2018 AUSIMM

Thought Leadership Series Report

125.ausimm.com

President's foreword

Few organisations have the privilege of celebrating 125 years, and it is an honour for me to be representing the AusIMM as President during this important milestone.

During April and May, we took our Institute 'on the road' to celebrate our 125th anniversary with the Thought Leadership Series. The Series brought together leaders from across our diverse industry to discuss issues facing the sector and ponder the question: how will professionals shape the future of the resources sector?

Our journey started in Adelaide with the launch of our AusIMM Thought Leadership Series. The energy at these events across Australia and New Zealand has made it clear to me that we are on the right track, providing our industry with high level discussions on the future, and our workforce capability. Working closely with corporate partners, government and industry employers to ensure we are the Trusted Voice of resources professionals continues to be a priority for AusIMM.

It has been fantastic to catch up with so many professionals at our Thought Leadership Series. These events have reinforced my belief that AusIMM's strength is our people. Our professionals are the foundation of the Institute and the industry, and will be the key to our ongoing success.

Colin Moorhead FAusIMM(CP)
President, AusIMM

CEO's foreword

The 125 Anniversary Thought Leadership Series was a resounding success, visiting 12 locations through Australia and New Zealand and was a sell out in all major cities.

With over 1000 attendees, the audience feedback was overwhelmingly positive towards the strong history of AusIMM, the future direction we are taking and the exceptional panels we assembled. The Series established AusIMM as a thought leader in our own right, leading the conversation as the trusted voice of professionals in the resources sector.

Supported by our valued signature partners Monash University, PwC, Qantas, Rio Tinto, and FLSmidth and other partners South Australian Government, Western Australian Government, Victorian Government, CSIRO and IMARC it was a successful series of events that brought together a distinguished group of 50 senior industry leaders, representing our diverse resources sector.

The key theme 'How will professionals shape the future of the resources sector?' generated insightful dialogue between our panelists and sparked lively discussions between attendees at the networking functions afterwards.

I enjoyed attending each event and getting the opportunity to meet our panelists, sponsors, members and attendees. We are proud to be publishing this report on the role of professionals in the future resources sector and are looking forward to seeing many of you again at our Thought Leadership Series in 2019.

Stephen Durkin FAusIMM
Chief Executive Officer, AusIMM

Thank you to our partners

SIGNATURE PARTNERS

NETWORKING PARTNER

FLSmidth

LOCATION PARTNERS

IMARC 5TH ANNUAL INTERNATIONAL MINING AND RESOURCES CONFERENCE 29 OCT–1 NOV 2018

SOUTH AUSTRALIA

Government of South Australia

VICTORIA State Government | Economic Development, Jobs, Transport and Resources

Government of **Western Australia**
Department of **Mines, Industry Regulation and Safety**

SUPPORTING PARTNER

CSIRO

Panelists and Speakers

AusIMM was pleased to engage the participation of notable industry luminaries and experienced professionals for the Thought Leadership Series 2018.

Adrienne Rourke
General Manager,
RESOURCE INDUSTRY NETWORK

Alastair Mathias
General Manager Mining Innovation & Analytics,
RIO TINTO

Prof. Alice Clark
Director of Production Centres,
UQ SMI

Amanda Weir
Head of Geoscience and Resource Engineering,
BHP OLYMPIC DAM

Andrea Sutton
Head of Safety and Security,
RIO TINTO

Andrew Cole
Chief Executive Officer,
OZ MINERALS

Barry Fitzgerald
Chief Executive Officer,
ROY HILL HOLDINGS PTY LTD

Brendan Howard
General Manager – Technical Capability, Growth and Innovation
RIO TINTO

Bronwyn Barnes
Managing Director,
SCORPION MINERALS

Dr Bronwyn Evans
Chief Executive Officer,
STANDARDS AUSTRALIA

Prof. Bruce Hebblewhite
Professor of Mining Engineering,
UNIVERSITY OF NEW SOUTH WALES (UNSW)

