

# MILESTONE TIMELINE

1992

## Calls for an HR Council: The Whitehorse Mining Initiative Leadership Council Accord

The mining industry looked to develop a new strategic vision and create solutions for the 21st Century. The Mining Association of Canada (MAC) took a suggestion for a multi-stakeholder process to the mines ministers of all senior governments at their annual conference in Whitehorse in September 1992, who became co-sponsors and trustees of the process that included the participation of the mining industry, senior governments, labour unions, Indigenous peoples and the environmental community. The resulting Accord's strategic vision for a healthy mining industry included many calls to action – including the establishment of a council to pursue HR initiatives.<sup>1</sup>

1996

## The Council is Incorporated

Breaking New Ground, a report commissioned by a joint committee of employer and union representatives, recommended establishing a mining industry council to address sector-wide HR issues. As a result of the report and the Leadership Council Accord, MAC and three mining sector unions<sup>2</sup> established the Mining Industry Training and Adjustment Council (MITAC), a joint business labour council for the mining industry 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 specific criteria to determine its Sector Council Program funding levels and no longer funded MITAC's training development activities or Youth Opportunities Program, prompting MITAC to undertake a process to re-confirm the industry's HR priorities.

2005

## HR Priority Review Spearheads Sector Study

Funded by HRSDC, MITAC undertook a comprehensive sector study of the short- and long-term HR issues and challenges facing the industry. **Prospecting the Future – Meeting Human Resources Challenges In the Canadian Minerals And Metals Industry** noted that the industry must make better use of all potential sources of HR including youth, women, Indigenous peoples and newcomers. It also highlighted the need for coordinated efforts to define specific skills requirements, to create tools to ensure a skilled workforce and the ongoing need for MITAC's expertise to address mining HR challenges.

<sup>1</sup> <https://www.nrcan.gc.ca/science-data/science-research/earth-sciences/earth-sciences-resources/earth-sciences-federal-programs/whitehorse-mining-initiative/8698>

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

## 2006

### MITAC Becomes MiHR

Using sector study findings, MITAC undertook a strategic planning process 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.

## 2011

### Business Model Evolves

The federal government announced substantial changes to sector council funding, essentially abolishing the Sector Council Program. MiHR again undertook a process to revalidate industry's HR issues including exploring various business models to financially support the Council.

MiHR also began custom research projects. The Canadian Mining Certification Program (CMCP) was launched at a gala hosted by the Canadian Institute of Mining, Metallurgy and Petroleum (CIM), and the Mining Essentials: A Work Readiness Training Program for Indigenous peoples was established in partnership with the Assembly of First Nations (AFN). Mining Essentials helps companies and communities meet employment needs by teaching both the essential skills and work readiness skills necessary to gain an employment in the Canadian mining industry.

## 2012

### Industry Commits its Support

MiHR secured annual funding from MAC to support its core operations. This annual contribution was leveraged to secure several project funding agreements from various government departments for the next 10 years.

MiHR 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 Aboriginal organizations, education, mining and mineral exploration, and government attended the strategic and culturally appropriate networking event.

## 2014

### Sectoral Initiatives Program Supports Key Programming

With the abolishment of the Sector Council Program, Employment and Social Development Canada (ESDC – formerly HRSDC) announced the creation of the Sectoral Initiatives Program (SIP) and funded two of the Council's key areas of work: 1) Labour Market Intelligence and Research and 2) Development of National Occupational Standards, certification and training.

In collaboration with industry, MiHR developed and maintains NOS for seven key mining occupations: Underground Miner, Surface Miner, Minerals Processing Operator, Diamond Driller, Industry Trainer, Hoist Operator and Frontline Supervisor. MiHR reviewed and revised its Bylaws and developed a monitoring and evaluation system for the CMCP that focuses on program operations, both within MiHR and at the CMCP-designated sites. It also developed common competency, industry trainer and diamond driller occupational training.

