

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. Leadership and Collaborator members identified key learnings and priorities in the first two sessions on “Achieving the Impossible” (June 10) and “Rocking the Re-Opening” (June 18). The following four interrelated short-term goals have emerged from these discussions. The table below identifies the four key goals, the key areas of discussion around them and some ideas for achieving them that came from the brainstorming sessions. Now it is time to create a plan of action! 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, placing them on timeline.

GOAL	Focus areas and ideas
<p>Enable effective internal communication</p> <p>Now that it is happening more on online platforms and videoconferences, the face of internal communication is changing.</p>	<p>Developing the culture that enables strong communication</p> <ul style="list-style-type: none"> • How do we create a culture around transparent, open and authentic communication and is interconnected despite the physical distancing? <ul style="list-style-type: none"> ○ Keep things simple, reduce noise ○ Assume good intentions ○ Encourage non-work communication: could be a casual call, a channel on slack, organized virtual team building gatherings. This is also beneficial for employee well-being and mental health (see below) ○ Set clear expectations • How can we consider different communications styles in virtual communications (e.g., some people need frequent touch points, while others find them distracting and counterproductive)? <ul style="list-style-type: none"> ○ Consider flexible options for meetings ○ Focus on quality versus quantity when it comes to communications
	<p>Feedback and evaluation</p> <ul style="list-style-type: none"> • What feedback mechanisms are available around employee performance in a virtual environment, and how can we learn from them? <ul style="list-style-type: none"> ○ Provide frequent feedback as issues come up (rather than a scheduled official performance review) • How can you monitor performance and tasks in a remote setting? <ul style="list-style-type: none"> ○ Making use of tools that track progress on tasks • How can employees provide feedback to their colleagues and leaders? <ul style="list-style-type: none"> ○ Quick virtual survey: are you happy with your team progress, your progress? • How do we evaluate the effectiveness of employee communications tools and plans? <ul style="list-style-type: none"> ○ Request feedback ○ Establish and track KPIs
	<p>Training</p> <ul style="list-style-type: none"> • How do we effectively provide the training and technical support for using communications tools? <ul style="list-style-type: none"> ○ Develop guidance in multiple formats: training material, e-learning opportunities ○ Lead by example ○ Promote individual learning and growth ○ Refine what is communicated in certain tools and outline rules of engagement • How do we train our leaders to communicate effectively in a distributed work environment? <ul style="list-style-type: none"> ○ Leadership working groups, learn from each other about different types of leaders ○ Develop guidance, frameworks, and KPIs ○ Provide guidance on remote supervision (e.g., to prevent micromanaging and accept uncertainty)

GMG Leadership Summit Series 2020: Short-Term Goals

<p>Prioritize well-being and mental health</p> <p>Remote work and the stresses of the pandemic are shining a light on the importance of putting the person first.</p>	<p>Work-life balance</p> <ul style="list-style-type: none"> • How to preserve a healthy culture around work/life balance? <ul style="list-style-type: none"> ○ Respect working hours, create policies and boundaries around appropriate contact hours and meeting times ○ Awareness of time zone differences in global companies ○ Build the culture around trust ○ Demonstrate that you care about people and not just about results ○ Allow people to be themselves (e.g. respect that pets and family may be around for calls) ○ Permit people to block out time for non-work parts of life ○ Leverage time management tools ○ Focus on outcome-based objectives and less on time • How to manage employees while everyone’s personal life is being affected differently? <ul style="list-style-type: none"> ○ Take time to learn about the people around you and get to know them, check in frequently one-on-one about how they’re doing ○ Leading by example by embracing vulnerability as a strength ○ Be proactive about providing support to those who need it based on their individual needs (whether that is providing better tools, being more flexible, etc.) ○ Realize that, depending on the situation, working from home may be beneficial for some people’s mental health while it might be harmful to others, and consider how re-opening can support flexibility so that everyone can work in the best way for them • How do we promote family-friendly rosters while also limiting travel to protect local communities? <ul style="list-style-type: none"> ○ Job sharing, work schedule flexibility <hr/> <p>Mental health</p> <ul style="list-style-type: none"> • How do we prevent stress and protect workers’ mental health and help employees adapt to the change? <ul style="list-style-type: none"> ○ Reconsider FIFO schedules where possible ○ Support good health habits around sleep, eating, exercise (e.g. work-arranged fitness challenges, online yoga) ○ Realize that, depending on the situation, working from home may be beneficial for some people’s mental health while it might be harmful to others, and consider how re-opening can support flexibility so that everyone can work in the best way for them <hr/> <p>Physical health</p> <ul style="list-style-type: none"> • What can be done to protect employees and people in surrounding communities from getting sick if a site is open? <ul style="list-style-type: none"> ○ Supply people with what they need (correct PPE, food, supplies, onsite health services, etc.) so they don’t have to leave the site ○ Frequent staff health checks ○ Focus on health first, prepare for closing the site, if necessary, to prevent an outbreak ○ Controlled transportation to and from sites, isolation if required ○ Establish good contact tracing methods ○ Support employees who are in high-risk categories ○ Transparency and openness with information
<p>Maintain cybersecurity</p> <p>Distributed work and rapid technological evolution introduce new cyber risks that need to be addressed.</p>	<p>Introducing new technology</p> <ul style="list-style-type: none"> • How do we ensure levels of security and confidentiality awareness while encouraging the use of diverse digital platforms? <ul style="list-style-type: none"> ○ Proactive and regular education on repercussions ○ Training on cybersecurity and provide tools (e.g., guidance on identifying phishing attempts) • How do we address the emerging cyber risks from the deployment of untested technology? <ul style="list-style-type: none"> ○ Identify clear cyber use policies ○ Set permissions and firewall rules