Colin Moorhead
President,
AUSIMM

Dale Oram
General Manager,
OCEANAGOLD (NZ) LTD

Prof. Dave Craw
Professor of Economic Geology,
UNIVERSITY OF OTAGO

David Flanagan
Managing Director,
BATTERY MINERALS LIMITED

Debra Stirling
Chairman, Mining & Resources Advisory Board,
MONASH UNIVERSITY

Prof. Elizabeth Croft
Dean, Faculty of Engineering,
MONASH UNIVERSITY

Fiona Robertson
Non-executive Director,
MINING & ENERGY

Gabrielle Iwanow
General Manager - Paraburdoo,
RIO TINTO

Gerard Rheinberger
Managing Director - Studies,
RIO TINTO

Helen Burns
Partner, People & Organisation Lead,
PWC AUSTRALIA

Ian Macfarlanet
Chief Executive Officer,
QUEENSLAND RESOURCES COUNCIL

James Purtill
Director-General,
DEPARTMENT OF NATURAL RESOURCES AND MINES

Jared Osborne
General Manager - Technical Development,
RIO TINTO

Jason Economidis
Vice President Operations - South 32 Illawarra Metallurgical Coal,
SOUTH 32

Jeff Connolly
Chairman and Chief Executive Officer,
SIEMENS PACIFIC

Jim Simpson
Chief Executive Officer and Managing Director,
AURELIA METALS LTD

Prof. John Ralston
Emeritus Laureate Professor,
UNIVERSITY OF SOUTH AUSTRALIA

Jon Williams
Global People & Organisation Lead Partner,
PWC

Leigh Clifford
Chairman,
QANTAS

Mark Phillips
International Business Mentor,
BUSINESS IN BARE FEET

Mark Thomson
Partner,
PWC

Matthew Smith
Parner,
HALL & WILCOX

Megan Clark
Non-executive Director,
RIO TINTO

Melanie McCarthy
General Manager, Costerfield,
MANDALAY RESOURCES

Michaela Healey
Founding President,
INTERNATIONAL WOMEN'S FORUM

Neal Valk
Mining Manager Dugald River,
MMG

Owen Hegarty
Executive Chairman,
EMR CAPITAL

Paul Heithersay
Deputy Chief Executive,
DEPARTMENT OF THE PREMIER AND CABINET

Peter Wheeler
People & Organisation, Consulting Lead,
PWC AUSTRALIA

Rene Sterk
Director & Principal Consultant Geologist,
RSC MINING & MINERAL EXPLORATION

Richard Tacon
Executive Director and Chief Executive Officer,
BATHURST RESOURCES LIMITED

Sabina Shugg
Director,
KALGOORLIE-BOULDER MINING HUB

Prof. Sam Spearing
Director,
THE WA SCHOOL OF MINES KALGOORLIE

Shaun Browne
Chairman & Managing Director,
AME RESEARCH

Associate Professor Stephan Arndt
Director for Resources Engineering,
MONASH UNIVERSITY

Steve Hunt
Chief Advisor Orebody Knowledge,
RIO TINTO

Sue Bonham-Carter
Principal,
GOLDER ASSOCIATES

Prof. Valerie Linton
Executive Dean, Faculty of Engineering and Information Sciences,
UNIVERSITY OF WOLLONGONG

Zimi Meka
Chief Executive Officer and Managing Director,
AUSENCO

AusIMM Board 2018

The success of the Thought Leadership Series was in a large part due to the commitment of the AusIMM Board members, who supported the development and implementation of the Series from the beginning.

Colin Moorhead
FAusIMM(CP), President
CHIEF EXECUTIVE OFFICER, PT MERDEKA COPPER GOLD, TBK

Rex Berthelsen
HonFAusIMM(CP), Immediate Past President
GROUP MANAGER TECHNICAL GOVERNANCE, MMG LIMITED

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FAusIMM(CP), President Elect
DIRECTOR, METVAL PTY LTD

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FAusIMM(CP), Director
MANAGING DIRECTOR AND PRINCIPAL, ALEX ATKINS AND ASSOCIATES

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FAusIMM(CP), Director
MINERALS INDUSTRY CONSULTANT

Dale Sims
FAusIMM(CP), Director
PRINCIPAL, DALE SIMS CONSULTING

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PRINCIPAL, GAVIN YEATES CONSULTING

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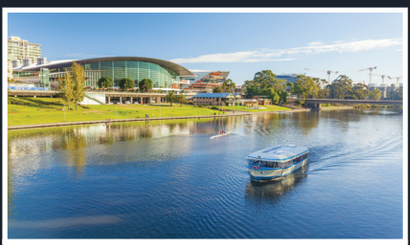
FAusIMM(CP), Director
PRINCIPAL, JOHN S DUNLOP AND ASSOCIATES

