

Skills for Our Common Future

Fast Forward Mining Conference

31 Aug – 1 Sep 2021

Aims to catalyse the building of skills that support communities where we operate to become more resilient, better able to participate in economic opportunities that emerge across mining and other sectors, and to navigate and prosper through change.

This means working in partnership with others to build skills for:

**mining and its value chain – the
future of work – community
prosperity and life**

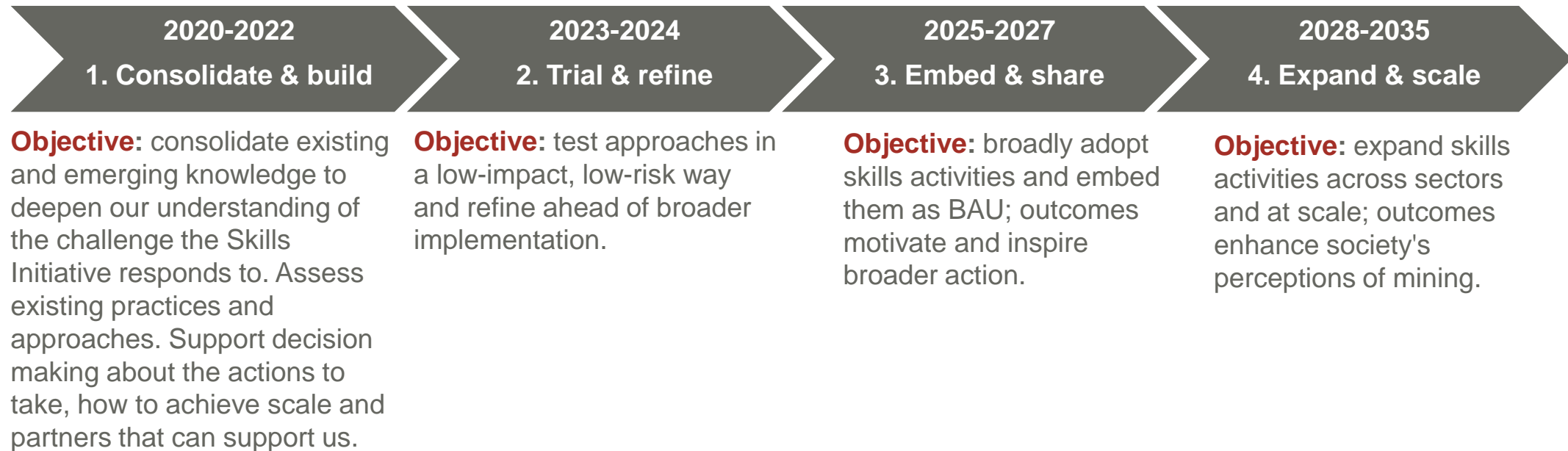


WHAT IS IT?

- Long-term strategic initiative to contribute to community resilience by supporting workforce and community skills transition
- Initially framed around technology and potential decrease in local jobs that may lessen acceptance of mining amongst, particularly, local communities, it also considers:
 - **Economic transitions:** mine closure, mine of the future, other shocks to the economy.
 - **Climate change:** impacts on human health and productivity, agriculture, forestry, fisheries and tourism, disruption to trade, supply chains.
 - **Significant and disruptive events:** including natural disasters, political upheavals, pandemics and other emergencies that impact human health and economic stability

Scope: Every mining asset can participate

Delivery: Through partnerships



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FUTURE OF JOBS IN MINING REGIONS

**World Economic Forum's Future of Jobs 2020:
ICMM Mining Sector Briefing**

This Mining brief summarises key findings from the World Economic Forum's *The Future of Jobs Report 2020* focussing on data specific to the Mining and Metals sector. Data for the report was gathered through a network of partner institutes and industry associations including ICMM. The intended audiences for this brief are ICMM members and the Forum's Mining and Metals Future of Work Taskforce. The brief provides a concise resource of sector-specific information on the future of work to assist them to plan for and engage their future workforce strategies.