## 2015

### Program Expansion & Certification of 1000<sup>th</sup> Mining Worker

With MiHR being successful in diversifying its funding, the Council began to launch expanded programming. Gender Equity in Mining Works (GEM Works) was launched, providing 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 specific diversity groups face within mining 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

Funded in part by the Government of Canada's Student Work Placement program (SWPP), MiHR's Gearing Up Program was launched to bring industry stakeholders together to create 1000 work-integrated learning (WIL) opportunities to better position post-secondary students to secure employment in their field of study. Gearing Up offers a wage subsidy to mining employers who create WIL opportunities such as co-ops, internships, field placements, applied projects, capstone projects or case competitions.

With funding from Natural Resources Canada's Science and Technology Internship Program (STIP), MiHR's Green Jobs Program was launched to help job-ready youth gain relevant and meaningful work experience in mining through paid placements or training opportunities that focus on clean technology and innovation, and ultimately provide an environmental benefit to Canada.

# 2018

## New Programs Support Skills Training and Integration into Mining

Two new programs were implemented to support skills training and career development. The Mining Potential program was developed with the same foundation as the Mining Essentials training program to provide an industry-validated essential and work readiness skills training program targeted at women, youth and newcomers, and the Mining Professional Immigrant Network (M-PIN) connected Ontario mining employers, internationally trained professionals and immigrant serving organizations to help improve integration of new Canadians into the Ontario mining industry.

# 2019

## 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.

### Our Mission

To lead collaboration across the Canadian mining sector to understand labour market trends, identify opportunities, and develop solutions.

### Our Vision

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

### Our Values

Collaboration | Engagement | Inclusion | Efficiency | Respect | Integrity | Knowledge

### Our Strategic Priorities

Labour Market Information | Inclusion, Diversity & Career Development | National Occupational Standards & Workforce Development | Stakeholder Engagement and Partnerships.

## 2020

### Canadian Mining Commits to Equity, Diversity and Inclusion

MAC and its members, which include 45 of Canada's leading mining companies, as well as MiHR, committed to several tangible objectives focused on ensuring discrimination, racism and sexism have no part in Canada's mining sector.

MiHR then launched the Intercultural Awareness Training Program to deepen mining stakeholders' understanding of the value of inclusive and diverse workplaces, help drive change and encourage professional integration of more immigrants within the sector.

In response to the COVID-19 pandemic, MiHR conducted a study to illustrate its short- and long-term effects on the mining labour market, describe the industry's early response and identify which segments of the labour force were particularly affected.

## 2021

### Responding to the Mining Labour Market Challenges of Today and Tomorrow

As the trusted knowledge centre of mining labour market information (LMI), MiHR launched an interactive labour market dashboard to communicate MiHR's up to date LMI to Canadian mining stakeholders.

In response to the Truth and Reconciliation Commission of Canada's Calls to Action 92 iii, MiHR launched online Indigenous Awareness Training that provides an introduction to Indigenous peoples, values, histories and experiences to build understanding and respectful relationships across cultures in support of reconciliation in communities as well as in the mining workplace and supply chain. As a second component of industry's response to Call to Action 92 iii, the Council is developing an Indigenous Inclusion Training Standard to address the need for skills-based training focused on intercultural competency, conflict resolution, human rights and anti-racism. The Standard is being pilot tested in 2021.

A new mining career awareness campaign themed **We Need Mining. Mining Needs You.** was initiated to raise awareness and the profile of mining, support Canada's mining leadership in human resource effort and make mining a career of choice for students.

To support the campaign, MiHR, the Prospectors and Developers Association of Canada (PDAC) and the Canadian Institute of Mining, Metallurgy and Petroleum (CIM) partnered on a virtual career fair under the campaign's theme.

MiHR also unveiled a scholarship program for post-secondary students in mining-related programs to commemorate its 25th anniversary and to support the career awareness campaign. Spread over five fiscal years, MiHR will award 10 \$2,500 scholarships for a total of \$25,000 in scholarships. Applicants are required to submit a short video under the theme **I CHOSE MINING. MINING CHOSE ME**, aligning with the **We Need Mining. Mining Needs You.** career awareness campaign theme.

