards, while also contributing to the development and implementation of proactive strategies that improve asset reliability and performance. Mark's strong planning and scheduling capability supports efficient maintenance execution, reducing downtime and optimising productivity.

With a focus on technical excellence and continuous improvement, Mark plays a key role in coordinating complex maintenance programs and ensuring assets operate at peak performance. His practical insight and attention to detail make him an asset in any operational environment.

Chris Stewart

AM Specialist

With over 25 years of experience across mining, military, and rail, Chris is an Asset Management Specialist with a strong mechanical maintenance background. He combines hands-on expertise with planning and scheduling skills to optimise maintenance operations and drive continuous improvement.

Chris has held key roles in the Royal New Zealand Air Force and across mining and rail, where he collaborates closely with planning teams on scheduling, master data, and process development. Proficient in SAP and Project One, he enables data-driven decisions and operational efficiency.

Certified in SAP S/4HANA Asset Management and as a Trainer and Assessor, Chris also mentors others in asset management planning. He is known for his practical insights, collaboration, and ability to deliver under pressure.

Gregory Herbert

AM Specialist

Gregory is an experienced Maintenance Planner and Scheduler with over 25 years in heavy industry, specialising in asset management across Gold, Aluminium, Iron Ore, and Steel Manufacturing. He has worked with major organisations including Rio Tinto, Alcoa, Newcrest, and BHP Steel.

His expertise spans SAP maintenance, shutdown coordination, reliability strategies, and master data management. Gregory has managed planning and scheduling for both fixed and mobile plant, with a focus on improving asset performance, reducing downtime, and enhancing work management processes.

With strong technical knowledge and practical experience, he consistently drives efficiency and operational improvements. Gregory's hands-on approach and strategic insight make him a trusted contributor to asset reliability and maintenance optimisation.

Further information and biographies for personnel are available at www.untapped.com.au

Memberships & Certifications

The following are the diverse range of memberships and credentials held by our employees, highlighting their expertise and commitment to professional development:



- » Engineering Executive with Engineers Australia
- » Fellow/Chartered Manager Institute of Managers and Leaders Australia, and Australian Institute of Management



- » Tertiary Qualifications in Engineering (Mech/Elec) & Management
- » Kepner-Tregoe Program & Project Management Certified
- » Certified Reliability-Centred Maintenance Facilitator



| UNTAP YOUR POTENTIAL
ABN 92 604 272 755



ENGINEERS
AUSTRALIA

Services

Operational

Remote Maintenance Planning & Scheduling

- » In-house and remote support
- » Asset management planning & scheduling
- » Maintenance strategy and tactics refinement

Asset Management Improvement

- » Equipment performance benchmarking
- » Maintenance work management assessments
- » Asset management audits
- » Operational readiness leadership
- » Maintenance effectiveness programs (strategy and tactics optimisation)

Project Management

- » In-house and remote project management
- » Implementation of visual management performance systems

Strategic

Leadership Coaching & Development

- » Group or one-on-one programs
- » Emotional intelligence coaching
- » Frontline and Management Psychological Safety development

Organisational Strategy Design

- » Workplace modelling and labour planning
- » Capability profiling and uplift
- » Operating model blueprint

Business Transformation

- » Operational profitability assessments
- » Business spend-reduction programs
- » Organisational change management
- » Operating model blueprinting

Workshop Facilitation

- » Workshop design and facilitation
- » Management of Change support
- » Real-time workforce feedback sessions

Health, Safety, Environmental & Communities (HSEC)

Risk and Contractor Management

- » Risk Assessment Preparation, Facilitation and Review
- » Development of Critical Risk Management Programs
- » Change Management Facilitation
- » Implementation of Contractor Management processes

Document Control

- » Development/review of HSEC Management Systems
- » Document control structures mapping and guidance

Site/Operational Services

- » Site-based HSEC functional assessments
- » Remote support for site-based staff
- » Data entry & analysis


Clients

Our expertise and operationally focused approach to consulting allows us to work with a diverse range of clients.

By working at the interface of people, processes, and systems, we uncover the catalysts for improvement and deliver optimised asset management solutions that drive superior results for our clients.



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