	<ul style="list-style-type: none"> ○ Expand support structures (hire cyber experts) ○ Create separate network zones for unapproved technology <p>Securing hardware and software</p> <ul style="list-style-type: none"> ● How do we secure the hardware and software internally and externally? <ul style="list-style-type: none"> ○ Ensure hardware is supportable and secure (including hardware such as routers, printers, etc.) ○ Devices should be equipped with up-to-date operating systems and have push notifications for further update ○ Establish clear remote operating settings for setting up IT infrastructure and secure networks (see below, this is part of the whole network and infrastructure setup) ○ Check all devices when returning to work <p>Change management</p> <ul style="list-style-type: none"> ● How do we identify and focus on security issues during this rapid pace of change? <ul style="list-style-type: none"> ○ Cloud storage ○ Build off of existing safety culture to create strong security culture (e.g. cybersecurity shares like we do safety shares) ○ Adopt an agile mindset, create clear expectations around change ○ Adapt existing cybersecurity policies to remote operations
<p>Create structures that enable remote work</p> <p>With the move toward remote work, we're seeing entirely new ways of working emerge.</p>	<p>Home office support</p> <ul style="list-style-type: none"> ● What can be done to support employees in their home offices, ensuring they have access to the proper resources, technology, and setup (monitors, internet, desk, chairs, security)? <ul style="list-style-type: none"> ○ Create an assessment framework for home offices and identify where support is required ○ Restructure employee agreements to include allowance/coverage for home office ○ Provide budget or loans for home office setup ○ Balance standardization and personal preference ○ Ergonomics assessment <p>Network and infrastructure</p> <ul style="list-style-type: none"> ● How can we provide the necessary infrastructure to support remote work? <ul style="list-style-type: none"> ○ Secure funding for additional infrastructure needs (including home office setup, as identified above) ○ Troubleshooting support ○ It may have a higher initial cost but lower sustaining cost ● How can we enhance network capacity? ● How do we work effectively when we cannot ensure stable connectivity? ● How do we make sure everyone gets on the same level of computer experience? ● What will the future connections that staff will require be? <p>Defining new ways of working</p> <ul style="list-style-type: none"> ● How do you provide remote assistance in the long term? ● How do we manage changes in team supervision models with distributed teams? <ul style="list-style-type: none"> ○ More democratic leadership styles, driven by technologies and necessity ● How do we define jobs now (e.g. remote locations, flexibility)? ● What new leadership skills are required? ● How do we upskill our workforce remotely?

- Ongoing training through video formats, online courses (See also training section in the internal communications goal)
- Give employees time to upskill
- One-on-one or peer coaching
- How do you address concerns that technology (e.g., remote operations, autonomous mining) will replace team member roles?
 - Strong change management
 - Transparency
 - Consider the role that culture has to play in managing technological changes
- How best to determine short- to mid-term priorities while not ignoring strategic/longer term opportunities
 - Leverage prioritization methodologies such as an effort vs. ease matrix
- How do you maintain operational visibility remotely?
 - Data-driven decisions, technology platforms
- How do we continue focussing on safety amid rapid technological changes?
 - Continue to reinforce physical safety as a priority
 - Leverage technologies that focus on this: fatigue monitoring wearables, etc.
- What are ways in which operations can be shifted to limit onsite activity in the short term?
 - More reliance on cloud services
 - Automation, if possible
- How do we deploy safe production technology with a skeleton crew working at the mine?

Governance and policies

- Do existing processes and policies support remote work?
 - Adapting regulations to allow e-signatures
- What is involved in developing and maintaining remote work policies?
 - Consider a middle ground between formal codes or guidelines and flexibility (e.g., may have stricter guidelines for external meetings, but internally more relaxed)
 - Consider what may already be in place in in-person offices and how they can be adapted appropriately.
- Which changes and adaptations need to be applied to labour contracts and unions? How can collective bargaining relationships be re-arranged?
- Do you understand the laws around working from home and your responsibilities as a business?

Human resources and hiring

- What is the balance between hiring locally and hiring remotely? Does that ratio change? How do you give local individuals a fair chance at employment? What are the effects of remote work on local communities when it isn't necessary to hire individuals close to site?
 - You can focus on hiring locally first, even if work is remote (it can make setup easier, if there are eventually in-person meetings, etc.)