Some highlights from the mining and metals industry data shows that:

1. The companies surveyed are primarily focused on the adoption of three key technologies in the next four years, non-humanoid robotics, internet of things (IoT) and connected devices; and big data analytics.
2. At the same time, 73% of companies identified skills gaps in the local labour market as the biggest barrier to the adoption of such new technology.
3. Companies identified that an average of 48% existing employees would require retraining/upskilling in the next four years to meet the evolving skills required for the tasks they would have to perform.
4. In the next four years, 44% of employees will change by 44% primary strategy.
5. Maybe as a result of future retraining from external training.
6. Ultimately, the at risk of displacement with 14.2% in Oil & Gas.
7. Despite different countries, the type of redundant job upskilling programs.

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BRIEF

Community resilience during and after Covid-19: What role for the mining industry?

The mining industry is inextricably linked to the fortunes and futures of the communities that live its operations. When change, shocks or significant events occur that affect these communities, it can play a significant role in supporting them to endure, bounce back and even accelerate development progress.

COVID-19 has challenged, and continues to challenge, the mining industry and the communities that live alongside it. It has brought into stark relief the key role industry members can play in supporting communities to withstand and endure even longer-term shocks. The resilience of communities, and how the mining industry can contribute to its development, is a timely topic for reflection.

The concept of 'community resilience' is complex. There are contrasting and competing perspectives on what it is, how to measure it, and how to build it within communities. Building resilience is also complex in practice, with the roles that government agencies, companies, civil society groups and communities themselves play in building and maintaining that resilience interconnected and interdependent.

Community resilience is almost exclusively framed within academic literature as the capacity to respond to a negative event in ways that result in life 'going back to normal' or reflecting a pre-event state of affairs. This both ignores the reality of most shocks, events or changes that occur (especially in the context of mining), and limits the power of a shock or event to catalyse a resetting of the status quo in line with more aspirational development goals.

Even amidst the ongoing hardship and tragedy being experienced in many communities around the globe because of the COVID-19 pandemic, there has been positive re-evaluation of the status quo in many aspects of life. These include: the accelerated implementation of telehealth options in Australia which may have profound effects on accessibility for regional and remote communities; the use of digital tools by mining companies for engaging communities that simultaneously build their capacity to use these technologies for other purposes; and broadened opportunities for local businesses to service the mining industry where existing supply networks have been impacted.

These changes do not in any way negate the fact that the pandemic has taken, and continues to take, its toll around the world, but they do show that even in difficult times, a conceptualisation of resilience returning to the status quo, limits our thinking.

'We need to turn the recovery into a real opportunity to do things right for the future.' – UN Secretary-General António Guterres.

There is an opportunity for the mining industry to broaden the concept of community resilience to successful adaptation to any change, whether positive, or even both simultaneously.

This briefing lays out a pathway for the mining industry to do this and to engage more meaningfully with the concept of community resilience. To do this, companies will need to reflect on:

- The nature and purpose of existing mining levers for building community resilience.
- Opportunities for investment in novel, collaborative and enabling approaches to develop deeper resilience.
- The internal, cultural challenges inherent in the way a mining company approaches its community resilience (and social performance) initiatives.

What does 'community resilience' mean?

Community resilience is a complex area. A range of community characteristics need to be considered including the nature of communities being affected, the nature of the shocks that are affecting them, the location of communities, and underlying social and economic conditions, among many others.

PARTNERING FOR OUR COMMON FUTURE

Optimising mining's partnering capability to contribute to community resilience and thriving societies

July 2021

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Research indicates that the real skills challenge is not about technology for operating mines with greater efficiency, safety and productivity. It's about the more human skills that are required to secure and maintain societal acceptance in a technology-enabled era.

Danielle Martin, Senior Manager, Social and Economic Development, ICMM and Will Upshur, Senior Manager, Commercial Innovation Practice, Palladium.

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We know more about community resilience:

1 *Community resilience is the capacity of communities to respond, adapt and thrive regardless of challenge or context ...*

2 *... underpinned by 9 factors – local knowledge & engagement; social networks; communications; community health; organisation & leadership; economic vitality; preparedness & institutions; bioethical principles; mental outlook*

We know changes in mining activities will impact community resilience:

3 *... future may disproportionately impact non-mining workforce & negatively affect community resilience*

We know more about the jobs and skills needed for the future mining workforce:

4 *Skills needed for new tech will require employees to re- or up-skill ...*

5 *Challenge is also for non-technical skills*

We know more about decision making that will support community transition:

6 *... decisions about skills that respond to disruption will need to be collaborative and to balance what is possible with what is just.*

We know partnering is key and how we can optimise our partnering efforts