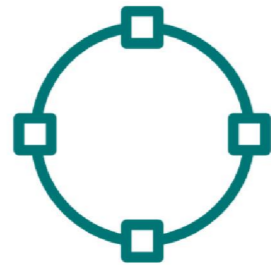


The People Factor in High Performance Mining

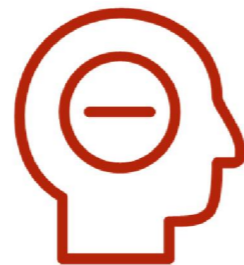
March 2019

The future of mining: eight bold industry predictions

optimising efficiency with the **Industrial internet of things**



smart mines and artificial intelligence (AI)



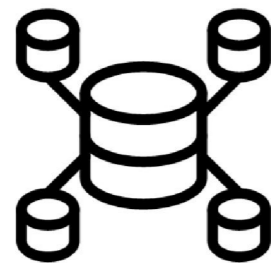
blockchain and the mining sector



a **new era of metals**



drone technology can increase mine safety



overcoming the **skills gap**



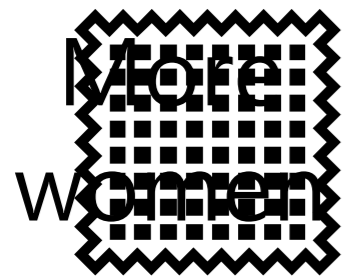
preserving authenticity in the **gold supply chain**



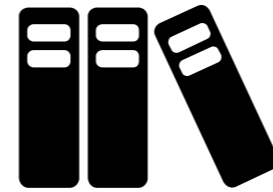
technology underground



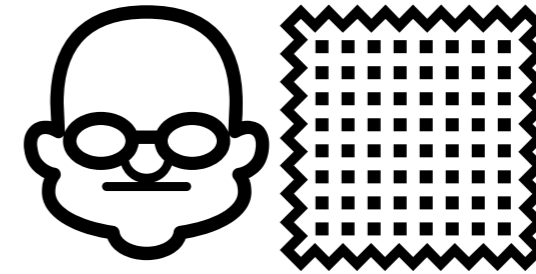
Who will be running your mine in the future?



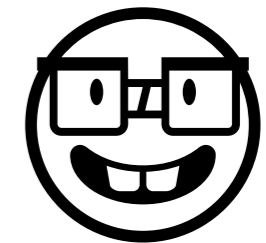
More
racially and
ethnically
diverse



More
educated



Aging
workforce



More
millennials

The business case

Research from McKinsey and Deloitte shows:

ORGANIZATIONS WITH ROBUST I&D PRACTICES

- 75%**  get more ideas productized
- 70%**  capture more new markets⁶
- 31%**  are more responsive to customer needs⁷

EMPLOYEES IN DIVERSE AND INCLUSIVE WORKPLACES

-  Give higher discretionary effort
-  Are more likely to stay
-  Collaborate better

