



## Skills and Culture Breakout Session Outcomes | Perth | 2022

Participants of the GMG Austmine Forum (August 17-18, 2022, in Perth, Australia) discussed priority skills and culture topics, along with the associated challenges, what worked and didn't, and how they could be addressed in the next 6 months. The priority topics discussed included the image of mining and attracting talent and skills retention. Both topics are closely related to each other were discussed together.

	CHALLENGES	WHAT'S WORKING AND NOT WORKING?	NEXT 6 MONTHS?
IMAGE OF MINING	<ul style="list-style-type: none"> <li>• Negative representation in the media.</li> <li>• Association with climate change, lack of awareness on role in mitigation and providing daily life materials.</li> <li>• Culture of protectionism.</li> </ul>	<p><b>Working:</b></p> <ul style="list-style-type: none"> <li>• Stakeholder engagement, thought leadership, proofs of concept.</li> <li>• Transparency in operations and culture, would be good to do more.</li> <li>• New advertising/promotional initiatives are working and should be done consistently (not just when there are shortages).</li> <li>• Cultural engagement with the industry.</li> <li>• Share how the industry contributes to sustainability.</li> </ul> <p><b>Not working:</b></p> <ul style="list-style-type: none"> <li>• Focus on open cut mine, but other aspects of mining exist.</li> <li>• Lack of alignment between industry advocacy groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Use profits for new green technologies and world scale actions of good will.</li> <li>• Marketing program for mining across diverse platforms, show global reach, talk about the why instead of the what.</li> </ul>
ATTRACTING AND RETAINING THE WORKFORCE	<ul style="list-style-type: none"> <li>• Skills and education (need to better communicate jobs and skill pathways, length of time it takes to train new generation, lack of engagement in school system).</li> <li>• Recruitment (people's sense of purpose not aligned with mining, barriers to entry for innovative SMEs, challenges recruiting older talent).</li> <li>• Psychological and physical safety issues, lack of diversity and inclusion (safety means different things to different people).</li> </ul>	<p><b>Working</b></p> <ul style="list-style-type: none"> <li>• Managing expectations throughout early career.</li> <li>• Investment in schools and site visits.</li> <li>• Mining innovation showcases.</li> <li>• Discussing more than just the technology.</li> </ul> <p><b>Not working:</b></p> <ul style="list-style-type: none"> <li>• Safety is often simplified into just OHS rather than making industry safe in a broader sense so that it is inclusive and does attract a diverse workforce.</li> <li>• Traditional recruiting, job roles, and training.</li> </ul>	<ul style="list-style-type: none"> <li>• Education for operational leadership.</li> <li>• Engage with schools (e.g., educating both teachers and students, bringing students into the workplace, enhance direct pathways from schools to industry).</li> <li>• Change wording of job ads to be more attractive to a diverse workforce.</li> <li>• HR/hiring manager understanding concepts of skills transfer and potential.</li> <li>• Promote a more diverse view of safety.</li> <li>• Gamification.</li> </ul>

Note that this document captures some key discussions from industry participants during breakout sessions on autonomous mining during the GMG Austmine Forum held in Perth, Australia on August 17-18, 2022. It is intended to be one of many inputs into the working group and is not intended as industry guidance or a formal report.