



STRENGTHENING MINING'S TALENT ALLOY

Exploring **Aboriginal** Inclusion



Funded in part by the Government of Canada's Sectoral Initiatives Program

The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Government of Canada.

Copyright © 2016 Mining Industry Human Resources Council (MiHR)

All rights reserved. The use of any part of this publication, whether it is reproduced, stored in a retrieval system, or transmitted in any form or by means (including electronic, mechanical, photographic, photocopying or recording), without the prior written permission of MiHR is an infringement of copyright law.

For more information, contact:
Mining Industry Human Resources Council
260 Hearst Way, Suite 401
Kanata, Ontario K2L 3H1

Tel: (613) 270-9696
Fax: (613) 270-9399
Email: research@mihr.ca

Or visit the website at:
www.mihr.ca

Published 2016

Table of Contents

Table of Figures	iv
Acknowledgements	v
Executive Summary	1
Introduction and Background: Research that Gives a Fresh Perspective	3
Research Methodology: Taking a Look from Many Angles	6
Profile of Research Participants: A Cross-Section with Depth of Experience	7
Findings	9
Employers are Keen to Increase the Participation of Aboriginal Peoples	9
Employers are at Risk of Losing their Aboriginal Talent	12
Aboriginal Peoples Perceive Barriers to Career Success	17
The Importance of Aboriginal Role Models	20
Summary and Conclusion	24
Recommended Industry Strategies	25
Appendix	27
Research Methodologies	27
Selected Survey Data Tables	31
References	34

Table of Figures

Figure 1: Employer responses to MiHR 2015 National Employer LMI Survey (MiHR, 2015, p. 33)	9
Figure 2: Survey respondents' view of employer actions toward diversity (percentages; n=215-278)	10
Figure 3: Aboriginal Participation – Mining, Oil Sands Mining, and other Industry Sectors	11
Figure 4: Likelihood of leaving the sector within the next five years	12
Figure 5: Percentage of Aboriginal survey respondents who have missed important family or community events due to work	15
Figure 6: Percentage of survey respondents indicating it is Easier, Balanced or Harder for Aboriginal employees to succeed in their workplace	19
Figure 7: Community of current residence reported by survey respondents (percentages; n=279)	32
Figure 8: Province of work reported by survey respondents (percentages; n=279).	34



Acknowledgements

MiHR would like to thank the women and men who thoughtfully took the time to complete surveys, share their experiences and perspectives in interviews, and dialogue in the research focus groups. Without their participation – this research would not have been possible.

MiHR would also like to express our appreciation to the research steering committee whose guidance, expertise and diverse insight were instrumental in the development of this research study.

- Janis Shandro, University of Queensland/University of Victoria/University of British Columbia
- Rachel Pineault, Detour Gold
- Krystel Mayrand, Agnico-Eagle
- Russel Mercredi, Cameco Corporation
- Bryan Hendry, Assembly of First Nations
- Maria Wilson, Inuit Tapiriit Kanatami
- David Boisvert, Métis National Council



Executive Summary

The Mining Industry Human Resources Council (MiHR) has undertaken a focused research program designed to help the sector meet its needs for talent – in particular through greater engagement of key target labour supply groups. One of these groups is Aboriginal peoples – a source of talent that presents an important opportunity. Currently Aboriginal employees comprise 5 per cent of Canada’s mining workforce as compared to 3 per cent in all industries – and employers confirm that hiring from the Aboriginal population is a priority solution to their hiring needs.

The research reported here is designed to contribute to a deeper understanding and more informed discussion of the barriers, opportunities and experiences in relation to Aboriginal peoples in Canada’s mining and minerals sector—as well as recommendations for addressing these issues. The study draws insights from an environmental scan of previous research and best practices, a survey and interviews with mining employees, and consultations with industry stakeholders. These insights will support industry stakeholders in improving attraction, recruitment, development and retention of Aboriginal peoples to meet their future labour needs.

Attracting and retaining more Aboriginal peoples in the mining industry will require a combination of solutions – from finding innovative ways to reflect cultural norms of various Aboriginal communities – to enhancing opportunities for challenge, growth and success in a variety of career paths. The Aboriginal employees who participated in this research shared their experiences and perspectives on having successful careers in the mining industry. While several individuals reflected positively on their employment in the industry, the respondents identified that an overall shortage of Aboriginal peoples in professional and management positions can be a barrier to increasing Aboriginal employment. Although Aboriginal peoples who have achieved a certain measure of career success can act as important role models and provide essential support to others, there are important considerations that were raised within the research. First, there is not likely a strong consensus on the definition of “success.” Second, it should not be assumed that all employees welcome being held up as “role models.”

Forty-two per cent of the Aboriginal research respondents reported it is “likely” or “very likely” that they will leave the mining sector within the next five years. Drawing on the findings from the survey, the interviews and the industry consultation, three contributing retention factors stand out:

- Employers competing for talent – several of these Aboriginal individuals have been approached and/or offered jobs by other companies within or outside of the mining sector
- Jobs coming to an end – some Aboriginal employees commented that if or when their current job ends (for example, due to site closure, contract completion, or economic downturn), they will look for work in other sectors rather than leave their community for other mining opportunities
- Personal and family reasons – particularly for those working in Fly-In-Fly-Out (FIFO) operations

Over half of the Aboriginal research participants believe that it is harder for Aboriginal peoples to succeed in their workplace; yet almost a third of the non-Aboriginal research participants believe it is actually easier for Aboriginal people to succeed. It is apparent from this research, as well as earlier studies, that employees often do not understand the context for Aboriginal employment initiatives. Well-intended employer actions, often driven by confidential provisions in Impact and Benefit Agreements (IBAs) can sometimes create a perception that there is “reverse discrimination.” Employers would be well-served by understanding these perspectives within their own workforce, clarifying any misconceptions, addressing root causes and understanding the historical context from which mining and community relationships are built.

The employers in Canada’s mining and minerals sector are not standing still on these challenges. A majority of the survey respondents, both Aboriginal and non-Aboriginal, indicated that they see their employer “often” or “always” taking action to encourage the employment of more Aboriginal peoples and members of local communities. Additional strategic recommendations for the industry are provided at the end of this report, and a companion report of best practices and case studies is available for employers, titled *Strengthening Mining’s Talent Alloy: Practices in Inclusion* (MiHR, 2016 pending).



Source: Northern College

Introduction and Background

Research that Gives a Fresh Perspective

The Mining Industry Human Resources Council (MiHR) undertakes initiatives in support of Canada's mining and minerals industry, including efforts to help the sector address talent gaps and skills shortages. In support of these efforts, a program of three related studies has been carried out to build understanding of the employment barriers that specific labour supply groups face within the mining sector, and to identify strategies for greater engagement of Aboriginal peoples, women and immigrants. MiHR has been engaged in workforce diversity initiatives to increase the participation of Aboriginal peoples within the sector since its Mining Industry Attraction, Recruitment and Retention Strategy (MARS project 2006–2009).

Aboriginal peoples make up a small percentage of the Canadian labour force, with just over 3 per cent representation in all industries. By comparison, 5 per cent of the total Canadian mining workforce self-identifies as Aboriginal. At the occupational level, the mining sector has a higher proportion of Aboriginal workers in trades and production occupations, supervisory, coordinator and foreman roles when compared to other industries; however, the mining industry is underperforming when compared to all industries in attracting Aboriginal workers in professional physical sciences, human resources and financial occupations (MiHR, 2016 pending¹). There is strong interest within the industry to build on the current momentum of representation within the sector and to increase representation of Aboriginal workers. In MiHR's 2015 *Canadian Mining Industry Employment, Hiring Requirements and Available Talent: 10-year Outlook*, 82 per cent of the responding employers indicated that Aboriginal peoples were a priority recruitment group to meet their hiring needs (MiHR, 2015, p. 33).

¹ To be released in MiHR's 2016 National Report

From the research conducted on the participation of Aboriginal peoples in the mining industry, specific and recurrent barriers have been identified, some of which formed the foundation for the current research study.

Many of the research studies report a lack of public awareness about careers in the mining sector from diverse groups and/or negative perceptions about careers in the mining sector. With a particular lens on Aboriginal workers, this study provided an opportunity to explore these perceptions with current and/or former workers in the sector, as well as with employers and key stakeholders.