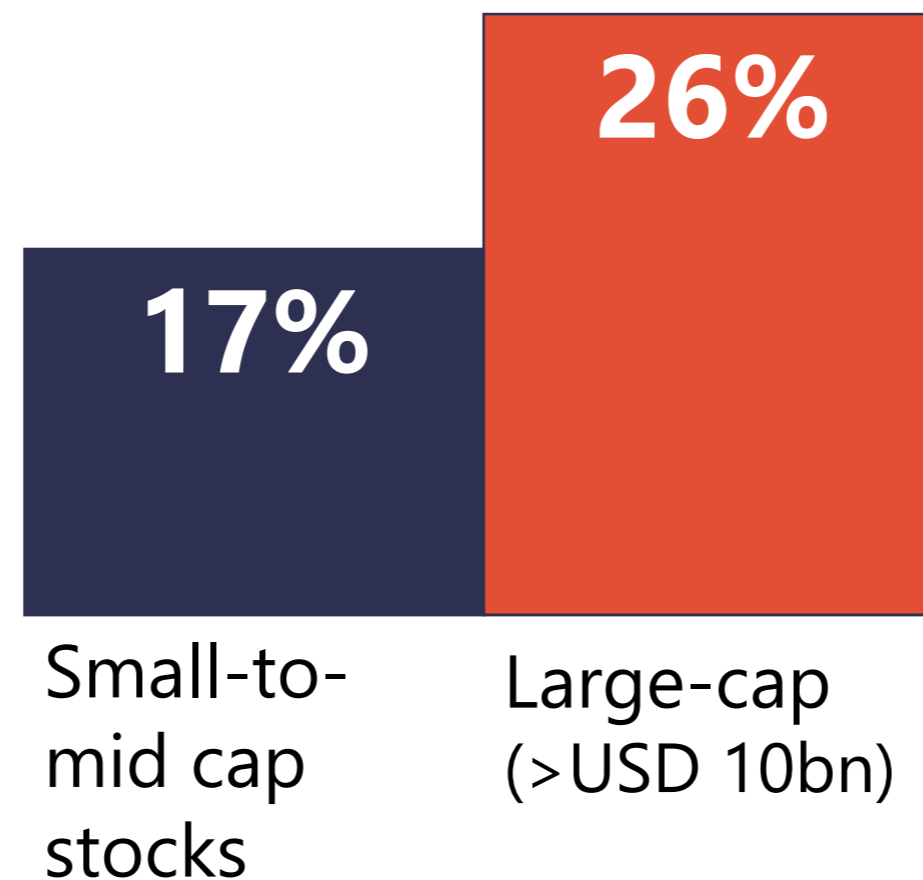
Inclusion drives engagement and engaged employees are better for business

Source: Reference #6 & #7

Gender balance impact on business outcomes – a look INSIDE the mining industry



✓ **Companies with at least one woman on the board outperformed those without by:**



