



CASE STUDY REPORT 2021

USING LABOUR MARKET INFORMATION
IN THE MINING SECTOR



MINING INDUSTRY
HUMAN RESOURCES COUNCIL





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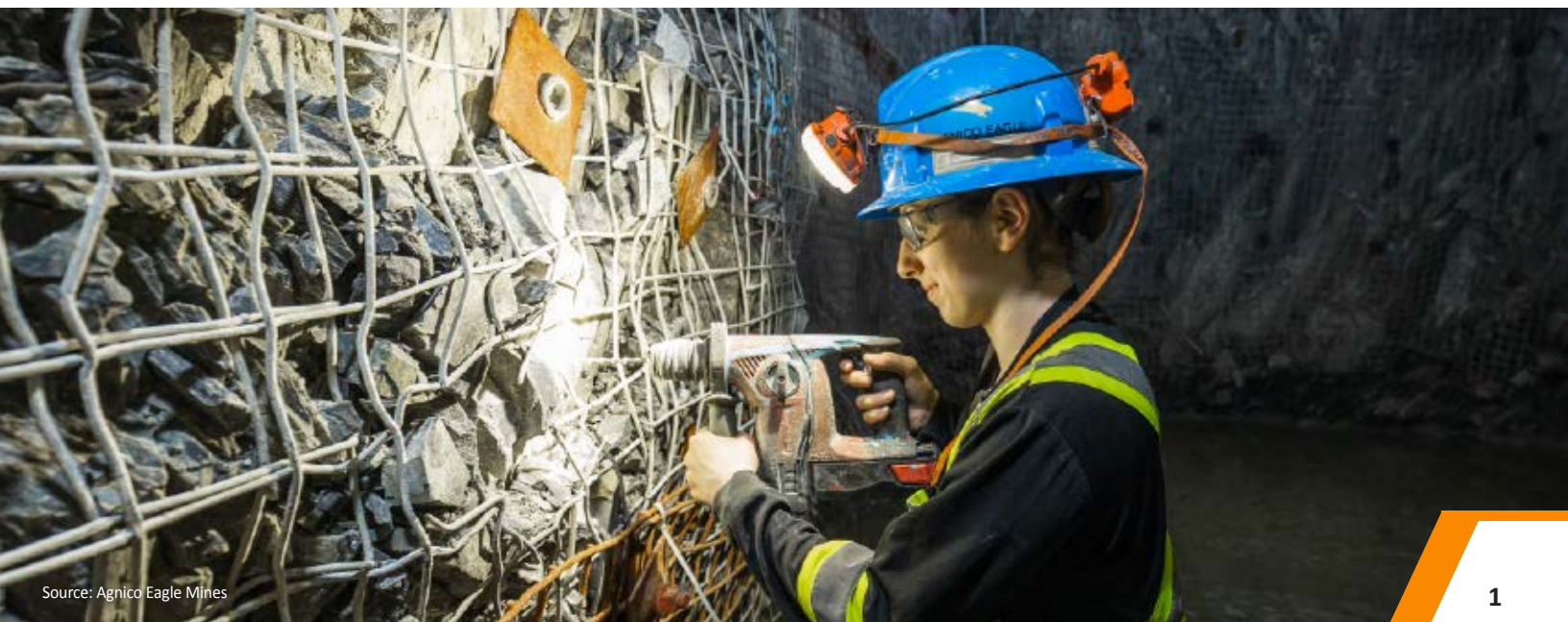
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INTRODUCTION

The Mining Industry Human Resources Council (MiHR) conducts labour market research for the Canadian mining sector in order to uncover important industry human resource (HR) trends and patterns. The primary goal of this research is to develop informational programs to help members of the mining industry to develop and maintain an inclusive, sustainable, and skilled workforce.

Labour market information (LMI) helps the mining labour market function smoothly and helps both employers and job seekers to stay informed on the state of Canada's mining labour force. MiHR is a leader in creating trusted, relevant and responsive LMI on Canada's mining labour market.