Sara Prendergast
MAusIMM(CP), Director
SENIOR MANAGER – PERFORMANCE REPORTING – AUSTRALIA, PACIFIC, ASIA, ORICA AUSTRALIA PTY LTD

Thought Leadership Series locations and dates



Adelaide
April 20, 2018

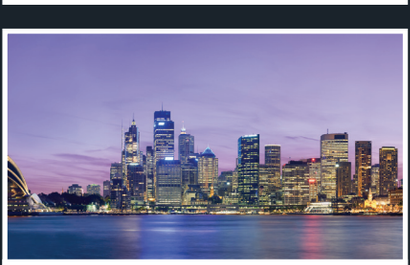
Bendigo
May 2, 2018

Melbourne
May 3, 2018

Brisbane
May 9, 2018

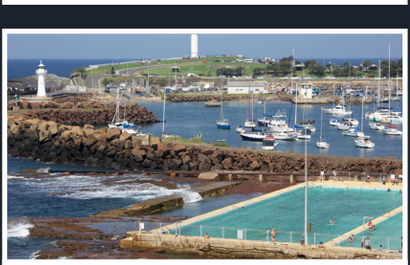
Townsville
May 10, 2018

Newcastle
May 14, 2018



Sydney
May 15, 2018

Bathurst
May 16, 2018



Wollongong
May 17, 2018

Perth
May 23, 2018

Kalgoorlie
May 24, 2018

Dunedin (NZ)
May 31, 2018

About AusIMM

The Australasian Institute of Mining and Metallurgy (AusIMM) is the peak body for professionals in the resources sector. Founded in 1893 and operating under Royal Charter, the AusIMM upholds professional standards and supports members to build their careers and enhance their leadership capabilities.

AusIMM 125 Anniversary Thought Leadership Series

In 2018 the AusIMM celebrated its 125th anniversary, an enormous milestone for the Institute and the professionals it represents. The AusIMM deliberately sought to celebrate this achievement by delivering an extensive program for AusIMM members and professionals in the broader industry.

The anniversary year became an ideal opportunity for AusIMM to develop its relationship with members across Australia and New Zealand and connect with broader resources professionals and industry stakeholders, facilitating a networking opportunity for all.

A key component of the anniversary activities was the AusIMM 125 Thought Leadership Series, travelling to 12 locations across Australia and New Zealand. Sharing insights and expertise and encouraging and enhancing the leadership capabilities of individuals in the sector were 60 panelists, notable industry leaders, from across Australia and New Zealand.

The Thought Leadership Series was launched in Adelaide in April, the city where the AusIMM held its first annual meeting of likeminded professionals 125 years ago.

Themes

The key theme ‘how will professionals shape the future of the resources sector?’ is one that provokes insightful and interesting discussions between stakeholders and professionals alike within the industry. What it means to be a leader particularly in a changing industry and what the future workforce will look like are complex topics, worthy of the sector’s attention.

Our industry is founded on technical excellence and innovation, and this technical expertise is of immense importance if Australasia is to remain competitive in the global arena. The focus of the Thought Leadership Series built on this expertise, to explore high level direction of resources, the softer skills associated with workplace leadership, and what the role of professionals looks like now, and what it will look like in the future.

Each Thought Leadership Series event delved into the changes enveloping the industry, harnessing the valuable insight of panel experts to relay their own experiences while providing practical and insightful advice on the responsibility and opportunities for professionals in a new age of mining.

> *'Leadership is something you can talk about for hours, but you have to lead from the heart. Find your passion, and lead from that.'*
>
> Andrew Cole, CEO of OZ Minerals

Leadership perspectives

'Leadership is something you can talk about for hours, but you have to lead from the heart. Find your passion, and lead from that.'

Andrew Cole, CEO of OZ Minerals shared his view of how essential establishing the right company culture is to any organisation within the sector, and the role senior management plays in this. Establishing a vision for the organisation, as well as the sector, is one important responsibility that executives have in the space of leadership.

For Andrew and many other panelists participating in the series, his leadership passion was drawn from a vision that tomorrow's industry would change remarkably going forward. '[As a leader] you need to be futuristic, recognise that the future is going to be different from today.'

The Thought Leadership Series also reflected on the role of every resources professional to empower those around them, leadership being the responsibility of all. Amanda Weir, BHP, detailed this at the Adelaide event when she said 'great leaders enable those around them'. To Amanda, leadership success was reflected in 'seeing people achieve things they never thought were possible'.