Accessing both rural and urban Aboriginal workforce populations will be critical to meeting the skills needs of the mining industry. As many organizations grapple with operating in remote locations, many workers are working within Fly-In Fly-Out (FIFO) and other remote working arrangements. Survey questions, interviews and industry consultations in this research explored the impacts on Aboriginal workers in the FIFO environment, and laid the groundwork for developing innovative supports and resources to reduce the impacts on employees, families and communities.

Although Aboriginal workers are well represented in the mining sector in comparison to other sectors in the labour market, there is indication that Aboriginal workers are predominantly focused in front line production or support positions in the sector. When we consider the number of Aboriginal peoples within the mining sector, they are proportionately under-represented in professional and physical science occupations, supervisory and managerial roles. It is important for the sector to now move towards longer-term training and development strategies to ensure that Aboriginal careers in the mining sector do not plateau, and that continued career development and advancement opportunities are available. There is a need for focused efforts to identify the experiences of Aboriginal professionals in the sector and in transferable sectors to remove barriers to greater Aboriginal participation in professional and knowledge-based occupations.

Aboriginal entrepreneurs are well established in the “primary sectors (agriculture, forestry, fishing and hunting, mining, and oil and gas extraction, with 13 per cent of Aboriginal entrepreneurs working within these sectors, and many operating in related knowledge and service-based sectors, such as education, scientific and technical services, or health and social services (28 per cent)” (Canadian Council for Aboriginal Business, 2011). With the rapid rate of Aboriginal business development and growth, many of these organizations are now crucial partners and suppliers to the sustainability of mining projects (ex. construction, infrastructure, suppliers, etc.). To help explore such opportunities, the current research included not only people currently working within mining companies, but also those that are within companies that are actively involved in providing services to the mining sector.

Many studies have found that the workplace culture/ climate in the mining sector is not always inclusive of all groups; there has been a recognition that this might differ across specific organizations, or in specific locations within a larger organization such as “camp culture” and mining operations compared to corporate offices (MiHR and PDAC, 2013). Whether the result of more blatant forms of discrimination, or of more subtle impacts of unconscious bias, culturally-based misunderstandings have been seen to have negative impacts. The current research is an exploration of particular experiences and perspectives of some of the Aboriginal peoples working in Canada’s mining and minerals sector. While it is not a comprehensive look at the experiences of all Aboriginal peoples in mining, the research offers a fresh look at many of the topics outlined above. These insights will support industry stakeholders in creating strategies to increase the sector’s ability to engage Aboriginal peoples in mining-related careers.



Source: Northwest Community College



Research Methodology

Taking a Look from Many Angles

The multiple research methods in this study provide a unique look at the experiences and perspectives of some Aboriginal employees in the industry. Simultaneously, the project explored several *Practices in Inclusion*² that are being deployed by mining sector employers. Building on previous MiHR research, this work will contribute new insights to a national industry consultation on diversity and inclusion and the development of industry strategies to increase workforce diversity within the Canadian mining sector.

This study had both secondary and primary research elements, including an environmental scan of industry-relevant resources and literature; an online survey and interviews with mining workers; and consultations with industry representatives and stakeholders. In particular:

- 33 Aboriginal employees responded to an online survey
- 246 non-Aboriginal employees provided their perspectives for context in the same survey
- 21 Aboriginal employees participated in personal telephone interviews to provide more insight into their experiences
- 5 Aboriginal outreach/community liaison professionals from the industry participated in a virtual roundtable discussion
- 7 representatives of proven practice employers and agencies (HR practitioners, hiring managers) participated in in-depth telephone interviews for case studies
- 8 employers and stakeholders participated in an in-person research dialogue session

Research methods and protocols were authorized through the MiHR ethics review and approval process. Details of the research methods are provided in the Appendix.

² The strategies are included in a case study companion report titled *Strengthening Mining's Talent Alloy – Practices of Inclusion*.



Profile of Research Participants

A Cross-Section with Depth of Experience

The research participants brought a depth of experience that greatly enriched the research process. The Aboriginal and non-Aboriginal employees who completed the survey or participated in telephone interviews work in a range of occupations and a variety of mining contexts. The Aboriginal Relations professionals and other representatives from mining companies and stakeholder organizations provided insights from their years of focus on issues of Aboriginal inclusion in mining.

Of the 33 survey respondents who self-identified as Aboriginal:

- 18 identified as First Nations, 14 as Métis and 1 as Inuit;
- 14 were men and 19 were women;
- the most common occupations were production/maintenance/labour positions (34 per cent), and technical/scientific (17 per cent);
- 33 per cent were between 45 and 64 and 15 per cent were under 25; and
- 85 per cent reported having completed community college or university.

Key demographic characteristics of the survey respondents (Aboriginal and non-Aboriginal) are presented in the Appendix.

Of the 21 Aboriginal employees who participated in research interviews, 10 were men and 11 were women. They were all currently employed in the industry, mostly in professional (technical/scientific) roles, and in a range of provinces/territories.

The employer and stakeholder representatives were a mix of men and women, drawn from various sectors and regions of the mining industry.

Limitations of Research

This research process involved a number of voluntary approaches – survey, interviews, and dialogue sessions. The intent was to gather perspectives from a wide range of Aboriginal and non-Aboriginal people in the industry; the research was not designed to assure a statistically representative sample of the Canadian mining workforce. The respondents that completed the survey differed from the overall mining workforce as they were more highly educated and occupations such as labourer, skilled trades, and maintenance/production were under-represented within the survey respondent sample.

With specific reference to the Aboriginal research respondents there were similarities and differences noted from the overall respondent sample and in the representation of Aboriginal workers in the mining workforce. Similarly to the overall Aboriginal mining workforce, Aboriginal survey respondents tended to indicate that they worked in occupations such as production/maintenance and labour. In contrast, the Aboriginal interview participants were overly represented in professional and technical scientific roles, which doesn't reflect Aboriginal representation in these occupations within the overall mining workforce. When considering the findings and applying them more broadly to the sector, the occupational similarities and differences between the survey sample and the overall mining workforce should be considered.



Useful and important insights have been generated by the research. Nonetheless, it is important to be cautious in generalizing the results to the full workforce.



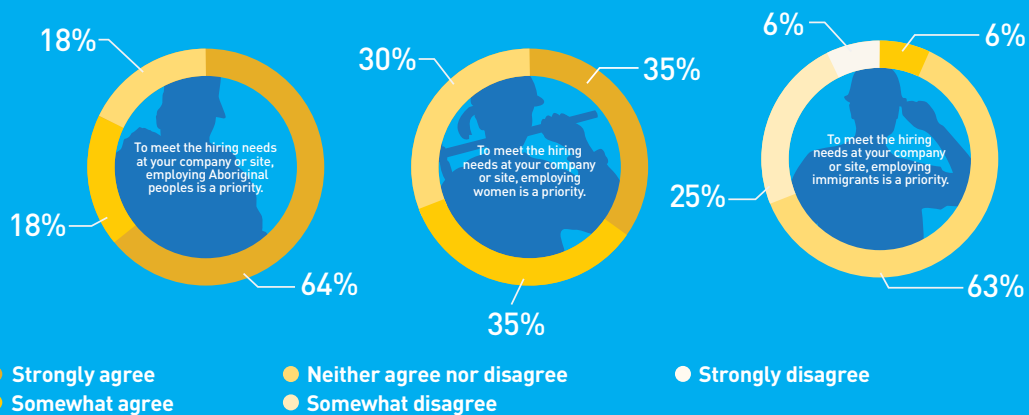
Findings

Employers are Keen to Increase the Participation of Aboriginal Peoples

In MiHR's most recent national employer survey, 82 per cent of responding employers agreed or strongly agreed that "To meet the hiring needs at your company or site, employing Aboriginal peoples is a priority" (MiHR, 2015, p.33). As shown in Figure 1, this level of commitment far exceeded the priority given to either women or immigrants as talent sources for meeting hiring needs.

