



Energy Industry Vertical

Mercer Global Talent Trends 2021

Mining Industry

welcome to brighter



Energy Industry

Key 2021 Trends

Volatility remains

Energy Transition

Digitization (on steroids)

Industry consolidation

How have Mercer's talent trends accelerated in 2020, and how have companies responded?

Focus on **futures**

Work together to ensure people thrive now and in the future

Race to **reskill**

Transform the workforce by reskilling for a new world economy

Energize the **experience**

Inspire and invigorate people by redesigning their work experience

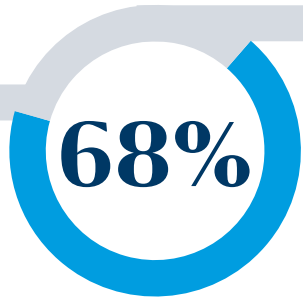
Sense with **science**

See ahead by augmenting AI with human intuition



Mercer Global Talent Trends 2021: Mining

01/ Focus on futures

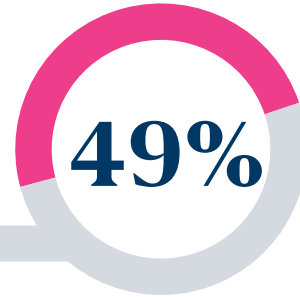


of organizations report ESG (environmental, social and governance) as a crucial focus for 2021

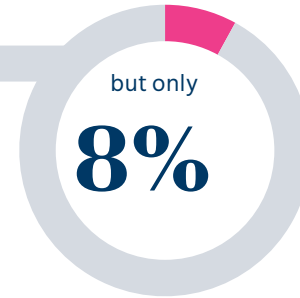


will be reinventing sustainably.

02/ Race to reskill



of organizations are identifying new skills needed for their post-COVID operations,

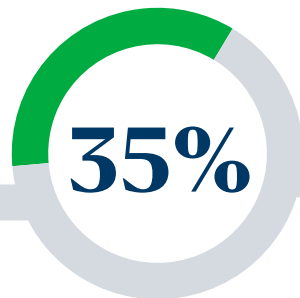


have started their "pay for skills" journey.

04/ Energize the experience

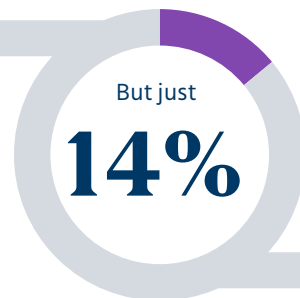


of companies are planning to invest in reinventing flexibility and fluid careers

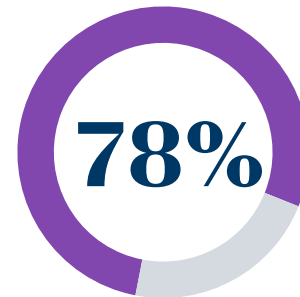


of companies plan to reinvent flexibility — a core part of transforming the employee experience.

03/ Sense with science



help executives balance economics and empathy by sharing data on the impact cost decisions have on health and engagement.



of organizations already use or plan to improve employee health and well-being analytics.

Top 3 HR priorities in Mining



Transform the HR operating model to be more agile



Accelerate HR digital transformation



Enhance programs enabling employees to adapt to new ways of working

Focus on futures: Mining

Reinventing with a focus on new ways of working

The pandemic has forced companies to rethink how HR supports the rest of the organization...

- **81%** have dramatically changed flexible working
- **70%** have dramatically changed managing a virtual workforce
- **62%** have dramatically changed onboarding
- **54%** have dramatically changed teaming in virtual networks

as a result transformation objectives have also changed,...

70%



Targeting workforce upskilling/reskilling

49%



Expanding talent & learning ecosystem

35%



Reinventing flexibility

HR priorities include:

- #1 Transforming the HR operating model to be more agile
- #2 Accelerating HR digital transformation
- #3 Accelerating programs / policies enabling employees to adapt to new ways of working

and to meet those objectives, Mining companies are prioritizing

- #1 Making **upskilling/reskilling** a priority
- #2 Defining **future workforce needs and/or restructuring**
- #3 Reinventing **sustainably**
- #4(t) Creating a **culture of caring & wellbeing**
- #4(t) **Redefining analytics & goals**



Race to reskill: Mining

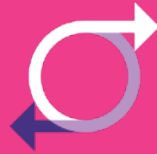
Building the skills of tomorrow

The pandemic not only affected how companies operate, but also the skills needed to be successful in the future

Mining companies believe the following skills are most critical towards building a more resilient remote & virtual workforce:



Self-management/
prioritization skills



Adaptability/
growth mindset



Collaboration

While Mining companies are

1.4x

less likely today to have networking / mentoring activities to accelerate talent development, they plan to fully close that gap in 2021



What are Mining companies doing to create a more fluid workforce or to accelerate skill development?