This concept of empowerment is often energetically discussed, but it comes with challenges that are somewhat unique to the mining industry. In such a heavily regulated industry, what does it mean to empower the workforce, how can it be done without undermining standards, and what does it enable? There was concern among panelists that the industry has been altogether too focused on regulation rather than empowerment, freeing up individuals and teams to become leaders in innovation. Undergoing such an enormous shift in culture and focus, while still meeting all standards and obligations, will be key to developing the industry as a global leader in innovation.

The importance of workplace culture as a measurable benchmark for leadership was drilled home by Megan Clark, resources professional and Head of the Australian Space Agency. From her earliest days in the sector, she acknowledges that there is a lot that will change and a lot you cannot change, 'but what doesn't change is the values that you bring to work', encapsulating the management style that has driven her leadership.

However, all this must be coupled with a serious discussion about what leadership is not, to dispel common misconceptions around the topic. One of the barriers associated with professionals developing leadership skills and building on their capacity and role within the sector, is a mistaken idea that their role does not require or cater for leadership potential. Melanie McCarthy (Mandalay Resources) detailed this notion at the Bendigo event by emphasising that 'leadership does not come from the role that you play … what makes you a leader is creating the enthusiasm in an organisation that you're all in it for the good of the cause'. This is a concept that is open to each and every individual in the resources sector, to be an advocate for their colleague's contribution.

This broad definition of leadership poses its own challenges to professionals in the sector. How does an industry cater to the capacity of a diverse workforce? Sabina Shugg (CRC ORE) specified in Kalgoorlie that it is essential that leadership is acknowledged as a broad definition, with many ways to showcase skills. 'Not everyone is a great people leader, they might be a great technical leader… one is not better than the other.' Once the pool of potential leadership is widened we can start examining the diversity of skills and the potential that arises with it. This includes the contribution, according to some, of the mining sector's international and mobile community, which can be better harnessed and fostered into the future. The Series heard from around 60 different leaders on the notion of leadership and without prompt, filtered down to the same main ideas. The first being that a leader can be anyone regardless of their physical role, and that to be a leader you require a direction and values. This required a capacity not only to lead those around you as followers in your direction and values, but to lead them to a pathway in which they too could be innovative leaders themselves in their own way. For this to transpire however, a broader definition of leadership must be embraced by the industry.

State of the industry in a global context

While there are signs of growth – a strength in the resources sector – the future is still somewhat unclear. With looming challenges to face, there also comes a unique swathe of opportunities attached to change. Australia has the chance to play a distinct role in this.

When discussing the place and capability of the Australian resources industry, Peter Wheeler (PwC) noted how it is important to assess the sector considering mega trends across all industries in the world, rather than simply in isolation with regional or local trends in mining. There were many threats facing the industry, but some of these are not specific just to the Australian mining sector. For instance, global instability and geopolitical risks become heightened to various degrees and can impact the relationship between industries and markets between nations.

The erosion of trust has been a pitfall for the industry, with comparisons drawn with the banking industry of how difficult the erosion of trust can be to recover from. 'The banking industry with the Royal Commission … we are seeing trust in an industry destroyed at a rapid rate,' detailed Mark Thomson at the Adelaide event, warning that the resources sector needed to avoid such a trajectory. The industry needs to maintain its focus on trust as an essential part of operations, from communities through to customers, if it is to avoid the crisis currently facing the banking industry.

This comes with unique opportunities for the future however. Markets will open up for ethical mineral

concentrates where there is transparency around the source and operation of a company. Similar to the diamond industry in Africa, individuals will grow to apply a social expectation that their products have been obtained and supplied without ethical grey areas and this is an opportunity for the sector to potentially be on the front foot. This concept was explored particularly at the Melbourne Thought Leadership event where there were questions over whether the industry as a whole had truly understood what 'social licence to operate' really meant, how important it was, and whether it was being realised by professionals and companies to its full potential. Classifying 'social licence' as a threat that should be registered, rather than an opportunity to grow, is too common a practice in the industry currently.