Over its 25-year journey, MiHR has successfully managed over 30 projects funded by various federal government departments. In 2021, MiHR submitted a three-year project proposal to ESDC to continue to identify, forecast and address mining sector human resources and skills issues. MiHR's proposed project focuses on addressing mining industry labour market challenges through Canadian mining sector LMI, a National Mining Skills Development Strategy and mining sector equity, inclusion and diversity solutions.

# 2022

## Unprecedented Funding: Sectoral Workforce Solutions Program

ESDC announced the launch of the Sectoral Workforce Solutions Program, providing significant new funding to support activities to attract, recruit and develop a diverse, skilled and safe Canadian mining workforce in support of the industry's role in building a clean economy.

MiHR's Mining Sector Skills and Solutions Strategy for the Clean Economy (M4S) project focused on five main sub-projects to help address the labour market challenges facing the sector and advancing EDI and reconciliation in the sector. The project was supported by all major national mining stakeholders in Canada including the Mining Association of Canada (MAC), the Canadian Diamond Drilling Association (CDDA), the Canadian Institute of Mining, Metallurgy and Petroleum (CIM), the Prospectors and Developers Association of Canada (PDAC), the Mining Suppliers Trade Association (MSTA) and the Centre for Training Excellence in Mining (CTEM).

Funding in the amount of \$17 million provided funding for project activities supporting the development of labour market intelligence, creation of mining career awareness and engagement initiatives, the development and implementation of programs and initiatives that support a National Mining Skills Development Strategy, the creation and dissemination of mining sector EDI resources and training, and support for governance, project management and industry engagement over a 21-month period. The funding allowed MiHR to provide direct funding in the form of classroom training and skills development support, contributing \$10 million directly to industry stakeholders.

# 2023

## Delivering the Mining Sector Skills and Solutions Strategy for the Clean Economy (M4S)

MiHR published two research reports offering analysis of acute mining labour market tightness that emerged since the COVID-19 pandemic and how it linked to the Canadian mining workforce. The **2023 Canadian Mining Outlook** examined labour market conditions and explored key areas where the sector may encounter labour market challenges over the next decade. The **2023 Canadian Mining Workplace Profile** profiled Canada's mining workforce to better understand its characteristics, highlighted key trends in important topics such as equity and diversity, and identified where the workforce could be vulnerable to shifting trends in technology and labour demand. A third report, **From Classroom to Mine Site: A Review of Canada's Postsecondary Education Pipeline for the Mining Sector 2023**, explored the intricate relationship between Canada's mining industry and the PSE sector by utilizing publicly available data as well as MiHR's own primary research.

Through M4S, MiHR's Canadian Mining Work Placement Program (CMWP) provided 425 wage subsidies up to \$15,000 to employers who offered placements to workers in support, operation and production level positions. This enabled workers to practice new skills and competencies acquired from recent occupational training and provided the opportunity to work towards obtaining certification under MiHR's CMCP - providing potential for career advancement and confirming the value of workers' experience.

MAC announced the publication of a brand new **Towards Sustainable Mining (TSM)** protocol focused on improving EDI performance. Released in tandem with a significant update to the **TSM Safe, Healthy and Respectful Workplaces Protocol**, these new additions brought greater transparency and improved performance to the mining industry and help the sector attract and retain the talent necessary to address today's complex challenges.

To support sector stakeholders with implementing MAC's new and revised protocols, MiHR undertook several activities as part of **M4S**, including:

- Developed online training programs focused on conscious/unconscious bias, systemic discrimination and anti-racism, and refreshed the Gender Equity in Mining eLearning to enhance understanding of gender diversity.
- Developed the Safe Workplaces for All program **report** to analyze obligations, risks and opportunities for addressing sexual harassment and violence in Canada's mining sector and an **infographic** overview of legislative frameworks - along with educational resources including posters, postcards and stickers available for use by employers.

