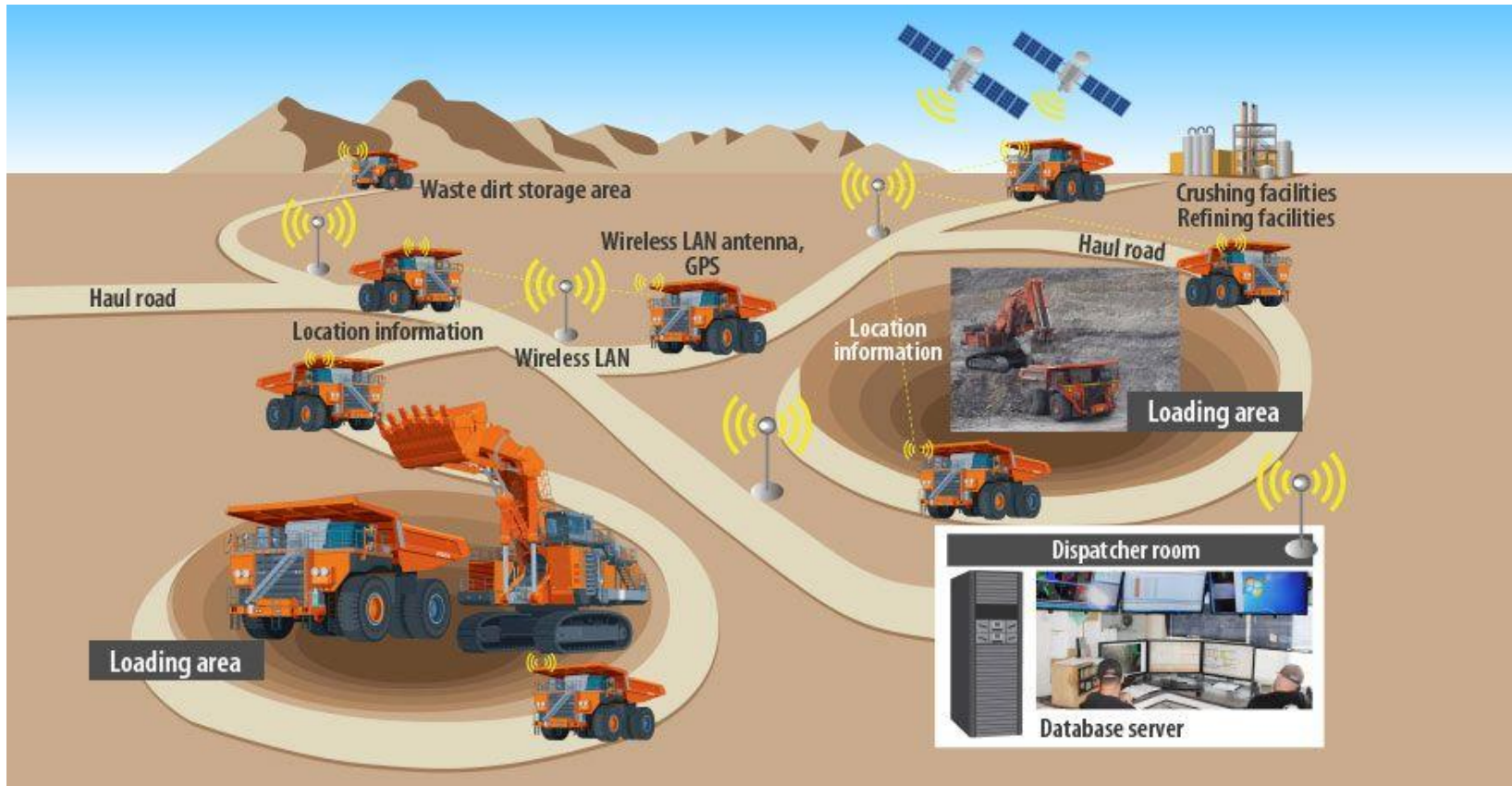


Working from Home in the Mining Sector: The possibilities and Impossibilities



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AMMZ 2020 Conference

Homework on FAQs

- Is it practical to work from home?
- How do we measure performance?
- Can technology totally substitute physical presence at the workplace?
- Productivity per capita increases or decreases?
- It's not everyone who can work from home. True/false
- Do you think paternity leave should be allowed?