The pace and scale of change in the industry however has never been greater. A greater exploration is required of not just what this means locally but what this means for multiple facets of the global economy. The way the sector

> *All too often, innovation and automation are approached as something to consider for the future; however, this is a current and continuous process, with one panelist remarking 'It's not the future, it's now'.*

approaches efficiency is changed by innovation and the main driver of innovation is becoming efficiency. With this in mind Peter Wheeler made the point 'What is the industry going to be like in 120 years is a good question, but so is what is the industry going to be like in five years?'

The pace and scale of change has brought about concerns within the industry around the attraction and retention of talent. Changing roles, the nature of work and expected capabilities have put the industry in direct competition with large technology companies. During the Thought Leadership Series it was noted that over 50 per cent of CEOs were concerned about attracting and retaining talent in an industry that struggled with community perceptions, and a changing workforce. Although sourcing the workforce of the future was a grave issue in Australia, the Bendigo Thought Leadership event noted the contribution that a mobile workforce can make and the importance of international migrants to Australia to fill these roles. This was naturally prefaced by the importance of migrants and international workers having a strong understanding of Australian codes, standards, and an equivalent recognised level of education. Professor Elizabeth Croft (Monash University) noted that Australian universities and standards of education were some of the best in the world and the country is 'punching well above its weight', which supports the capability of Australian educational facilities to educate not just Australians for the future resources workforce, but people from all over the world.

Ensuring that the basics are not neglected in pursuit of innovation and automation was a warning that came out of the Bendigo event. Industries are susceptible to becoming distracted by innovation and change and safeguarding known evidence-based practice in a changing environment of work was also a consideration.

Innovation, automation and the transformation of the workforce

The innovation of the industry was a topic met with excitement at every Thought Leadership event, as panelists pondered the immense possibilities of the future. Innovation and transformation are discussed frequently, and it seems that the industry is undergoing a massive transformation that may end up with automated, digitised mines being run from remote operating centres. This new technology will dramatically change the way resources professionals work.

'Seeing how fast our young professionals can change the industry and change the way things are done' created a significant level of excitement among panelists at the event in Adelaide. Change and disruption were approached as positive, exciting elements of the industry that needed to be encouraged. All too often, innovation and automation are approached as something to consider for the future; however, this is a current and continuous process, with one panelist remarking 'It's not the future, it's now'.

With this in mind, how industry can best accommodate and encourage innovation and transformation was a topic of much discussion. As Michelle Ash noted in the AusIMM *Bulletin* – 'if we do not disrupt ourselves, others will disrupt us'. Much of the solution to this comes down to creating a workplace environment where individuals have the time and energy to be innovative. Flexibility within the workplace would free up individuals to manage their own contribution to mining and create the 'freedom to think'. Automation would further foster and embolden professionals to capitalise on this, particularly as certain roles and responsibilities are increasingly conducted by machinery and robots. 'It's the small-scale stuff that is profoundly influencing the role and experience of professionals,' Gabrielle Iwanow (Rio Tinto) said at the Kalgoorlie event as she detailed the role that drones were playing in mine site inspections and assessments. 'The world is our oyster'.

Creating the right culture for innovation is the role of management within companies; it is the future workforce who will realise these opportunities, Mark Thomson (PwC) stipulated. 'We can create the space, but the digital kids of the future will drive that.'

'Often it is two steps forward, one step back,' Gabrielle Iwanow admitted, but the important element is that automation has the capability to keep the industry moving forward and keeping up with the pace of change. Often roles that are more dangerous, or come with greater health and safety risks, are being conducted by robots, freeing up professionals to become innovative in the workplace, but also enabling professionals to have a safer experience in the industry.

It was acknowledged at the Melbourne event particularly, that Australia plays a strong role in the progression towards a more innovative and automated industry. Much of the change is coming from industry experience, with professionals highlighting problems that need to be solved, or how activities can be conducted in a safer, more efficient way, even by a more diverse workforce. By eradicating the need for muscle strength in certain roles that require heavy lifting, the workforce will not only be more efficient, but open to a more diverse workforce of various capabilities. 'Simplifying methods is innovative.'

The Australian mining industry also has the capacity to become more innovative by drawing on the expertise and research of other industries also undergoing automation, such as agriculture, manufacturing and defence. At the Bendigo event, how Australian mining can draw on breakthroughs in the aerospace industry was delved into, a notion that was supported by Megan Clark at the Melbourne event. By teaming up with other industries and other companies, even those outside of the industry, the mining sector could position itself to progress towards greater automation.

