



Leadership Summit Series 2020: Long-Term Goals

The 2020 GMG Leadership Summit Series is focussing on how the mining industry can learn from the experience of the global crisis and to build from the innovative thinking that has come out of it. During the third session on “Defining the New Normal,” GMG Leadership and Collaborator members looked at the possibilities of what tomorrow’s mine sites will look like in a post-pandemic world, identifying six key goals and what achieving them would look like (Table 1). However, getting there will not be possible without addressing roadblocks that might make it difficult to achieve these goals (Table 2). During the final session on “Strategizing for Success,” participants will work on developing the tangible strategies for how collaboration can help the industry achieve these goals and overcome these roadblocks, placing them on a timeline.

Table 1. Six Long-Term Goals

GOAL	What does the future look like?
Solidify mining as a leading industry through addressing sustainable development goals	<ul style="list-style-type: none"> • Leading with diversity (beyond metrics) • Agile, flexible, inventive workplace • Economic development enablers well beyond the life of the mineral asset (e.g. energy systems with second and third uses, enabling skills development in remote communities) • Circular economy enablement integrated with resource management • Carbon neutral / negative • Technologically advanced and aligned and collaborating with other innovative industries (e.g., space) and based on leading research
Embed circularity	<ul style="list-style-type: none"> • Circularity (reuse, repurpose, refurbish) is seen as an opportunity to keep waste at its highest state of value and identify opportunities for eliminating waste along the value chain. • Sustainability driving investment decision • Seamless communication between functional teams • Collaboration and innovation among stakeholders for new opportunities and beyond traditional boundaries
Achieve true zero-harm	<ul style="list-style-type: none"> • Global alignment and collaboration, including alignment with other industries, alignment at all levels of government, and realized regulatory alignment. • Remote and autonomous mining removing people from dangerous situations • Elimination of live work, achievement of zero-entry resource extraction • Recognized achievement
Safely transition workforce to new normal	<ul style="list-style-type: none"> • Listening to the workforce, be flexible, build trust • Fostering and facilitating collaborative problem solving • Embedding what has worked well and reassessing what has not • Developing strategies around communication and technology adoption, developing training programs, and developing and agreeing to new rules
Realize true interoperability	<ul style="list-style-type: none"> • A solid foundation of trust • Focussing on collaborative solutions, sharing successes and lessons learned, focussing on inclusivity • Alignment on standards, greater use of open source • Understanding of the business case of innovation • Greater speed of innovation that enables things such as remote work and trusted partnerships • Rapid testing and establishment of a global testbed network, validation and verification, and deployment • User-friendly solutions (e.g., app-based ecosystem, plug and produce)
Enable long-term technology advancement, production, and process improvement despite variability	<ul style="list-style-type: none"> • Long-term mine plans that maximize the value of the orebody over the life of the mine • Operations that are responsive to changes in the market • Companies able to reach a high level of maturity with technology • Integrated operations leveraged to manage variability • Replication and transferability of technology learnings into other similar environments • Realization of the benefits of advanced technologies (e.g., fewer injuries and deaths, better machine uptime, lower cost per ton) • Data-driven decisions

Table 2. Roadblocks and ideas for overcoming them

	Roadblocks to achieving these goals	Overcoming these roadblocks
Industry Alignment	<ul style="list-style-type: none"> • Lack of collaboration and alignment (e.g., industry silos, resistance to share experiences within the industry) • Perceived competitiveness within the industry and with other industries • Variability of regulatory requirements worldwide 	<ul style="list-style-type: none"> • Recognizing the collective value of collaboration within the industry and with other industries • Recognizing the depth and breadth of shared experiences and sharing experiences and lessons learned • Work towards regulatory alignment (e.g. through regulators network)
Business and Leadership	<ul style="list-style-type: none"> • Impatience and wanting results too quickly or all at once • Focussing too heavily on the short term • Focussing too heavily on costs • Resistance to change and moving away from a traditional mindset • Risk-averse leadership • Lack of imagination, revolutionary ideas • Lack of time for creativity • Lack of a true business case or lack of understanding of the business case • Poor change management • Implementing unproven technologies 	<ul style="list-style-type: none"> • Focussing on the safety-first mindset and the role change has to play in making mines safer • Agility, strategic thinking, and encouraging creativity around technology and process • Creating a culture of care • Recognizing ideas from everyone within the company, and not only ideas from leaders • Developing the ability to iterate and manage perceived risk • Identifying and adopting proven technologies
External	<ul style="list-style-type: none"> • Declining ore grades • Cyclical nature of the industry • Requirement for huge capital investment • Heavy impact on the environment • Negative perception of industry, especially by young people 	<ul style="list-style-type: none"> • Cultivate the ability to evolve and adapt in the face of adversity • Encourage the growth of clean technology (e.g. battery technology) • Provide minerals that enable clean technology • Get the word out about the importance of the industry and its presence in everyday life