In early 2021, MiHR interviewed three prominent members of the Canadian mining industry. The goal of these interviews was to see how organizations utilize different sources of LMI to make HR decisions and plan for their future workforce needs. The following study showcases how Agnico Eagle Mines (AEM), IAMGOLD Corporation (IAMGOLD) and British Columbia's Centre of Training Excellence in Mining (CTEM) currently adopt and implement LMI within their organizations. Findings will help MiHR identify opportunities to meet HR needs and add value for mining stakeholders in the years to come.



AGNICO EAGLE MINES

COMPANY OVERVIEW

Agnico Eagle Mines (AEM) is an established Canadian gold mining company that has produced precious metals since 1957. Its operating mines are located in Canada, Finland and Mexico, and the company also conducts exploration activities in each of these countries, as well as in the United States and Sweden. AEM has many operations in Canada, notably in Quebec and Nunavut.



INDUSTRY-DRIVEN LMI

In 2017, AEM commissioned MiHR to develop an innovative Labour Market Analysis (LMA) to support the organization's recruitment and hiring practices. The LMA conducted a GIS/mapping analysis to 'paint a picture' of Canada's mining labour market, allowing AEM to examine how workforce distribution, vacancy rates, educational attainment and other economic factors compare across regions of Canada. The LMA also mapped mining locations relative to where workers are located, in order to give AEM's hiring team a better idea of where talent hotspots may exist. An occupational analysis was also conducted to analyze the geographical distribution of different occupations in order to determine where recruitment dollars and efforts should be concentrated.

Shortly thereafter, in 2018, MiHR conducted another more specialized LMA for AEM, which focused solely on the Kivalliq region in Nunavut. The goal of the KLMA was to help AEM meet its employment targets by analyzing the availability of Inuit labour for projects in the region. Understanding the composition of the local labour market is key to designing and implementing labour

force development initiatives. The KLMA gave AEM a framework that could be used to gauge the availability of skilled workers in Nunavut and create strategies to improve outcomes for Inuit candidates.

The LMAs conducted for AEM were symbiotic in nature; while they contributed to AEM's understanding of talent availability across Canada, they also pushed MiHR to develop new and innovative tools and frameworks that could be built upon in the future. Following the KLMA, MiHR used key concepts from the AEM framework to update its *Available Talent* model, thus enhancing its usability and accuracy. The new, updated version is now what is presented in MiHR's publicly available National Outlook Report, published annually.

MiHR used the AEM framework as an inspiration and a springboard to develop a virtual LMI dashboard. This tool is designed to help employers recruitment efforts by providing timely and relevant labour market statistics by Canadian economic region—which would not have been possible without AEM's initial industry-driven LMI. MiHR's LMI dashboard will be available in Spring 2021.



AEM'S PRIMARY USES OF LMI

AEM's HR team has leveraged MiHR's LMI to help quantify the labour pool available for their operations.

Finding and onboarding a sufficient number of trained and experienced workers is often challenging for Canadian mining companies. For AEM, LMI is predominantly used to support and develop innovative, forward-looking recruitment strategies to mitigate labour supply challenges and gain an advantage in a competitive labour market. For example, by utilizing MiHR's occupational analyses, the AEM hiring team can anticipate which positions within each trade will be difficult to hire. In the past, AEM has leveraged MiHR's

LMI to recruit workers who are typically difficult to reach on internet-based or social media platforms, in particular tradespeople such as mechanics, millwrights, electricians and welders.

Overall, AEM is a forward thinking company that understands proactive strategies are a necessary foundation for the development of a robust labour market. MiHR's LMI tools have supported AEM's human resources department in making informed decisions regarding candidate attraction and recruitment, leading to new and improved labour force development and recruitment initiatives for AEM.

THE FUTURE OF LMI


Looking to the future, AEM's primary concern is whether or not there will be enough people to fill positions within their operation. AEM's operations are growing steadily; the company currently has several mining projects in Canada. This growth and expansion inevitably means that AEM's hiring needs will be in a constant state of evolution in the years to come.