Figure 1: Employer responses to MiHR 2015 National Employer LMI Survey (MiHR, 2015, p. 33)

Please indicate the extent to which you agree or disagree with the following statements



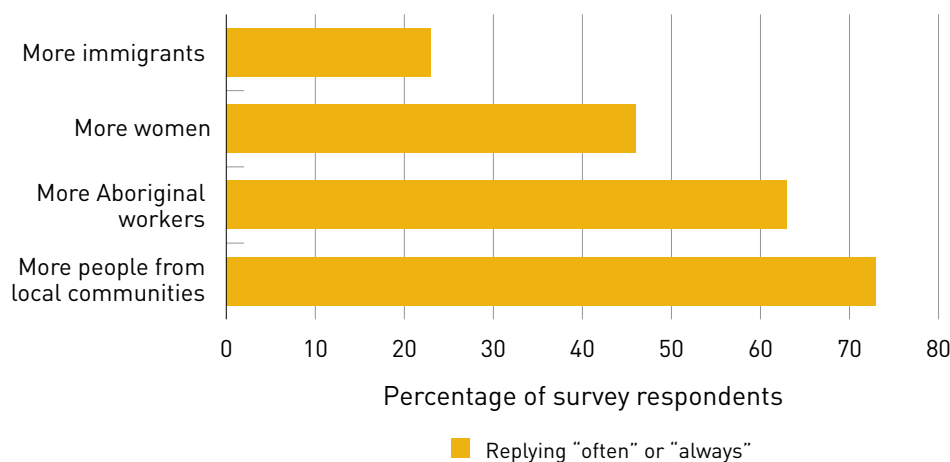
Source: Mining Industry Human Resources Council's Employer Survey, 2015

Many mining operations and exploration sites are in close proximity to Aboriginal communities. Thus, Aboriginal peoples represent a critical local labour source for the mining and exploration industry. Today, Aboriginal peoples make up only 3 per cent of the overall Canadian labour force, however, they are the youngest and fastest-growing segment of the Canadian population (MiHR, 2013) and possess local knowledge about the environment, community and culture that is critical to effective partnerships.

Additionally, the proximity of mining operations to traditional lands makes it critical for mining companies to establish positive relations with these nearby Aboriginal communities. Offering meaningful employment opportunities for Aboriginal peoples becomes an important element in maintaining a “social license” to operate; employment plans are often core aspects of negotiated agreements with local Aboriginal communities.

There is evidence that companies are putting strategies in place to offer more meaningful employment opportunities to Aboriginal peoples. A majority of the survey respondents, both Aboriginal and non-Aboriginal, indicated that they see their employer “often” or “always” taking action to encourage the employment of more Aboriginal peoples and members of local communities (see Figure 2).

Figure 2: Survey respondents’ view of employer actions toward diversity (percentages; n=215-278)



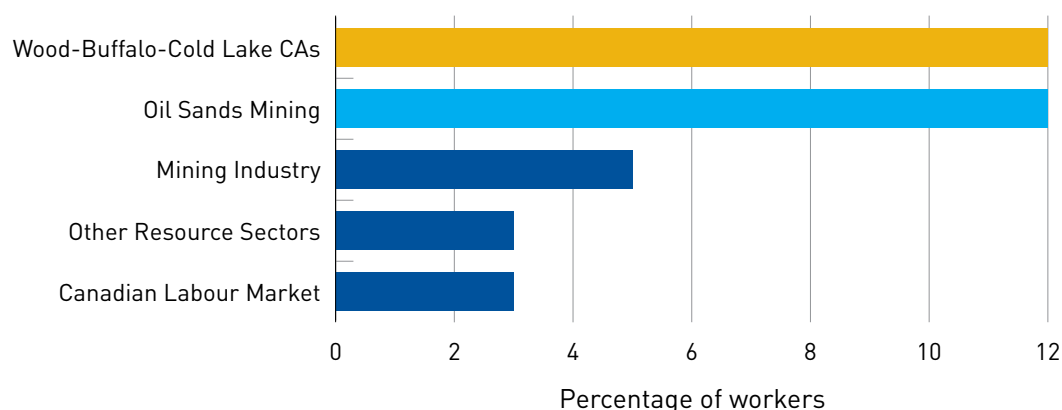
Strong confirmation of the level of commitment was provided by the employer and stakeholder representatives who participated in interviews, the focus group or the dialogue session. They reported that organizations are trying new, and usually multiple, approaches to attract, retain and develop their Aboriginal workforce.

One recurring theme they emphasized was the need to respond to the specifics of the communities the employer is trying to engage. In some regions of the country, there is a longstanding history of mining operations and therefore the Aboriginal labour force has good familiarity with mining careers; in other regions, there is very low awareness among potential job seekers. Agreements (such as IBAs) with one community can make it difficult to hire from other Aboriginal communities that may nonetheless have a history with mining and a labour pool of experienced workers (Gibson & O’Faircheallaigh, 2010).

Even subtle differences across communities within a region can be important. For example, different communities located within the vicinity of a mine may perceive and experience the mining operation in very different ways. Impacts and benefits for different communities whether structured in a formal Impact Benefit Agreement or not, may differ based on the level of engagement between a mine and specific communities – creating very different perceptions of the industry within the potential labour force. Community capacity related to infrastructure and access may also lead to community differences, one community might have full-year road access to nearby educational programs while the other does not, creating important differences in levels of educational attainment.

Despite these challenges, the industry has good success stories to share. In 2012, MiHR undertook research on the mining aspects of the oil sands. As illustrated in Figure 3, Aboriginal workers represent about 12 per cent of the total oil sands workforce, exceeding the rates in the overall mining industry and in other resource sectors. Demonstrated success has come from robust partnerships between employers and communities created in a region with a relatively large population of Aboriginal peoples. The companion case study report, *Strengthening Mining's Talent Alloy – Practices in Inclusion*, provides several other examples of promising practices and innovative strategies that are showing good results.

Figure 3: Aboriginal Representation– Mining, Oil Sands Mining, and other Industry Sectors



Source: Mining Industry Human Resources Council, 2013; Statistics Canada, 2006-2012; Conference Board of Canada, 2012

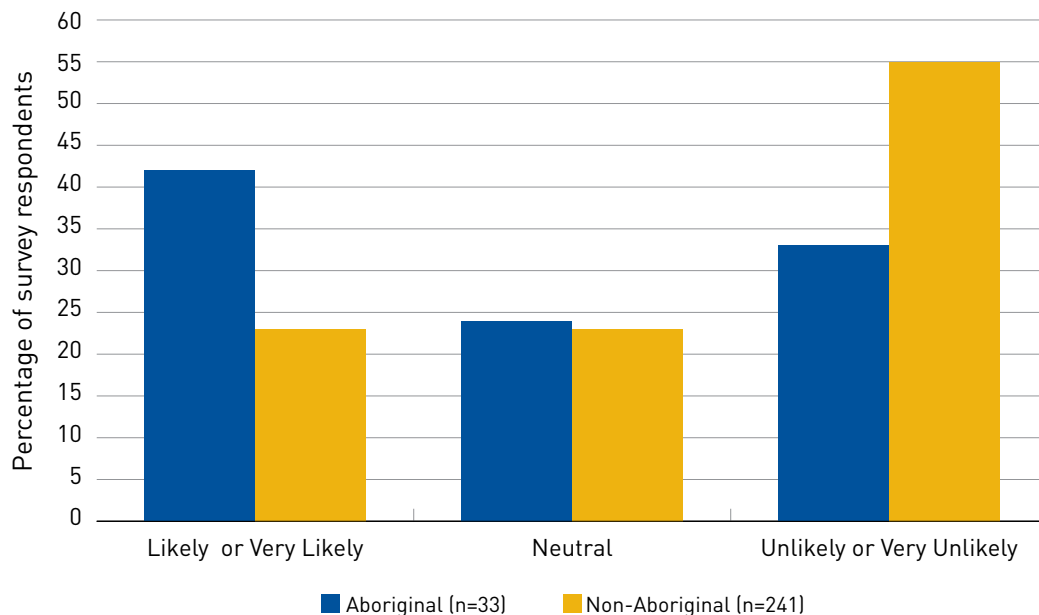
* Note that the percentages for the Wood Buffalo-Cold Lake census agglomerations (CAs) and oil sands mining are estimated using Statistics Canada's 2006 Census data; all other estimates are based on the Statistic's Canada's 2012 Labour Force Survey data, and are found in MiHR's report: *2013 Canadian Mining Industry Employment, Hiring Requirements and Available Talent 10-year Outlook*.

