

30 YEARS OF IMPACT: MAJOR MILESTONES

For more than three decades, the Mining Industry Human Resources Council (MiHR) has led collaboration across Canada's mining sector, driving research, strategies and solutions that address workforce needs and strengthen the industry's labour market.

1992 The Whitehorse Mining Initiative Leadership Council Accord

Seeking a new strategic vision for the 21st century, Canada's mining industry launched a multi-stakeholder process in 1992. Proposed by the Mining Association of Canada (MAC) and endorsed by mines ministers from across Canada at their annual conference in Whitehorse in September 1992, the initiative brought together industry, governments, labour, Indigenous peoples and environmental representatives. The resulting Accord called for several actions, including the creation of a council to lead human resource initiatives.¹

1996 The Council is Incorporated

Breaking New Ground, a report commissioned by employer and union representatives, recommended establishing a mining industry council to address sector-wide HR issues. In response to the report and the Leadership Council Accord, MAC and three mining sector unions² established the Mining Industry Training and Adjustment Council (MITAC), a joint labour-management council funded by Human Resources and Skills Development Canada (HRSDC).

MITAC's Mandate

Enable Canadian mining companies, unions and employees to pool their expertise, resources and experience to improve the quality, cost-effectiveness and availability of training and to maximize the skills, adaptability and employability of mining workers.

2002 Federal Funding Changes Prompt Review of Industry HR Priorities

HRSDC established criteria to determine its Sector Council Program funding levels and no longer funded MITAC's training development activities or Youth Opportunities Program, prompting the Council to undertake a process to re-confirm the industry's HR priorities.

2005 Industry HR Priority Review Spearheads Sector Study

Funded by HRSDC, MITAC conducted a comprehensive study of the mining industry's workforce challenges. **Prospecting the Future: Meeting Human Resources Challenges in the Canadian Minerals and Metals Industry** found that the sector needed to better engage youth, women, Indigenous peoples and newcomers, and MITAC's expertise was needed to coordinate efforts to define skills requirements, develop workforce tools and address ongoing HR challenges.

2006 MITAC Becomes MiHR

MITAC undertook a strategic planning process using sector study findings that resulted in a new mandate, future direction and Council name: The Mining Industry Human Resources Council (MiHR), effective February 2006.

MiHR's Mandate

MiHR is a catalyst and industry leader by spearheading the collaboration among the Canadian mining sector's communities of interest to identify emerging human resources opportunities and challenges, develop targeted solutions and facilitate their implementation.

¹ <https://idl-bnc-idrc.dspacedirect.org/server/api/core/bitstreams/0385879d-2f0c-41f6-8e5b-6e24d1cd45d0/content>

² The United Steelworkers of America, the Communication, Energy and Paperworkers Union of Canada, and the Canadian Autoworkers Union of Canada.

2011

MiHR's Business Model Evolves

Following the end of the federal Sector Council Program, MiHR reviewed the industry's workforce needs, explored new funding models and expanded its research services. It also launched the Canadian Mining Certification Program (CMCP) and, in partnership with the Assembly of First Nations (AFN), created Mining Essentials to help companies and communities meet employment needs by teaching both the essential skills and work readiness skills necessary to gain mining employment.

2012

Industry Commits its Support for the Council

Recognizing the value of a dedicated industry-led HR council, MAC committed annual funding to support MiHR's core operations. This annual contribution was leveraged to secure several project funding agreements from various government departments for the next 10 years. In 2012, MiHR also signed a licensing agreement with the Government of Nunavut to develop career awareness brand **Explore for More Nunavut**.

2013

Pathways to Education and Employment

MiHR hosted the Aboriginal Mining Education Forum to forge stronger pathways to education and employment. Approximately 150 representatives from Indigenous organizations, education, mining and mineral exploration and government attended the strategic networking event.

2014

Sectoral Initiatives Program Supports Key MiHR Programming

Employment and Social Development Canada (ESDC – formerly HRSDC) announced the creation of the Sectoral Initiatives Program (SIP) and funded two of MiHR's key areas of work: labour market intelligence and research and development of National Occupational Standards (NOS), certification and training.

In collaboration with industry, MiHR developed and continues to maintain NOS for seven key mining occupations: Underground Miner, Surface Miner, Minerals Processing Operator, Diamond Driller, Industry Trainer, Hoist Operator and Frontline Supervisor. MiHR also updated its bylaws, implemented a CMCP monitoring and evaluation framework, and developed common competency, industry trainer and diamond driller training programs.