With other Canadian mines also expanding their operations and workforces, the mining labour market has become increasingly tight, as the limited population of experienced and qualified candidates is shared between a number of mining companies. Understanding the competitive constraints of the mining industry is crucial to AEM's workforce planning and recruitment strategies.

AEM has indicated that forward-looking occupation-specific forecasts or profiles would be useful for

workforce planning in the years to come. Rather than looking at general occupational categories, such as geologists, for example, it would be more impactful to be able to see exactly how many *exploration* geologists there are in a particular region, compared to *resource* geologists. More detailed occupational information may alleviate some of the difficulty of hiring for mining's highly sought-after experts, such as rock mechanics engineers or geotechnical engineers.

For instance, breaking down different skills and occupations profiles into experience levels would facilitate hiring and outreach for more specialized roles. Even if the HR department is aware of how many specialized engineers reside in an area, it would greatly facilitate HR planning to know the experience levels of these potential candidates ahead of time.



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IAMGOLD CORPORATION

COMPANY OVERVIEW

IAMGOLD Corporation (IAMGOLD) is a Canadian gold mining company with three gold mines on three continents, including the Essakane mine in Burkina Faso, the Rosebel mine in Suriname, and the Westwood mine in Canada. This base of assets is complemented by the Côté Gold construction project in Canada, the Boto Gold development project in Senegal, as well as greenfield and brownfield exploration projects in various countries located in West Africa and the Americas. IAMGOLD aims to become a million-ounce per annum gold producer as it executes on its growth strategy, including bringing Côté Gold, its fourth mine, online. Employing approximately 5,000 people, the company is committed to maintaining its culture of accountable mining, called Zero Harm®, through high standards of Environmental, Social and Governance (“ESG”) practices.



During the Mining Industry Human Resources Council's (MiHR) interview with members of the IAMGOLD HR team, representatives from both corporate and front-line HR offices painted a picture of how Labour Market Information (LMI) is used from different perspectives within the organization.

IAMGOLD'S LMI APPLICATIONS

From a corporate perspective, LMI is integral to building a comprehensive, well-rounded HR strategy for IAMGOLD. The LMI that MiHR provides functions as a guidepost for the company's human resource planning and helps to ensure that hiring and training requirements will be adequately fulfilled in the years to come. IAMGOLD is dedicated to developing a robust talent pipeline that will meet its operational needs in Canada, and LMI is consulted on a regular basis in planning for the next steps in this process.

From a frontline HR perspective, LMI is often used to feed data into the organization's operational readiness plan. IAMGOLD's Côté Gold Project gained considerable traction in the summer of 2020, which put a lot of focus on ramping up the workforce that will be required to meet the new mine's staffing needs. The ability to quantify and map out where available talent exists in mining-adjacent regions was integral to the outreach and hiring for the new project. As such, MiHR's regional reports have been consulted regularly, and serve as a guideline for these purposes.

At the local level, more granular data is required to know where trained and experienced people are located. In Northern Ontario, IAMGOLD has used LMI to target candidates for specialized occupations in local communities, since candidates are generally more inclined to accept a position if they live within driving distance of the worksite. In this process, LMI is also used as a benchmark for designing competitive compensation packages to attract and retain talent.

IAMGOLD also uses LMI to foster and support inclusion and diversity in the workplace, establishing its own diversity targets using MiHR's workforce profile as the benchmark. Over the past several years, MiHR's LMI tools have allowed IAMGOLD to locate, attract, and hire members of underrepresented groups, which has contributed significantly to the diversity within the company. Without regular access to MiHR's LMI, the HR team would be required to develop their own labour market tools and indicators in order to devise and implement well-rounded recruitment strategies, which is a costly and cumbersome task.



FUTURE LMI NEEDS

One of the primary uses of LMI is to anticipate trends and patterns in the labour market and make sound decisions accordingly. As the need for finding and attracting qualified individuals grows with every new project, IAMGOLD's HR team seeks out new and innovative measures to plan out their workforce efficiently and competitively.

Finding and retaining staff in the mining industry has always been difficult. The nature of mining work, the fly-in fly-out environment, combined with the specialization required to work underground lead to a more limited talent pool. These factors, coupled with the fact that many employees have chosen to exit the mining sector entirely, create hiring challenges for IAMGOLD's talent and recruitment team.