Employers are at Risk of Losing their Aboriginal Talent

Within the survey sample, Aboriginal employees were significantly more likely than non-Aboriginal employees to say they expect to leave the sector.

Specifically, 42 per cent of Aboriginal participants noted that they will “likely” or “very likely” look for work outside of the Canadian mining industry in the next five years, compared to 23 per cent of non-Aboriginal respondents (See Figure 4).

Figure 4: Likelihood of leaving the sector within the next five years



The comments of the Aboriginal employees in the research help to explore this issue. Two of three themes that were identified as risk factors for turnover are more relevant to people working in field locations: wanting to remain in their community, and managing FIFO work-life challenges. The third risk factor is receiving competing job offers from other employers, mentioned frequently by Aboriginal interviewees and further explored below.

When jobs end or careers stall, many prefer to change industries in order to stay in the community.

Some of the Aboriginal survey participants explained that while they would prefer to stay in mining, they expect to leave because their job is likely to come to an end. It should be noted that during the time of the data collection in 2015, the mining and minerals sector was confronting a downturn in the commodities cycle, heightening a sense of uncertainty throughout much of the industry³.

Currently where I am, I am not exactly sure how much longer the mine will be open.

(Aboriginal woman survey respondent; administrative role)

³ Comments are direct quotes from survey participants, edited as required for brevity, clarity and/or to preserve anonymity. Administration or non-technical professional refers to functions including human resources, finance or purchasing.

I need to work. Love to work in the mine but am applying everywhere.

(Aboriginal woman survey respondent; production trades role)

I prefer to work for my First Nation, to help them become more self-sufficient.

(Aboriginal woman survey respondent; production labour role)

It is likely that the price of oil will rise within the next five years resulting in an up-tick in the availability of work in the oil and gas industry, and [as a result] a move to the oil and gas sector will be a possibility.

(Aboriginal man survey respondent; supervisory role)

Poor work environment with an “old boys club mentality,” no succession in this company for me, desire to advance my career while not having to relocate only leaves me opportunity in other sectors.

(Aboriginal woman survey respondent; non-technical professional role)



Future research could further explore this issue. It is important for the industry to understand how various demographic characteristics might affect career decisions. Additionally, future work could explore the feasibility and potential impact of different workforce strategies, analyzing the transferability of skills from other sectors and the competencies needed to assume leadership roles.

Some expect to leave because of personal or family reasons related to lifestyle.

There were mixed views amongst participants with regards to work-life balance. Several interviewees work a FIFO schedule – often two weeks on, two weeks off. Some reported that the two weeks off allowed them to do what they needed to do, i.e. go hunting/fishing, maintain other cultural practices, volunteer in their community, or spend more dedicated time with their family. For these individuals, the work schedule was a very compelling advantage to working in the mining industry.

The [FIFO] schedule works for me; I still get to practice trapping and hunting, and I feel like this is a job where I can make the most positive impact in my community.

(Aboriginal woman interviewee; non-technical professional role)

Others, however, had different circumstances and found it hard to be away from their family. Being unable to be home for holidays (Christmas) or important events was frequently mentioned as a disadvantage of the work schedule. In addition, some interviewees explained that it is difficult to communicate regularly with family when at a remote camp. Telephone calls are expensive and internet service is slow and unreliable. Travel to the worksite can also be costly and difficult.

I will change jobs to be closer to home or to have a travel subsidy. The cost of travel is out of pocket and for me it costs about \$7,000 to get to work per year. Also, the company flights are quite difficult to accommodate [from] my home. Overall, just getting to work is not a smooth process anymore.

(Aboriginal woman survey respondent; technical professional role)

Despite having blocks of time at home when not working, a couple of interviewees pointed out that when friends or family members are working nine-to-five, it is very difficult to connect or spend time with them.

In some organizations, time off is granted by seniority, which meant that more junior employees had fewer opportunities to see their families at important occasions. One interviewee commented that it also depends on the economic cycle – when prices for his mine’s commodity are down, it is easy to get time off, but when prices are high everyone has to be at work. One interviewee expressed it this way:



We see most of these guys more than we see our wife and kids. We have to adapt to that situation because it gets a little depressing. Everyone is there making money for their family.

(Aboriginal man interviewee; operations role)

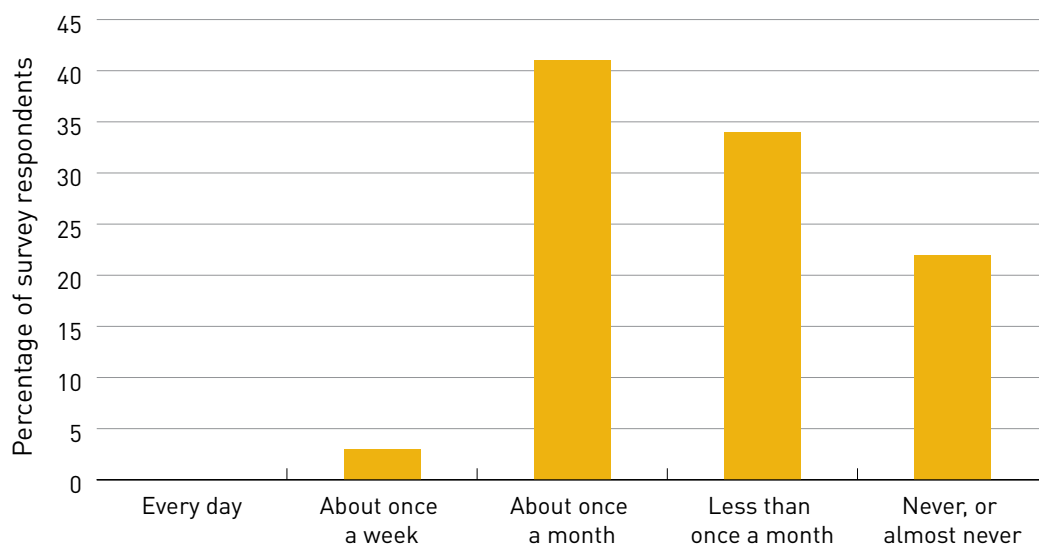
While the challenges of balancing a FIFO work schedule with family life cut across all employee groups, there are particular issues related to the cultural norms in Aboriginal communities. Company policies can be out of alignment with cultural norms. Several examples were provided by interviewees related to accommodating leave requests for bereavement and community events:

There are some community events that I often miss, such as weddings, birthdays, funerals, potlatches. People each have a role to play in these events, it's not just attending. The rules say you can leave only for immediate family. The company tries to accommodate; but it takes awareness. There is not an alignment between the handbook and reality. For example, in our community, first cousins are considered siblings, siblings of parents considered grandparents, etc.

(Aboriginal woman interviewee; non-technical professional role)

Figure 5 shows that 41 per cent (13 out of 32) of the Aboriginal survey respondents reported that about once a month they have missed important community or family events because of work. The comparable figure for non-Aboriginal survey respondents was 26 per cent.

Figure 5: Percentage of Aboriginal survey respondents who have missed important family or community events due to work



The research dialogue with experts on Aboriginal employment in mining brought an additional perspective that highlighted even more strongly some of the dynamics of work-life challenges. While the research with employees asked about their expectations for leaving the industry, the employer and stakeholder representatives emphasized that many family or personal events that are not foreseen by employees create retention risks.

Family issues cause many Aboriginal employees to leave the sector. For example, changes in family situation due to illness or death can be particularly demanding on First Nations women, and increasing the need to support families or provide care.

(Participants in the employer/stakeholder dialogue session)

Personal issues arise for many Aboriginal peoples as they transition into mining employment. For some individuals, camp environments can evoke memories of residential schools, making it difficult for some new hires to adjust.

(Participants in the employer/stakeholder dialogue session)

Overall, the research demonstrates the importance of understanding the personal, community and cultural nuances that create work-life challenges for Aboriginal employees. Employers are introducing many positive practices to help support their employees in addressing these challenges, that are aimed at reducing turnover and enabling people to work at their full potential (MiHR, 2016 pending – Case Studies).