COVID19 Risk scenarios that can exacerbate the impact on employment

- ✓ **Extended lockdown, with negative implications on employment, productivity, and future investment plans**
- ✓ **Stop-go policies due to new waves of virus spread, causing new lockdowns**
- ✓ **Credit crunch facing less resilient mining companies (juniors, mid-sized companies etc.), leading to reduced operations and investments**
- ✓ **Local supply chain risks and knock-on effects on jobs, due to bankruptcies of SMEs Lower investors' confidence in the future global economic prospects**
- ✓ **Commodity price slumps due to uncertainties over global demand and/or supply of raw materials recovery**

Zimbabwe's test on readiness on working from home

:Mining in Zimbabwe during COVID19

- ✓The Zimbabwean government has a projection of attaining a 12 billion mining industry by the end of 2023.
- ✓COVID affected minerals prices and demand therefore putting pressure on business cost structure.
- ✓Mining continued uninterrupted as it has been an essential source of foreign currency for Zimbabwe

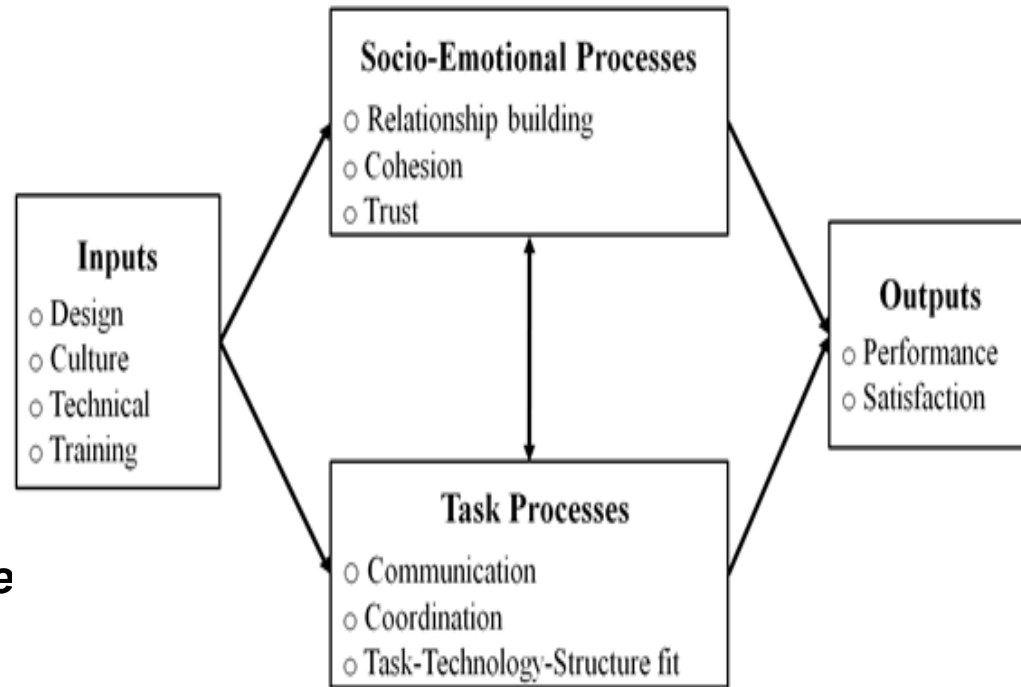
Discussion points

- ✓How did the mineral production profile change?
- ✓How many jobs were lost as people were not required to be at work?
- ✓How many new projects came onboard during the lockdown? Does this mean the new normal is favorable to already existing operations?
- ✓Small scale miners do not have capacity to work from home?

Possibilities of the approach

Key Enablers

- ✓ **Home infrastructure and working facilities suitability**
- ✓ **Connectivity to virtual offices centre**
- ✓ **Employee contracts re-design consider the shamrock approach (core workers, contract and flexi-time workers)**
- ✓ **Automation of activities- repetitive tasks are easier to automate**
- ✓ **Performance measurement methods**
- ✓ **Shared values to be a key parameter on the contracts**



THE EVOLUTION OF THE EMPLOYEE



Advantages of working from home

- ✓ **Flexibility and agility**
- ✓ **Improved employee retention**
- ✓ **Attract new talent**
- ✓ **Increased productivity**
- ✓ **Increased staff motivation**
- ✓ **Improved staff health and wellbeing**
- ✓ **Financial benefits- saving on fuel, travel costs**
- ✓ **Better work/life balance**
- ✓ **Technology makes it easier**
- ✓ **Reduced exposure to work place hazards**
- ✓ **Fatigue management**
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Some tips on working from home



The Impossibilities of the approach

- ✓ Working from home doesn't suit everyone
- ✓ Staff feeling isolated, no team cohesion, loneliness
- ✓ Difficulty monitoring performance
- ✓ Home distractions
- ✓ Potential burnout
- ✓ Cost of working from home
- ✓ Problems with staff development
- ✓ Information security risk
- ✓ Negative impact on mental health- overworking, depression
- ✓ Decreased staff morale and motivation
- ✓ Different time zones

Conclusion

- ✓ **In the changing macro-economic environment, resilient businesses will survive as they adopt to change with agility. The term “new normal” implores leaders to move with the times.**
- ✓ **Employees will soon be bargaining for the freedom of being at home whilst also working.**