Coupled with the M4S project, MiHR's strategic priorities were achieved in line with the last year of the Council's current Strategic Plan. MiHR's sector specific and recognized go-to LMI forecasting model analyzed labour supply gaps, workforce barriers and diversity goals in the **2024 Canadian Mining Outlook** and the **2024 Equity Deserving Groups in Canada's Mining Industry** reports. MiHR launched a new **Canadian Mining Workforce Analytics Dashboard**, offering mining stakeholders a comprehensive look into select occupations to identify where opportunities may lie and where there may be more difficulty in hiring - and published an environmental scan in **Support for Newcomer Integration into Canada's Mining Sector**. And research conducted by MiHR in partnership with and funded by contributions from the **Saskatchewan Mining Association** resulted in the publication of the **Saskatchewan Mining Labour Market Analysis 2024** report, which indicated Saskatchewan's mining sector was well-positioned for long-term growth.

In March, MiHR hosted an HR Forum in Toronto for mining stakeholders to collaboratively address the labour and skills crisis facing the industry. Attendees provided feedback on barriers in addressing the talent crisis; steps companies can take to grow local labour markets; how industry and academia can work more collaboratively to support enrolment, skills development and graduation; and how industry could collaborate on a pan-Canadian coalition to better align education with industry needs and engage youth and underrepresented groups in the industry.

To attract the next generation of mining talent, MiHR developed **Careers in Mining: A Teaching Resource** career awareness curriculum for grade 7 to 10 educators that offers 12 lesson plans to introduce students to what it's like to work in Canada's mining sector. MiHR also invested \$2 million in funding from its M4S project to deliver a one-time Financial Scholarship Support Program for post-secondary students enrolled in mining-related programs in the Fall 2023 and Winter 2024 semesters. Eight universities, seven colleges and six training institutions took advantage of the program – supporting over 700 students on their journeys to rewarding careers in mining. For universities, the approved amounts are: \$100,000 each for Queen's, Laval, Polytechnique, McGill, UBC, Alberta and Thompson Rivers, \$70,000 for U of T and \$35,000 for USask.

To help drive systemic change and innovation, MiHR produced an **EDI Toolkit for Mining Companies**, made up of a series of guides, tools and reports organized by TSM performance indicators to help mining organizations develop and implement corporate EDI strategies. It helps mining organizations move from ideation to implementation, evaluation and reporting.

In August, a milestone 2000th CMCP certificate was presented to New Gold Inc. employee Cameron Harris at a presentation ceremony at New Gold Inc.'s New Afton mine near Kamloops, British Columbia. "Achieving 2000 certifications shows how individuals and organizations are committed to creating and recognizing industry standards," said Mr. Harris.

Women and Gender Equality Canada provided funding of \$770,000 over two and a half years for MiHR's *Changing Culture: Advancing Women's Participation and Prosperity in Mining* project. *Changing Culture* will address systemic barriers by helping mining companies enhance their policies and practices to create more inclusive workplace cultures that better respond to the needs of women - thus promoting sector-wide awareness of gender issues to enable the change necessary to increase women's participation in mining.

MiHR, in partnership with the Business + Higher Education Roundtable (BHER), developed a new training program for production and operational level workers that teaches the foundational digital skills to prepare new talent and upskill existing workers for the mining industry's changing innovation landscape. The program was funded by Upskill Canada [powered by Palette Skills] and the Government of Canada.

2025

## Strategic Plan is Revitalized for 2025-2029

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

### Our Mission

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

### Our Vision

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

### Our Values

**Inclusiveness** – Foster an inclusive environment that respects and values the diversity of perspectives and cultures within the Canadian mining sector.

**Collaboration** – Cultivate effective and ongoing communication and relationships with all stakeholders and communities of interest to be aware of their evolving needs and to promote collaborative approaches that consider all input to increase effectiveness of MiHR programs.

**Integrity** – Commit to the highest ethical and professional standards, integrating honesty, integrity and trust in all individual and organizational relationships.

### Our Strategic Priorities

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

**MiHR looks forward to many more years of researching labour market trends, identifying opportunities and developing solutions.**



MINING INDUSTRY  
HUMAN RESOURCES COUNCIL