There is competition for talent.

There is high competition for highly qualified and skilled Aboriginal talent within mining and from other sectors. Several interviewees reported that they have been approached by other employers, generally outside of mining, with job offers. To date, the people in this sample have turned down these offers – for reasons ranging from compensation and lifestyle to the personal fulfillment of working in mining.

Yes, I've been approached by industry and private businesses that are looking to do business in the territory. That's why I didn't leave mining; I wanted to continue to make a difference in my community.

(Aboriginal woman interviewee; non-technical professional role)



Source: Inuvialuit Regional Corporation

Yes, companies have approached me – mostly those that service the industry. I would be sure to stay in mining if only I knew there was long-term opportunity for me.

(Aboriginal man interviewee; non-technical professional role)

Yes, a few times. I have been in mining for 17 years, and I'm starting to think it's long enough. I have had a goal to be a supervisor. I see myself outside the industry in a few years. The work schedule is tougher now with kids.

(Aboriginal man interviewee; operations supervisory role)

I was approached by an engineering company in between mining employer positions. I stay in the industry because I enjoy what I'm doing here and I think people around me appreciate my work.

(Aboriginal man interviewee; technical professional role)

Yes, a couple of companies have approached me but I really want the two weeks on, two weeks off and the income.

(Aboriginal woman interviewee; non-technical professional role)

I've had companies try to connect with me on LinkedIn about jobs, but it has been such an enriching experience for me that I wouldn't want to be anywhere else. Everything in my career path has just been an awesome experience. ... I wouldn't change anything.

(Aboriginal woman interviewee; non-technical professional role)

The fact that so many of the interviewees, particularly those in professional roles, have received offers highlights the increasing competition for Aboriginal talent across many industries.

Aboriginal Peoples Perceive Barriers to Career Success

Lack of opportunities for advancement within the industry was highlighted by survey participants, interviewees, employers and stakeholder representatives as a challenge. More than half (53 per cent) of the Aboriginal employees who responded to the survey believe that it is often or usually harder for Aboriginal peoples to succeed in their workplace. They cite many factors, ranging from overt discrimination to more subtle cultural differences.

I would want to continue in mining if race wasn't involved in advancement. ... If you're not the right colour you won't get the job. Hiring policies don't even work. ... Aboriginal guys get in but they stay on the bottom. Advancement is really tough. ... Race is an issue at all the mines I've worked at.

(Aboriginal man interviewee; production operations role)

Sometimes I feel being Aboriginal, the employers think you are not intelligent.

(Aboriginal man survey respondent; labour role)

Aboriginal people hold back and don't sell themselves. We were raised not to toot our own horns. That cultural difference is important.

(Aboriginal woman interviewee; non-technical professional role)

I would plan to stay in mining if only I knew there was long-term opportunity for me and that my career wasn't limited to where it is right now – If I had some assurance.

(Aboriginal man interviewee; non-technical professional role)

The proportion of Aboriginal employees who work in management roles within the industry is very small. MiHR's 2015 analysis, estimates that 83 per cent of Aboriginal workers are in trades and labour occupations, approximately 8 per cent are working as supervisors, coordinators or foremen, and a low representation are in senior management roles. Many of the research participants also pointed to the low representation of Aboriginal peoples in management positions.

Among the survey respondents, there was an important difference in perspective between Aboriginal and non-Aboriginal employees. While many non-Aboriginal employees showed recognition of the challenges faced by Aboriginal peoples, almost one-third (31.5 per cent) of non-Aboriginal respondents reported that it is often or usually easier for Aboriginal employees to succeed. This is consistent with the finding that employers are seen to be taking action to encourage hiring more Aboriginal peoples and people from local communities.

It is more difficult to employ and advance someone who does not come from the same environment and who lacks training or education. Generally speaking this is why it can be more difficult for an Aboriginal person.

[Non-Aboriginal man survey respondent; senior manager]



Source: Mine Training Society

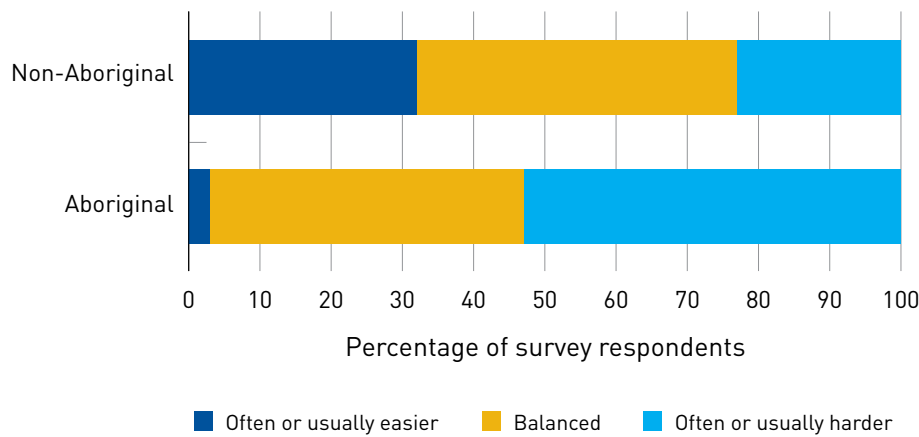
Sad but true, discrimination still thrives in the workplace. Some people can't see past the color of someone's skin or ethnic background to the true talent that they may hold.

[Non-Aboriginal man survey respondent, production role]

It is both easier and harder for Aboriginal people to succeed. Easier in that they are preferred hires and they are often in roles with low performance requirements; more difficult in that they often do not have the qualifications or training to advance in their careers.

[Non-Aboriginal woman survey respondent, technical professional role]

Figure 6: Percentage of survey respondents indicating it is Easier, Balanced or Harder for Aboriginal employees to succeed in their workplace



Stakeholders and employer representatives have observed that employees often do not understand the context for Aboriginal employment initiatives, leading to the perception that there is not a level playing field. Consistent with this view, several comments from non-Aboriginal employees reflected a misunderstanding that these positive actions are inherently unfair, leading to “reverse discrimination.”

Typically Aboriginal applicants get greater access to jobs.

(Non-Aboriginal woman survey respondent; technical professional role)

Often, Aboriginal people have better opportunities [and better financial benefits]. ... It is an unfair and corrupt arrangement to say the least.

(Non-Aboriginal man survey respondent; production role)

There was a job posting for an apprenticeship as a millwright where I work but because I was not Aboriginal I had no chance.

(Non-Aboriginal man survey respondent; production role)

The confidentiality inherent in IBAs and in personnel decisions can make it difficult for employers to be transparent about Aboriginal employment and advancement. Nonetheless, the experiences shared by the research participants suggest that misunderstandings arise frequently within the workforce and within local communities. Employers would be well advised to be transparent about the community liaison and corporate social responsibility initiatives within the company, and provide more education and information about the intentions and equity of their decision processes.

The Importance of Aboriginal Role Models

This research has demonstrated clearly that there is much to be learned from the many successful Aboriginal employees within the Canadian mining and minerals sector. Within the research sample:

- Half of the interviewees and 31 per cent of the Aboriginal survey respondents had more than 10 years of experience in the industry
- Most of the 21 interviewees were enthusiastic about the challenges and learning opportunities available in the mining sector
- Many interviewees had clearly articulated career goals, a history of seeking opportunities, and had often worked in other industries
- Many had received job offers or been approached by other employers
- The opportunity to give back to the community was important to many of the Aboriginal research participants

With insights drawn from their own experiences – whether successful or challenging – the interviewees’ perspectives can offer much to other Aboriginal employees and to mining companies. Having examples of “portraits of success” can help the industry and individual employers to engage greater numbers of Aboriginal employees.

The Aboriginal outreach and HR professionals from the industry shared their insights and approaches:



You look around at the other roles, and the eyes and skin looking back are not brown. [It's important that people “see themselves” in jobs they could aspire to.]

(Participant in the employer/stakeholder dialogue session)

We’re trying to honour and focus on the Aboriginal people getting promoted and doing well – focus on them and support them as role models.

(Participant in the employer/stakeholder dialogue session)

There are “Elders” who are working for us – influence that is much greater than what we might recognize.