Having more timely and detailed LMI, particularly on workforce demographics, would be beneficial to IAMGOLD's future workforce planning process. Also,

knowing how many people are on track to retire in the next few years, and how many students are currently enrolled in mining- or engineering-related programs will help identify potential labour force gaps and shortages.


A more regional focused analysis of the current labour pool, and how it is distributed geographically, would also be a valuable tool for effective labour force development. Understanding where people are located, and where they are moving, is also integral to outreach strategies, as it will allow for more targeted and deliberate recruitment efforts.

When looking towards the future, IAMGOLD recognizes that significant technological transformations will coincide with new skills needs. All around the mining industry, these pressures will lead to questions regarding how to train and plan in the context of advancing automation and digitalization.

THE IMPACT OF COVID-19 ON LMI

COVID-19 has increased IAMGOLD's reliance on LMI, as evolving regulations and uncertainty brought on by the pandemic contributed to unprecedented workforce fluctuations in 2020. IAMGOLD's HR team had to adapt and make changes to existing plans as new information became available. In order to ensure worker health and safety, employees shifted to a work-from-home model

when possible, while those who were required on-site were subject to new social distancing regulations. In these times, engagement and culture within the corporate office became more important than ever, as employees adjusted to new ways of working and communicating.



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CENTRE OF TRAINING EXCELLENCE IN MINING (CTEM)

COMPANY OVERVIEW

The Centre of Training Excellence in Mining (CTEM), located in British Columbia, is a province-wide virtual organization that facilitates collaborative and innovative training solutions for the mining industry and communities across British Columbia. CTEM plays a key role in helping students, industry partners, and training providers meet their employment needs by determining industry skills requirements, facilitating related training and providing support where needed.



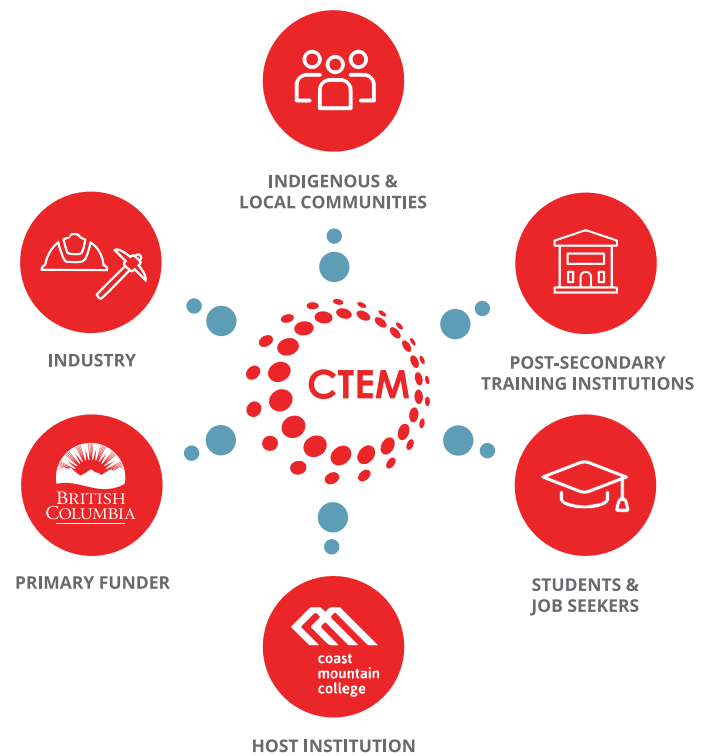
The organization seeks to enhance the competitiveness of BC's mining sector and build awareness around training options for careers in mining. CTEM is funded primarily through the government of British Columbia with additional support from industry partners.

CURRENT LMI USE

LMI, including analysis from MiHR, serves as the foundation for CTEM's strategic decision-making and is heavily relied on for day-to-day decision-making. CTEM initiatives are data driven and in alignment with LMI benchmarks, and in this regard, MiHR's LMI is integral to the functionality of the organization.