However, this perspective comes with its own challenges. Intellectual property rights attached to automotive discoveries and developments by individual companies means that intelligence is not always shared. There needs to be a greater commitment to collaboration within Australian industries. However, Amanda Weir (BHP) emphasised that competition along with collaboration

was an important driver in productivity and innovation. 'Competition in itself drives higher productivity and being able to provide the world with cheaper resources.'

There are also personal concerns by some in the industry that technological advancements in automation will decrease job opportunities and prospects within the sector. This concern generated some thought-provoking discussions. Sam Spearing (WA School of Mines) fundamentally rejected the idea that automation posed a threat to the workforce. 'This whole thing about people losing their jobs through technology isn't true. People need to be retrained.' Automation and technological advancement could lead to a very different workforce in the future, but it will not supplant the workforce while robots and machinery still require remote operation by humans.

Future workforce and the role of professionals

Given the growing focus on innovation and automation in the industry, the makeup of the workforce will continue to change. This poses significant challenges for the industry to define the essential skills for a future workforce and determine how the industry should attract and retain individuals with these skills. How can the industry create a workforce that is changing for the better?

A primary focus for panelists throughout the Thought Leadership Series was an assessment of the skills needed in the changing landscape of mining. For Gerard Rheinberger (Rio Tinto), this was summarised as 'data, data, data. It's absolutely clear the deluge of data is going to keep coming at us … It's the analysis of that data that is absolutely key.' As the industry automates, data analysis will become increasingly more essential. This is not limited to merely the interpretation of data collated by machinery, but also how data is translated and communicated to a broader audience. Although often considered a 'buzz word', skills in the area of data analytics will have a direct impact on the viability and growth of the mining sector.

These hard skills will also need to be accompanied by individuals in possession of softer skills, given the continuously changing landscape of the sector now and into the future. Constant sector development in automation will see some skills become dated more quickly. For instance, encouraging children to learn to code was considered very important in recent history, as it was perceived as a necessary skill for the future; however, soon Australian industries will have machinery that will code better than any human. Soft skills such as an entrepreneurial spirit, and a desire to 'learn how to learn' on the job in an ever-changing environment, are skills that cannot be replaced by robots. 'Empathy, resilience – machines are never going to be able to do that', Mark Thomson stated at the Melbourne event.

The mining industry sits in direct competition with other worldwide industries also searching for these data skills. This quandary relates to Peter Wheeler's opening remarks at the Melbourne event about the state of mining in a global context and the mega trends that affect it. In this context, it becomes important that the mining industry can attract and retain professionals in a competitive environment.

Diversity and inclusion

As the makeup of the future workforce was discussed, one of the focal points of the series was a discussion around the importance of expanding the pool of interested professionals by becoming a more diverse and inclusive industry. Unconscious bias was noted as a challenge during the Bendigo event, with the understanding that 'like recruits like', and mining executive management needs to have a renewed focus on widening the recruitment field. Although there was hesitation and disagreement over the topic of targets, and their effectiveness, there was general agreement between panelists and attendees alike that to attract the best talent, the industry needed to work on being a more inclusive one.

'We have the opportunity here to completely redefine mining,' Andrew Cole (OZ Minerals) stipulated in Adelaide, but this must be in line with community expectations if the industry is to retain its best talent. Although diversity in the industry currently falls short of expectations, there is the capacity for vast improvement for the benefit of the entire industry. It was noted by panelist Professor Elizabeth Croft (Monash) that Canada increased female participation from 18 per cent to 30 per cent in five years, much of which is attributed to the increase in female professors in engineering.

The changes that the industry is capable of not just participating in, but leading, cannot be solely the responsibility of companies, executives or the government. It is the role of professionals to be 'agents of change', take action and encourage curiosity, because their role will ultimately affect the mining legacy. How professionals embrace disruption, embody innovation and the narrative they personally shape to their families and friends are significant influencing factors of perceptions of the mining industry. As Peter Wheeler noted, 'Story-telling is really powerful'.

How will professionals shape the future of the resources sector?

Professionals are, and will continue to be, a crucial element of the resources sector and even more so as the industry continuously changes and adapts to a moving environment, both domestically and internationally. The success of the industry hinges on the ability of professionals to lead, grow with and capitalise on change.

The role of leadership rests with every professional, but not in ways the industry has considered in previous years.