(Participant in the employer/stakeholder dialogue session)

There are a few Aboriginal high-flyers underground – they’re proud of themselves for making it.

(Participant in the employer/stakeholder dialogue session)

Important cautions were also flagged in the research dialogue session with employers and stakeholders. First, being an “example of success” should not be thrust upon Aboriginal employees – individuals need to be included in decisions about how they are portrayed within the organization and broader sector. Second, it can be more effective to let individuals be informal role models – benefiting more from company support as positive influencers, rather than having a designated label. Third, it is important to recognize that the risk of failure becomes very visible when putting people in positions and holding them up as examples, if they are not ready – leading to negative consequences for the individual as well as for the company’s Aboriginal employment efforts.

A common definition of success is elusive.

The research did not explicitly define “success,” but rather it was designed to elicit and respect a range of individual perspectives.

Definitions of “success,” can vary across men and women, across Aboriginal cultures, communities, families and individuals. One stakeholder advised:

There can be conflicts/differences within a community about maintaining traditional lifestyle – and whether this is an important element of “success.”

(Participant in the employer/stakeholder dialogue session)

The research dialogue participants were particularly clear that any effort to benefit from Aboriginal mining role models or “portraits of success” must reflect individual and cultural differences in career-related perspectives. Success can be demonstrated at all levels and with various employment profiles. For some employees, seasonal work repeated each year is a great success; for others, achieving a GED or being promoted to supervisor or mentoring more junior geologists will be fulfilling.



Source: Anishinabek Employment & Training Services

The Aboriginal research participants' comments about what keeps them in the mining industry, and what is likely to drive them away, start to create a "portrait of success" across this range of perspectives:

■ Wanting more time with their family

If I was paid the same as here, I'd walk away in a heartbeat. Money's one thing, but lifestyle is important.

(Aboriginal man interviewee; operational production role)

I don't want to do work away any more. I make good money on site, and my wife stays home with the kids. I'm just waiting for a good job at home.

(Aboriginal man interviewee; technical role)

■ Looking for opportunities, challenge and/or training

It would be better if we could get more training. I've been doing the same types of jobs for five or six years. I've seen guys working at the same mine for eight years; they never move up. When a position comes open they hire someone else rather than helping their own guy move up.

(Aboriginal man interviewee; operational production role)



■ The good pay that the mining sector offers, compared to other sectors/industries in their location

I need to pay the bills to support family. I want to stay in mining because it pays the best.

(Aboriginal man interviewee; operational production role)

■ The nature of the job / industry itself

I want to stay in the mining industry because I like the work; it's something that will always be relevant (people will always be looking to try to mine resources). I like mining, the whole job, all round the type of work. It's what I've wanted to do for a long time.

(Aboriginal man interviewee, labour role)

■ The FIFO schedule

The schedule works for me, I still get to practise trapping and hunting, and I feel like this is a job where I can make the most positive impact in my community.

(Aboriginal woman interviewee; non-technical professional role)

■ Contribution to the community and alignment with personal values

I want to stay because I know we have positive impacts on local communities, high safety standards and environmental standards.

(Aboriginal man interviewee; non-technical professional role)

■ The lifestyle that it provides, i.e. the opportunity to give their families opportunities and experiences that they never had growing up

Everybody knows that mines pay really well. Everyone is there making money for their family. It's well worth it in the end to give your family what you never had growing up.

(Aboriginal man interviewee; operational production role)



Source: Anishinabek Employment & Training Services

In order to create and implement strategies for attraction and engagement, it is important to have greater clarity about the concepts of “success” and “careers,” and how those might be understood differently in various Aboriginal cultures and non-Aboriginal cultures as well as by mining industry employers. This would be a fruitful avenue for future research.



Summary and Conclusion

This research has added fresh insights and new perspectives to the understanding of some of the challenges and opportunities to how Aboriginal communities and individuals engage with Canada's mining and minerals industry. While some previously identified issues have been explored more deeply through the perspectives of individual Aboriginal peoples and employers, other issues have been only touched upon and new questions have been raised.

The following four key research findings encourage a sense of urgency and provide some good direction for next steps.

1. Employers express commitment to increasing their Aboriginal workforce
2. There is a risk of losing Aboriginal talent
3. Aboriginal peoples perceive barriers to career success
4. Aboriginal employees can provide valuable "portraits of success"

At the time of writing this report in early 2016, the industry is confronted by a downturn in the mineral commodities cycle. The insights from this research show that there are many avenues for making significant progress without large expenditures. Creating a workplace environment that is truly respectful and welcoming; enabling Aboriginal employees to pursue opportunities for "career success" whatever that means to them; and supporting employees to inspire and encourage others are all actions that can be undertaken in any phase of an economic cycle.



Recommended Industry Strategies

There are a number of promising directions that were uncovered through the research process. While some of these possibilities might be explored in greater detail in future MiHR projects, others are feasible for rapid implementation by employers or the industry overall:

Nothing in the following recommendations is intended to suggest “reinventing the wheel.” There are many good tools and resources available that can be used effectively within the mining sector. In some cases, they are directly applicable; in others, best practices from other industries can easily be adapted and customized to the particular characteristics of mining workplaces.

Recommendation 1: Create a forum for Aboriginal outreach/liaison professionals to network and share knowledge and proven practices.

The participants in the employer and stakeholder sessions within this research reported that they had benefited by learning from each other, even during these brief sessions. They uniformly expressed interest in having other opportunities to share knowledge across the industry. Previous MiHR initiatives such as the Aboriginal Mining Education Forum and the Take Action for Diversity project (both completed in 2013) demonstrated the powerful learning that can occur when a network of employers and stakeholders is brought together for a shared purpose. It would be appropriate to build on these successes by creating a long-term, sustainable network. The objectives of the network would be to:

- Contribute to thought leadership within the industry on increasing the engagement and inclusion of Aboriginal peoples within the mining sector
- Share successes, learnings and best practices to support employers in achieving greater inclusion of an Aboriginal workforce
- Generate collective, strategic momentum and visibility to the industry’s commitment to Aboriginal inclusion

Recommendation 2: Take action to foster a welcoming and inclusive workplace culture.

Provide training and education to employers and their workforces on the elements of an inclusive workplace culture. Special focus should be on:

- Understanding Aboriginal cultural norms regarding family, community, and traditional practices.
- Understanding the historical relationship between Aboriginal peoples and the mining industry in Canada.
- Building an awareness of unconscious bias and micro-inequities that are particular to cultural differences between many Aboriginal cultures and the predominant non-Aboriginal business culture.

Recommendation 3: Review workplace policies and procedures to identify and address unintended systemic barriers.

Explore innovative solutions to work-life integration practices such as personal leave policies, FIFO work schedules, bereavement leave policies, and personal communication methods (telephone, internet, etc.) for connecting with family members. Simultaneously explore how to leverage the positive benefits that FIFO schedules can offer to some Aboriginal employees.

Recommendation 4: Develop support approaches that can meet individual needs of Aboriginal employees within a workplace.

Develop effective mechanisms for providing personal support to employees in remote locations who face challenges with the separation from their family, or making the transition to the mining workplace.

Recommendation 5: Conduct a needs-assessment to develop industry-wide retention and career growth supports, such as:

1. Pragmatic methods for assessing important skills such as mechanical or technical skills, problem-solving aptitudes, knowledge of local operating conditions, and so on. While it appears that employers value these competencies, there is limited ability to adequately assess and recognize them.
2. Supports for employers to enhance their recruitment and onboarding processes.
3. Approaches to encourage retention in the early months through a broad-based approach to outreach and awareness-building among youth about the industry, camp life, FIFO advantages/challenges, and other operational realities.
4. Sample occupational profiles and career paths that highlight the links that Aboriginal employees make between their work and important personal values – such as environmental sustainability, giving back to the community or time with family.
5. Collaboration with stakeholders in the mining sector, professional associations and other related industry sectors to explore possibilities for cross-sector career paths that would allow people with transferable skills to smoothly transition from mining during a downturn, and yet return when hiring needs expand again.
6. Awareness and skill-building programs to support more inclusive and bias-aware promotion processes.