Based on data from 2006-2012

The ultimate goal



High Performing Organization

HIGH VISIBILITY HIGH FOCUS

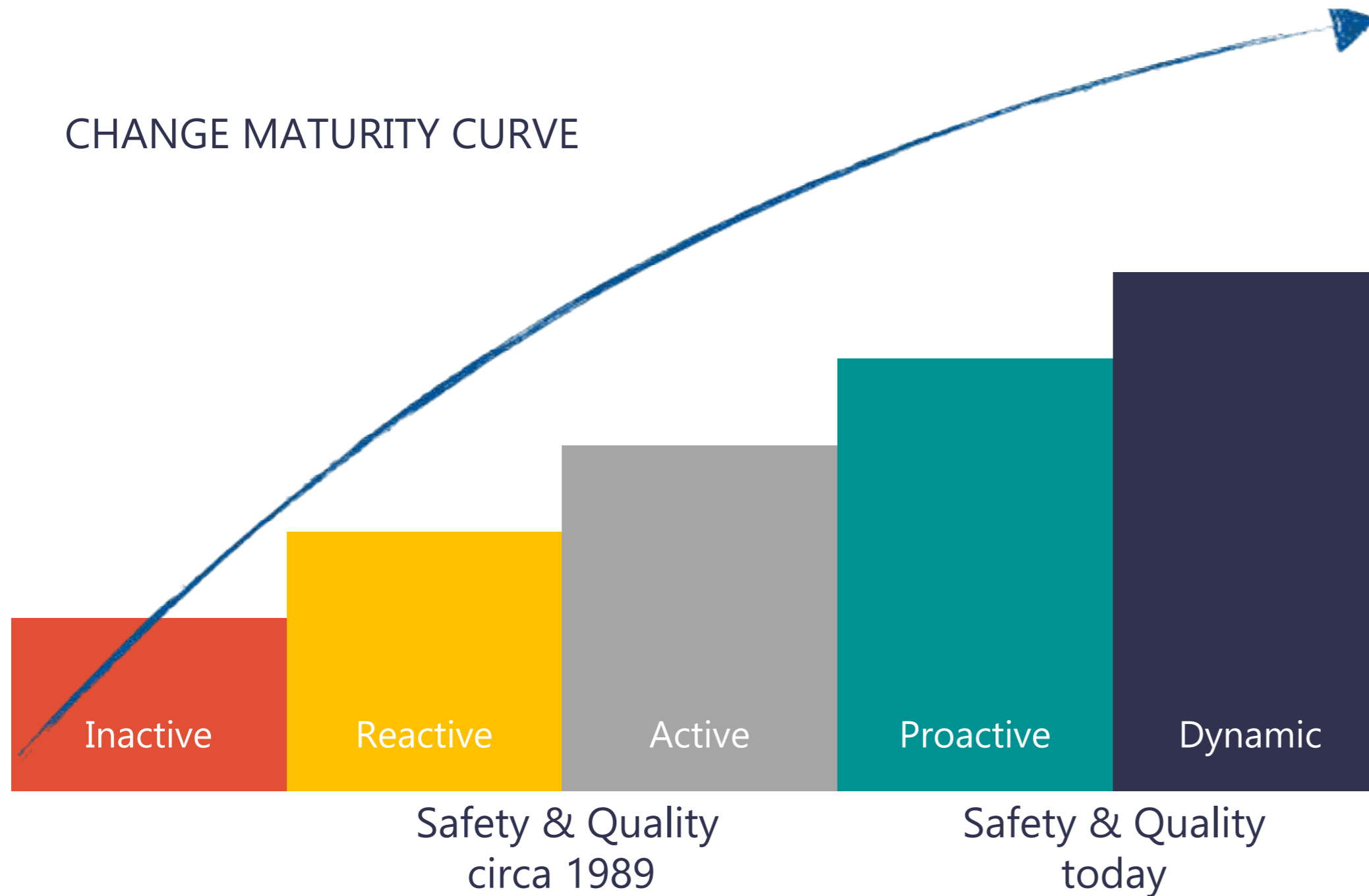


- VALUE CREATION**
CORE BUSINESS PRIORITIES
Revenue generation, product development, market facing
- BUSINESS OPERATION**
INTERNAL FUNCTIONS
Process discipline, continuous improvement
- PEOPLE DEVELOPMENT**
TALENT MANAGEMENT
Talent pipeline, labour relations
- CULTURE & CORE VALUES**
Culture is driven by the performance management approach, reward system

*The only thing that's going to enable you to keep building new capabilities and trying out new concepts long before they are conventional wisdom is **CULTURE**.*

Sathya Nadella, Microsoft CEO

Lessons from history



Inclusion and diversity are today where safety and quality were 30 years ago

- Safety and quality are now embedded in strategy
- Operational excellence is a natural way of working for industry leaders

Industry leaders now view inclusion and diversity through a maturity lens

Inclusive by Design

Inclusion is a way of working; it is about what people do and say as they go about their daily work routines. Inclusive environments are designed to make it easier for people to do the right things in moments that matter.

Enablers: must have to make inclusion POSSIBLE



Activators: must have to make inclusion HAPPEN



It is time for action, the future of your organization is at stake

Bottom line business



Values-based business



Unlocked Potential

Will you walk away from the double-digit value proposition I&D brings?

Why not invest in High Performing PEOPLE?

WIM Canada – Five Systemic Strategies

1

Signs and Symbols of Gender Inclusion in the Workplace Culture

2

Respectful Workplaces

3

Ability to Reconcile Work with Personal Commitments

4

Inclusive Practices for Career Opportunities

5

An Industry that is a Magnet for Talent

GROUP EXERCISE

a. Read your table challenge as a group

b. Each member to create a solution to this challenge

c. Next member to critique solution, why it won't work?

d. Next member to fix the solution to resolve the issue presented