Leadership has more to do with the empowerment of colleagues, at all levels of the industry and creating an effective, efficient workplace culture for individuals to foster professionalism and innovation. Leadership isn't about the position you hold, but the values you bring to work and the industry. The industry's understanding of leadership needs to broaden, if it is to effectively work with and harness every professional's contribution profitably.

Increasing the capability of professionals to lead means that they are equipped with the tools to deal with a growing and changing industry, as roles vary and automation transforms the industry as we know it. Leadership in innovation and problem-solving will drastically change

the role of professionals and provides an opportunity for the industry to create new, safer roles and grow the pool of professionals in the sector. This means that the industry can't just accommodate innovation and automation, but must encourage and embrace it.

Welcoming this growth and innovation means accepting that the workforce of the future will be vastly different and will require a more diverse pool of talent from which to draw. If the industry is to stay strong and viable, a wider assortment of skills must be attracted to work in the mining industry. These skills are both hard skills and softer workplace skills as the industry, with professionals at the core, 're-define mining'.

Thought Leadership Series results

AusIMM's landmark Thought Leadership Series has been a great success for the AusIMM, resources professionals and the broader resources sector.

Members and attendees have been inspired to action, with AusIMM receiving many requests to participate in new programs and lead important initiatives. Focusing the conversation on the role of professionals has helped to elicit some key areas for development of the industry as the Australasian resources sector strives to maintain its reputation as world class.

The Thought Leadership Series has also generated a renewed sense of pride in the work and capabilities of professionals in the sector.

Relationship building for resources professionals

The Thought Leadership Series was a prime opportunity for AusIMM to engage in partnerships on behalf of resources professionals. With a high-quality program, AusIMM secured significant new corporate investment, partnering with iconic global brands including Qantas, Rio Tinto, Monash University and PwC.

AusIMM also extended government relationships, with sponsorship from the South Australian, Western Australian and Victorian Governments and special addresses from the Honourable Kim Beazley AC, Governor of Western Australia and NSW Deputy Premier John Barilaro. Government attendees have since expressed their deep appreciation for AusIMM's efforts through the Thought Leadership Series.

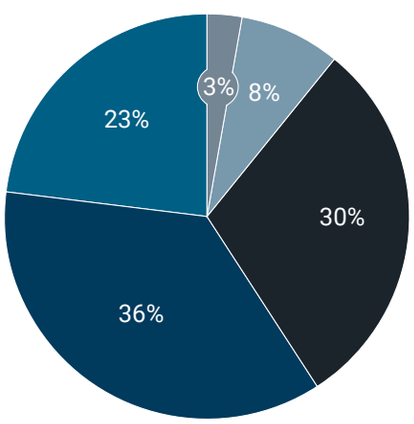
The Thought Leadership Series was successful in expanding AusIMM engagement with professionals outside of the traditional membership base, and more importantly expanding engagement between professionals. Through an effective, professional social media campaign, AusIMM has grown online reach throughout the Series, engaging with interested professionals all over Australia and assisting them to network with each other. This was supported by the development of a new website for the anniversary, providing information on events and activities throughout the year. As a product of this, a diverse pool of professionals from all levels of their career engaged in successful networking opportunities.

Celebrating our history

AusIMM also produced a historical film reflecting on the origins and future of the Institute. The historical film was launched at the first Thought Leadership Series event in Adelaide, where AusIMM's inaugural annual meeting was held in 1893.

In conjunction with the Thought Leadership Series and historical film, AusIMM launched '125 faces', giving a platform to the diverse faces in the resources industry.

This campaign has been a highlight on AusIMM's social media throughout the year, showcasing stories of resources professionals past and present. The new website 125.ausimm.com also housed historical, event and campaign information. Anniversary celebrations included a commemorative edition of the AusIMM *Bulletin* with a historical timeline, member profiles and exploration of the evolution of professional practice.



Thought Leadership Series attendees
(ALL LOCATIONS)

- CEO, Director, Managing Director
- Manager, Consultant
- Engineer, Geologist, Metallurgist
- Academia
- Graduate, Student

Future Thought Leadership events

With the success of the inaugural Thought Leadership Series 2018, the series will be returning to major cities in 2019, commencing in May.

To express your interest in partnering with AusIMM on the Thought Leadership Series 2019, please contact Melissa Holdsworth mholdsworth@ausimm.com.au.

ausimm.com

125 anniversary website
125.ausimm.com

AusIMM