Appendix

Research Methodologies

Literature Review

This report is built directly upon the findings and recommendations from the first phase situational analysis. That earlier work, including a review of literature and key informant interviews, shaped the research methodology, including the key questions and potential sources of inclusion practices.

Survey

A comprehensive online survey was conducted to improve understanding of the perspectives of Aboriginal and non-Aboriginal people. The survey was made available to a broad spectrum of workers in the sector – those currently employed in the mining and minerals industry as well as those who had been employed in the sector within the previous five years.

The online survey, branded as a National Industry Discussion: Canadian Mining Industry Worker Survey, was hosted on the FluidSurveys platform from January to March 2015. The survey was available in both English and French. Alternative methods for completing the survey, such as printed copy, or telephone interview, were made available upon request.

In order to respond to the survey questions, individuals were required to meet the following criteria:

- Currently or recently (within the last five years) working in Canada's mining and minerals industry, including those working as an independent contractor, and those who worked with a company providing services to the sector.
- Willing to provide confirmation of informed consent, through providing a response to a consent confirmation at the start of the survey. Detailed information was available online for the respondent to review prior to completing the survey.

An incentive was provided to respondents – if they consented, their name was entered into a draw for one of ten \$50 VISA gift cards; they were not required to complete the survey in order to enter the draw.

To achieve an acceptable response rate, several methods of distributing the survey were utilized:

- Attractive and informative supporting materials:

- Image for posting on social media
- General poster targeted to workers, and one specifically for Aboriginal workers
- Factsheet with info on the wider project
- News release
- Postcards for distribution at conferences (general and Aboriginal)

- A variety of media and outreach approaches:

- News release distributed to all MiHR channels.
- Posts on other MiHR social media: Mining Students in Canada Facebook, LinkedIn.
- Materials distributed at four conferences: Immigrant Women in Mining, BC in November 2014, and Mineral Exploration Roundup and Northern Exposure in January 2015 and PDAC in March 2015.
- Online portal to sign up for the survey, in advance of it becoming available in January 2015. This method was designed primarily to support the distribution of information at conferences and other events in advance of the survey period. Individuals who had “registered” in this manner were advised by email when the survey became available.
- Three MiHR tweets daily prior to, and while the survey was live; re-tweets/ favourites/new tweets from several partners such as PDAC, HireImmigrants, Engineers Canada, Ontario Mining Association, Women Res Dev Corp, Mining Association of Canada, mining companies, NWT & NU Chamber of Mines, Immigrant Women in Mining – BC, Explore for More – BC, Graybridge Malkam and individuals
- Specific to Aboriginal employees, NationTalk distributed a fax blast to Aboriginal communities; project consultants made targeted calls to Aboriginal associations, ASETs, Friendship Centres and communities, following up by email with materials
- Specific outreach to immigrant populations was supported by groups such as Center for Excellence for Research on Immigration Settlement, Settlement.Org, Immigrant Women in Mining – BC, Explore for More – BC, Graybridge Malkam, immigrant-serving agencies and individuals.



Source: Anishinabek Employment & Training Services

- A collective cascading effort to raise awareness and distribute the survey link through networks:
 - By MiHR: to board members, individuals who have participated in past projects on similar topics, committee members and other partners.
 - By project consultants: to networks, stakeholders from education, professional associations, agencies serving members of the target employee groups, Aboriginal organizations and economic development agencies in mining regions. There was follow up with immigrant and Aboriginal survey participants who had offered to participate in the next phase of the research, asking them to distribute the link.

Data was analyzed using SPSS, to produce descriptive and inferential statistics to explore patterns in the data such as the intersections of various factors within the Aboriginal sample (such as age, gender, occupational category, etc.). Any inferential statistics in the survey findings (such as differences in average scores between groups) that are presented throughout this report are statistically significant at $p < .05$, unless otherwise indicated.

Open-ended responses were subjected to a qualitative analysis, to identify themes and patterns that could aid in the interpretation of the quantitative survey data. These findings were also helpful in framing the interview and focus group research questions.

A total of 357 people provided some responses to the survey; the data set for this research included the complete responses from 279 people.

Telephone Interviews

Telephone interviews were conducted with 21 Aboriginal peoples who are currently working in Canada's mining and minerals industry. Most of these individuals were among those who had volunteered for follow-up interviews upon completing the survey; others were identified through contacts with industry stakeholders.

The purpose of the interviews was to explore themes emerging from the online survey, with a particular focus on the workplace culture and the interviewees' career history. Interviews were conducted by telephone and lasted approximately 45 minutes.

Transcripts from the interviews were offered to interviewees for validation and confirmation of accuracy. They were then combined with the focus group transcript into one qualitative data set and subsequently analyzed using the NVIVO qualitative analysis tool to identify key themes and patterns.

Employer Focus Group

To gain a more in-depth understanding of themes emerging from the online survey, to supplement the interviews, and to identify good practices in place within the industry, one focus group was conducted. This online session lasted approximately 90 minutes with five employers.

The transcript from the focus group was integrated with the interview transcripts and subsequently analyzed using the NVIVO qualitative analysis tool to identify key themes and patterns. The questions and themes being explored in the interviews and focus groups were similar; as such it was appropriate to combine the transcripts for the analysis. The source of comments was retained, so that if there were trends or important differences in perspectives, these could be identified and reported.

Case Study Interviews —Practices in Aboriginal Inclusion in Mining

Based upon the previous MiHR research and literature review, as well as the industry experience and insights of the Steering Committee, several successful or promising programs, policies and practices were identified for the purpose of documenting successes and key learnings in a series of case studies. The goal of documenting case studies was to help inspire industry stakeholders to implement similar measures for the inclusion of Aboriginal peoples within their organizations and the industry overall. The research methodology is described in the companion report, *Strengthening Mining's Talent Alloy: Practices in Inclusion*.

Validation of Findings

The final research component was an industry validation session, hosted by MiHR to coincide with the Canadian Aboriginal Minerals Association Annual Conference, with Project Steering Committee members and other key informants. This discussion of approximately two hours provided an opportunity to review the draft report findings and key recommendations. Its purpose was to ensure that findings are grounded in the operational realities of the industry and the talent pool, and thus is relevant and useful for industry stakeholders.

Data collection tools

Five tools were created to support the primary research in this project:

- Online survey, in English and French.
- Interview protocol and script for telephone interviews with Aboriginal peoples currently or recently working in the Canadian mining and minerals sector
- Focus group protocol and script for online session with employers – the session was conducted in English, but translation into French was made available upon request.
- Key informant interview protocol and script for documenting case studies
- Communiqué and facilitation plan for industry validation session.

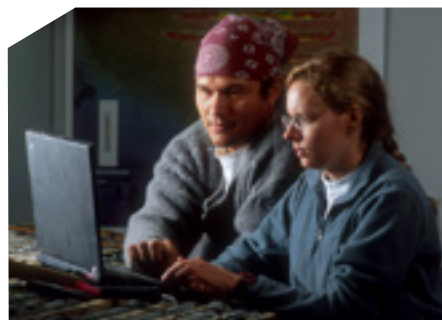
Copies of these tools are available from MiHR upon request.

Selected survey data tables

Survey

A total of 281 individuals provided full responses to the online survey. Two individuals did not respond to the question about Aboriginal identity and were excluded from the analysis, yielding a final research sample of 279.

The survey was open to people currently employed in the industry as well as those “recent leavers” who had worked within the industry within the last five years and are now either temporarily or permanently not working in the sector. Within the sample, 90 per cent were currently employed in the mining sector, and 10 per cent were “recent leavers.”



