GMG — Workforce of the Future: June 25 and July 8 Workshop Outcomes

At the first two GMG Workforce of the Future Workshops, brainstorming was focussed around identifying industry priorities on this topic to help define what topics a potential future working group would focus on.

Pain Points	Solutions and Strategies	Collaboration opportunities
The nature of jobs → Loss of jobs → The shift to a remote, online workforce and uncertainty around site-based employment numbers → The gig economy shortening the duration of time spent in a position	→ Enable remote work: encouraging healthy work-life balance, providing proper tools and equipment, connections with mental health resources, allowing flexibility, and developing methods for assessment, → Engage and collaborate with other industries with similar experience → Address workers' job security concerns → Review HR processes, especially those related to hiring and promoting → Consider potential need for childcare facilities in light of pandemic impacts to workforce → Make upgrading skills more accessible	Develop a **guideline** on the workforce of the future based on lessons learned n the industry and providing guidance on strategies. Connect **like-minded** organizations from around the world so as to learn from each other
Skills shift → Transitioning knowledge to a new generation of the workforce → Lack of trainers and SMEs → Lack of proper training to help young talent step into senior management roles → Lack of preparation in terms of technology-savvy talent	→ Identify emerging skill requirements (e.g. human-machine interactions, new technology, adaptability, balancing hard and soft skills, leadership skills and styles) → Collaboration with technical institutions, academic institutions, innovation hubs, and government → Develop new ways of identifying, attracting, and retaining talent (e.g. open up avenues for people coming from different fields into the mining industry and bridge knowledge gaps) → Involve the upcoming generations into mining → Increased investment for upskilling the workforce → Understand where the skill gaps are in regard to recruiting and career progression plans → Invest more in recruitment and training	
Technology adoption → Fragmentation, duplication, or lack of data → Issues with connectivity and internet → Resistance to change	→ Re-organizing design models to enable companies to cope with change → Effectively engage with the supply chain → Leverage the experience of other industries → Gather case studies to define technology impact on labour market	Design **a vision** of a future workforce, keeping in mind skill sets, work practice, and KPIs
Attitudes and perceptions → Resistance to adopting and trusting technologies	→ Instead of painting a "rosy image" of the mining industry, share economic benefits and the global importance of mining → Highlight benefits of joining the industry beyond just salaries and compensation packages → Effective PR → Help management understand future skills	

→ Negative perception of the mining industry		Gather **lessons learned from industries similar to mining** and identify how mining can adopt existing solutions
Community, social and environmental → Lack of inclusion within all levels of organization and community → Transitioning to environmental responsibility	→ Define and enable true inclusion and diversity culture in the workforce → Engage responsibly with indigenous groups → Increase awareness around sustainability and environmental, social and governance (ESG) issues related to mining → Changing mining's male-dominated culture and promoting acceptance for people from all backgrounds → Make networking events more inclusive → Leverage technological changes to improve sustainability in the field → Increased emphasis on community and family values → Addressing ageism in job seeking and helping workers who have been displaced/disrupted later in their career learn new skills	
Education and training → Not attracting enough people to study mining related degrees → Limited site access makes it difficult to properly prepare graduates → Four-year degrees too long to keep up with technology rate of change	→ Develop mentor/mentee programs → Resolve misconceptions that you need math and science to be able to work in mining, and promote a wide range of work opportunities within mining → Create incentives to employ young graduates and keep young professionals in the industry → Find a balance between hard and soft skill requirements and training → Increased clarity around the skills required for mining → Aligning industry requirements with educational curricula → Update educational pathways: curriculum at universities, agile industry coaches, digitalization of education, revamping professional programs, retraining to address skill gaps, change management, security and data literacy, define boundaries between different engineering streams (many mining companies are already investing in and partnering with educational institutions)	