2015

Program Expansion & Certification of 1000th Mining Worker

Being successful in diversifying its funding, MiHR began to launch expanded programing. For example, Gender Equity in Mining Works (GEM Works) provided mining organizations with proven, industry-developed tools to help eliminate systemic barriers to gender inclusion in the workplace. MiHR also celebrated the certification of the 1000th mining worker through the CMCP via an awareness and media campaign.

2016

Strengthening Mining's Talent Alloy Addresses Skills Gaps

To help the sector address talent gaps and skills shortages, MiHR's **Strengthening Mining's Talent Alloy – Exemplary Practices in Inclusion** research program studied employment barriers faced by specific diversity groups and strategies for their greater engagement. MiHR also hosted its first virtual career fair, developed 50 career seeker job profiles, and launched **ENSEMBLE: the Canadian Mining Diversity Network** – a free, online social network of professionals interested in supporting and driving diversity and inclusion in Canada's mining industry.

2017

New Programs Support Students and Job-Ready Youth

MiHR launched two workforce development initiatives: Gearing Up, funded through the Government of Canada's Student Work Placement Program (SWPP), to create 1,000 work-integrated learning opportunities for post-secondary students; and Green Jobs, funded through Natural Resources Canada's Science and Technology Internship Program (STIP), to provide youth with paid placements and training focused on clean technology and innovation in mining.

2018

New Programs Support Skills Training and Integration into Mining

MiHR launched two new workforce development initiatives: Mining Potential, an industry-validated essential skills and work-readiness program for women, youth and newcomers; and the Mining Professional Immigrant Network (M-PIN), which connected Ontario mining employers, internationally trained professionals and settlement agencies to support the integration of newcomers into the mining workforce.

2019

MiHR's Strategic Plan is Revitalized for 2019-2024

MiHR's Board of Directors approved a new strategic plan for the organization based on significant consultations with the mining sector. MiHR's new mission was to lead collaboration across the Canadian mining sector to understand labour market trends, identify opportunities and develop solutions. Its vision was for an inclusive, skilled and sustainable Canadian mining workforce that anticipates and adapts to volatility and innovation — and its strategic priorities focused on labour market information; inclusion, diversity and career development; national occupational standards and workforce development; and stakeholder engagement and partnerships.

2020

Canadian Mining Commits to Equity, Diversity and Inclusion (EDI)

MAC, its member companies and MiHR committed to advancing a mining sector free from discrimination, racism and sexism. To support this goal, MiHR launched the Intercultural Awareness Training Program to promote inclusive workplaces and support workforce integration of immigrants. During the COVID-19 pandemic, MiHR also conducted research on the pandemic's short- and long-term impacts on the mining labour market and workforce.

2021

Responding to the Mining Labour Market Challenges of Today and Tomorrow

MiHR celebrated its 25th anniversary, having successfully managed over 30 projects funded by various federal government departments. MiHR also submitted a three-year project proposal to ESDC to continue to identify, forecast and address mining sector HR and skills issues. MiHR's proposed project focused on addressing mining industry labour market challenges through Canadian mining sector labour market information, a National Mining Skills Development Strategy and mining sector EDI solutions. The Council also launched numerous initiatives, including an interactive labour market dashboard to provide industry stakeholders with timely workforce insights; Indigenous awareness eLearning; the National Youth Mining Career Awareness Strategy 2021-2026, commissioned by Natural Resources Canada as part of the Canadian Minerals and Metals Plan's (CMMP) strategic plan; and the ***I Chose Mining. Mining Chose Me.*** Scholarship Program, awarding 10 scholarships of \$2,500 over five years to post-secondary students in mining-related programs.

2022

Unprecedented Funding: Sectoral Workforce Solutions Program

Through ESDC's new Sectoral Workforce Solutions Program, MiHR secured \$17 million to deliver the Mining Sector Skills and Solutions Strategy for the Clean Economy (M4S) project to help address the labour market challenges facing the sector and advance EDI and reconciliation. Supported by all national major mining stakeholders in Canada, key M4S outcomes over its 21-month period included:

- Labour market intelligence and workforce forecasting
- Career awareness and industry engagement initiatives
- Development of a National Mining Skills Development Strategy
- EDI and reconciliation training, resources, and programs

M4S also allowed MiHR to provide direct funding in the form of classroom training and skills development support, contributing \$10 million directly to industry stakeholders.