Within the research sample, 33 respondents identified themselves as Aboriginal. Of these, 18 identified as First Nations, 14 as Métis and one as Inuit. Key demographic characteristics of the complete sample as well as the Aboriginal sample are presented below. In summary:

Ethnic background:	Aboriginal peoples accounted for 12 per cent of the survey sample; slightly over 6 per cent of the respondents considered themselves to be members of a visible minority; and approximately 11 per cent of the respondents were immigrants to Canada.
Occupation:	In their current or most recent job, survey respondents reported being mostly professionals in technical/scientific fields (21 per cent), middle or line management/supervisors (18 per cent) or production/maintenance (16 per cent). Within the Aboriginal sample, the most common occupations were production/maintenance/labour positions (34 per cent), and technical/scientific (17 per cent).
Employer:	Two-thirds of the complete sample were working in large mining companies, defined as having more than 500 employees.
Gender:	59 per cent of the survey respondents were men; 41 per cent were women. Within the Aboriginal sample, 14 were men and 19 were women.
Age:	78 per cent of the participants were between 25 and 54 years of age (equally distributed in 10-year age cohorts). The remainder were below 25 or over 55. The Aboriginal sample tended to be younger, with a larger percentage of young employees (15 per cent were under 25 compared to 3 per cent in the non-Aboriginal sample) and a smaller percentage between 45 and 64 (33 per cent compared to 45 per cent).
Family status:	Most respondents (76 per cent) were married or in a common-law relationship.

- Education:** The survey respondents were well educated, with two-thirds having completed college or university. Among the Aboriginal respondents, 85 per cent reported having completed community college or university.
- Years in the industry:** Over half of the respondents were relatively early in their mining career, with under ten years in the industry. Just over one-fifth of the respondents (21 per cent) reported they have been in the industry more than 25 years.
- Location:** Respondents' work locations were drawn from eleven provinces or territories, with BC accounting for 43 per cent of the overall sample.

Table 1: Demographic characteristics of the survey respondents; Aboriginal and Non-Aboriginal

	Aboriginal (n=33)	Non-Aboriginal (n=245)	Total
Gender			
Man	42%	62%	59.5%
Woman	58%	38%	40.5%
Age of respondent			
18–24 years old	15%	3%	5%
25–34	18%	26%	25%
35–44	30%	25%	25%
45–54	24%	29%	28%
55–64	9%	16%	15%
65 or above	3%	2%	2%

Figure 7: Community of current residence reported by survey respondents (percentages; n=279)

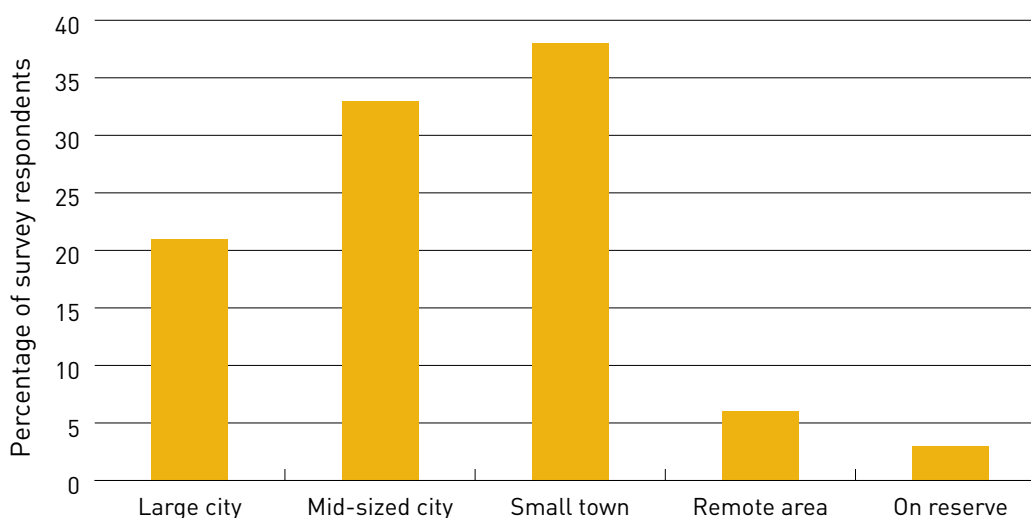
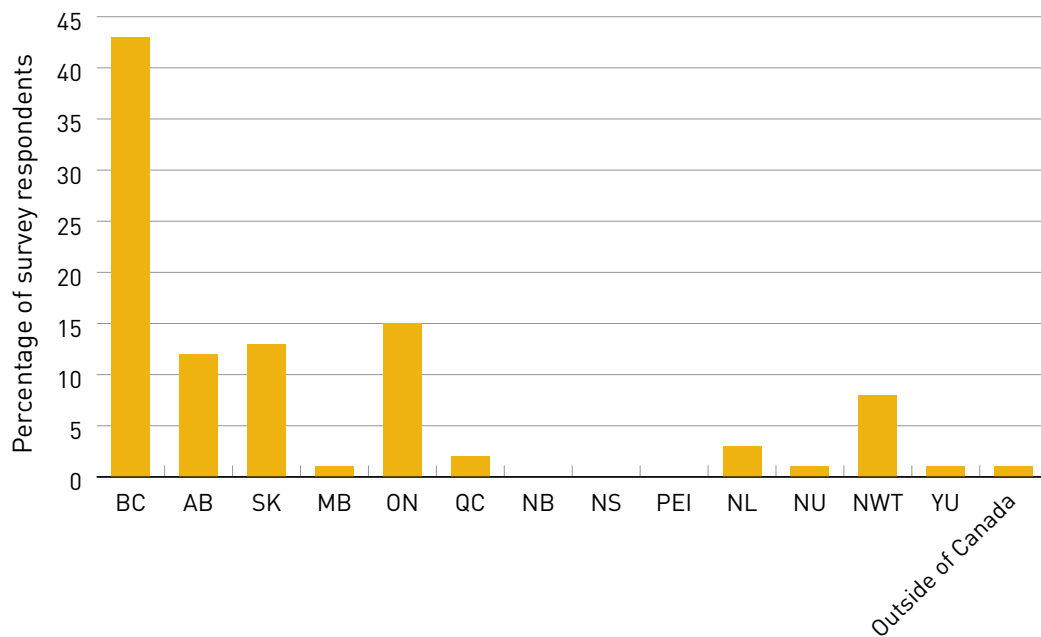


Table 2: Work-related demographics of survey respondents; Aboriginal and Non-Aboriginal

	Aboriginal (n=34)	Non-Aboriginal (n=246)	Total
Completed post-secondary education in a mining-related field			
Yes	21%	24%	24%
No. of years in Canadian mining sector			
Less than 1	13%	4%	5%
1–5	28%	24%	24%
6–10	28%	27%	27%
11–15	6%	11%	10%
16–20	13%	7%	7%
21–25	6%	5%	5%
More than 25	6%	23%	21%
Current (or most recent) occupation			
Clerical and Support	6%	1%	2%
Labourer	18%	3%	5%
Production/Maintenance	18%	16%	16%
Technical and Skilled Trades	0%	7%	7%
Lead hand or Foreman	0%	5%	5%
Professional – Technical and Scientific	12%	21%	20%
Professional – Admin., HR, Legal, Finance, etc.	12%	11%	11%
Middle and Line Management/ Supervisor	12%	18%	18%
Senior Management	9%	10%	10%
Other	12%	6%	7%
Current (or most recent) employer			
Self-employed, contractor, consultant	0%	6%	5%
Company providing services to mining	12%	10%	10%
Small mining/minerals company (<500)	12%	16%	16%
Large mining/minerals company (>500)	73%	65%	66%
Different industry, NOT mining or minerals	0%	1%	1%
Other	3%	1%	1%

Figure 8: Province of work reported by survey respondents (percentages; n=279)



References

- Canadian Council for Aboriginal Business. (2011). *Promise and Prosperity: The Aboriginal Business Survey*. CCAB.
- Gibson, G., & O’Faircheallaigh, C. (2010). *IBA Community Toolkit: Negotiation and Implementation of Impact and Benefit Agreements*. Walter & Duncan Gordon Foundation.
- MiHR. (2013). *Canadian Mining Industry Employment, Hiring Requirements and Available Talent 10-year Outlook*. Ottawa: Mining Industry Human Resources Council.
- MiHR. (2015). *Canadian Mining Industry Employment, Hiring Requirements and Available Talent: 10-year Outlook*. Ottawa: Mining Industry Human Resources Council.
- MiHR. (2016 pending). *Strengthening Mining’s Talent Alloy: Practices in Inclusion*. Ottawa: Mining Industry Human Resources Council.
- MiHR and PDAC. (2013). *Effects of Field Experience on Recruitment and Retention of Geoscientists in Canadian Mineral Exploration*. Ottawa.



www.mihrc.ca