- **76%** have or plan on implementing loan/sharing of talent internally
- **70%** have or plan on increasing use of variable/contingent talent pools
- **49%** have or plan on identifying new skills/capabilities for our post-COVID operations
- **43%** have or plan on exploring ways to more effectively move and develop talent based on skills

Sense with science: Mining

A clear rise in operational-oriented analytics

With AI and big data now permeating even more HR systems and practices, it's even more critical in 2021 for HR to lean into data science and take notice of how it changes decision making

In response to the pandemic some Mining companies leaned into data to make better informed business decisions, balancing economics with empathy:



38% revised access to employee data and/or developed ethical collection guidelines



30% monitored the impact of leader communication during the pandemic



14% assessed the impact of various cost containment measures on employee engagement

The rise of analytics will continue, with the majority of FS companies making improvements in the following capabilities:

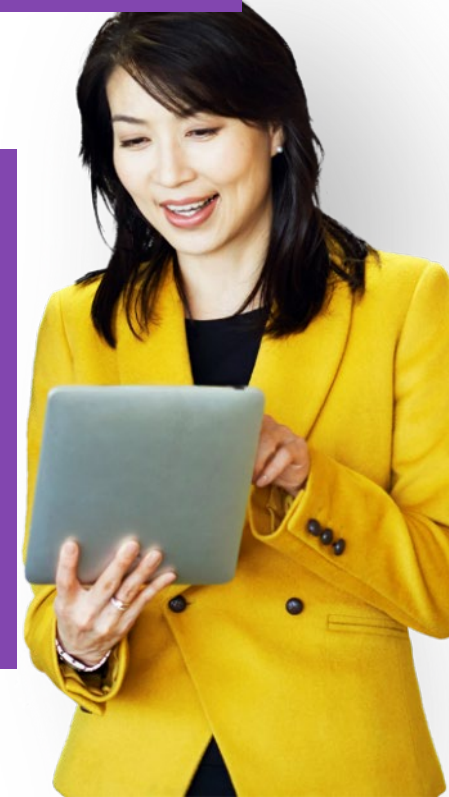
- 1** Learning/skill acquisition analytics (**78%**)
- 2** Strategic workforce planning/modeling (**73%**)
- 3** Performance data related to flexible working; and Physical wellbeing & health analytics (**Tied @ 62%**)

with a small but rapidly growing group planning to use AI and machine learning in 2021 to:

Utilize machine learning systems that evaluate the changing demand for and/or the value of skill sets (**From 5% in 2020 to 43%**)

Offer an AI – powered benefits enrollment experience (**14% to 41%**)

Alert managers to connect with employees at elevated risk of leaving / being less engaged (**5% to 38%**)



Energize the experience: Mining

Evolving how companies support & enable their workforce

A differentiated employee experience is critical to attracting and retaining digitally-oriented talent, which is in increasingly high-demand





Mining companies accepting that virtual working is here to stay have begun to redefine their perceptions of mobility...

- **86%** Increased alignment between structures and culture
- **76%** Made it easier to loan/share talent internally
- **73%** expanded and enhanced flexible working policies and practices

2 in 3

indicated the lockdown allowed them to “relinquish central control” of employee behaviors and move toward more lateral and “unsupervised” work arrangement

Beyond flexible working, Financial Services companies are looking to energize employee wellbeing by...

-  Increasing access to remote health and benefit options (**46%**)
-  Re-segmenting the workforce to better tailor benefits to new needs and realities (**22%**)
-  Offering more financial education than before the pandemic (**22%**)
-  Providing furloughed workers with access to benefits (**22%**)

and view the following as being most impactful towards advancing ESG and the multistakeholder business approach...

- Embedding select ESG metrics related to goals and executive scorecards (**68%**)
- Tying ESG goals to the company’s purpose and keeping this purpose visible to employees (**64%**)
- Obtaining external recognition for progress on sustainability goals (**32%**)
- Clarifying the Board’s ESG roles and responsibilities (**28%**)

What this means for the Mining industry...

Sustained investments in **digital transformations**, capabilities and talent will separate the leading companies from the rest of the industry. It will also drive **reskilling & upskilling** across the workforce

Leading organizations are utilizing advanced analytics and technology (AI, machine learning) to evolve not only their operations but also **employee experience and engagement**

The most successful companies moving forward will create an **evolved value proposition** that appeals to an increasingly **diverse, flexible** and **tech-savvy workforce**

Employers are **embracing ESG & DEI** efforts as a part of the value proposition and employee experience in order to improve social responsibility, pay equity, representation, etc.



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brighter