Using the unprecedented funding to deliver M4S, MiHR advanced labour market research, workforce development and EDI initiatives across Canada's mining sector. The Council published three research reports: the **2023 Canadian Mining Outlook**, the **2023 Canadian Mining Workplace Profile** and the **From Classroom to Mine Site** report; expanded workforce development opportunities through the Canadian Mining Work Placement Program (CMWP); supported implementation of MAC's new Towards Sustainable Mining (TSM) EDI Protocol and updated Safe, Healthy and Respectful Workplaces Protocol; and developed new EDI and workplace inclusion tools, including eLearning and the **Safe Workplaces for All** report that examined opportunities and obligations related to preventing workplace harassment and violence.

In the final year of its 2019-2024 Strategic Plan, MiHR advanced workforce research, talent development, EDI and skills training through a range of initiatives supported by the M4S project. Highlights include having launched the Canadian Mining Workforce Analytics Dashboard, providing occupation-specific workforce insights; hosting a national HR Forum that brought mining stakeholders together to address labour shortages, skills development, educational alignment and workforce attraction strategies; investing \$2 million in a one-time scholarship support program that benefited more than 700 students across Canadian universities, colleges and training institutions; releasing the **EDI Toolkit for Mining Companies** to help organizations develop, implement and measure EDI strategies aligned with MAC's TSM framework; and celebrating the presentation of the 2000th CMCP certificate.

MiHR's Board of Directors approved a new strategic plan to guide the organization over the next five years.

MiHR's Mission

To lead collaboration across the Canadian mining sector to analyze and disseminate labour market information and develop actionable solutions to industry HR challenges.

MiHR's Vision

An inclusive, skilled and sustainable Canadian mining workforce that anticipates and adapts to volatility and innovation.

MiHR's Values

Inclusiveness | Collaboration | Integrity

MiHR's Strategic Priorities

Labour Market Information | Career Development | Respectful and Inclusive Workplaces | Skills Development and Recognition | Collaboration and Partnerships

In support of several components of its revitalized Strategic Plan, MiHR received five years of funding from ESDC under the Sectoral Workforce Solutions Program. The Council also launched the industry supported national **Mining Needs You** career awareness campaign, and participated in a multi-sectoral workforce development roundtable with representatives from 12 other councils and ESDC to explore the ongoing role of Workforce Development Councils and their relationship with ESDC.

2026 was marked by significant growth in MiHR's funding, partnerships and workforce development initiatives. Key achievements included:

- Secured \$7 million through ESDC's Sectoral Workforce Solutions Program to launch the five-year Mining Workforce Skills and Solutions (MWSS) project.
- Piloted the Mining Industry Experience Program (MiEX), welcoming 50 post-secondary STEM students to participate in a two-week paid industry experience, selected from nearly 700 applicants.
- Reached the \$1 million funding goal for the **Mining Needs You** career awareness campaign through contributions from MAC, PDAC, the World Gold Council, and government partners. The campaign's many initiatives resulted in over 30 million content views; nearly 2 million complete campaign video views; and reached thousands of other people through event participation, material distribution, media relations and stakeholder engagement.
- Secured \$1.5 million from NRCan to launch a Canada-Australia mining skills exchange initiative.
- Obtained a \$3.025 million extension to support an additional 482 placements through the Gearing Up work-integrated learning program.

Most importantly, MiHR worked with ESDC, MAC and industry stakeholders to develop a proposal and lead the new **Mining and Minerals Workforce Alliance (MMWA)**, part of the federal government's workforce strategy.

The MMWA was the first of six workforce alliances created to identify and advance industry-led solutions to pressing labour market challenges. The investment reflected the Government of Canada's commitment to strengthening workforce development and, as the MMWA lead, MiHR brings together industry, labour, educators, Indigenous organizations and other stakeholders to address mining workforce challenges.

As MiHR looks ahead to its next 30 years, the Council will lead coordinated labour market intelligence and action through the MMWA to strengthen the workforce and support the Government of Canada's Critical Minerals Strategy.



MINING INDUSTRY
HUMAN RESOURCES COUNCIL
CONSEIL DES RESSOURCES HUMAINES
DE L'INDUSTRIE MINIERE



LEADING COLLABORATION
ACROSS CANADA'S MINING SECTOR
FACILITER LA COLLABORATION AU SEIN
DU SECTEUR MINIER CANADIEN