British Columbia utilizes MiHR's LMI to recommend prioritization of trades seats. The province has over a hundred trades training programs and services that provide learners with the knowledge and skills required for entry into a particular trades occupation. Each of these training organizations, however, has a limited number of open positions for each trade per year, and the number of positions allocated for each trade is determined based on overall industry need. CTEM's LMI-based efforts ensure there are sufficient seats for mining-related occupations and trades within these training programs. CTEM leverages MiHR's reports to justify which trades are in need and why those trades require a particular number of training positions, based on which occupations are in demand and where training gaps exist.

CTEM also uses MiHR's LMI to advocate for the development of new training programs in post-secondary organizations across British Columbia. The training programs welcome the idea of devising and offering a new training program if LMI can demonstrate that there is a current or forecasted need for a particular skillset within the mining industry. The partnership between MiHR and CTEM has led to the creation of many new training programs over the last decade, which helps to ensure that training for mining-related occupations stays current and innovative.



As a result of this partnership, Douglas College recently developed a suite of career development courses to encourage students to work in geology. Simon Fraser University and the University of British Columbia have both expanded their research programs to gain further insight regarding the BC workforce. CTEM's advocacy and support of MiHR's research helps substantiate the value of LMI to various institutions, companies and communities wanting to be ready for the skills needed. This demonstrates that there is a significant need for this information and research, which allows organizations to develop new courses and training modules, communities to plan for job opportunities and industry to engage in long-term, skills-development planning.

While CTEM uses MiHR as its primary source of LMI, it also utilizes supplementary data and statistics from other organizations, such as the Government of British Columbia Ministry of Energy, Mines, and Low Carbon Innovation and Ministry of Jobs, Economic Recovery and Innovation; Statistics Canada; and Natural Resources Canada. Additionally, more granular mining-related data comes directly from HR departments within mining companies, as well as from advisory councils and specialists.

FUTURE LMI NEEDS

Moving forward, CTEM believes that the recognition and honouring of skills will play an even bigger role in the mining labour force than it does today.

In many cases, it can be difficult for mining employers to measure and recognize the various forms of upskilling that staff have undertaken in an attempt to further educate or qualify themselves.

Lack of recognition in this area means that HR departments may struggle to accurately assess their employees' skillsets, leading to the undervaluation of a large portion of the labour force. This issue represents an opportunity to strengthen the mining labour pool and to ensure that members of the mining labour force are

recognized for their skillsets and knowledge in the years to come.

Along a similar vein, CTEM recognizes that methods of upskilling are changing quickly. It is not realistic for people to go back to school for long periods of time. This requires learners to adopt more creative and novel ways of improving their skillset, industry to be supportive of life-long learning and training providers to find new ways to micro-skill. The key for proper evaluation of these employees will be the creation of a system that captures flexible adaptations that are not necessarily accounted for in conventional measures of occupational skills and education.


THE IMPACT OF COVID-19 ON LMI

The mining industry in British Columbia fared relatively well through the worst stages of the COVID-19 pandemic in 2020. The government deemed mining an essential service, allowing mine sites to maintain their current staff without major lay-offs and companies to continue their exploration initiatives as previously planned.

CTEM noted that COVID-19 has provided opportunities and been challenging for the mining industry over the past year. LMI has provided both CTEM and the industry as a whole with a steady path forward through pandemic-related uncertainty. Despite the economic turmoil, regular monitoring of labour market trends has served as a reminder that mining has continued

to move forward and gainfully employ people through the pandemic.

The pandemic has also revealed the opportunity for LMI to expand into new areas to fully capture the effects of such disruptive events. For example, studies suggest the stress of COVID-19 can exacerbate inequity, violence, and anger in the workplace, as people respond to uncertain and stressful situations. These issues may have also grown due to the fact that many inclusion, diversity, and community-connection initiatives have been relegated to the background due to the inability to have in-person meetings and to a shift in HR resources towards COVID-19 health and safety focus protocols.



Moving forward, CTEM believes that the recognition and honouring of skills will play an even bigger role in the mining labour force than it does today.



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