

How do we attract talent to the mining industry?

The Chilean experience



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THE PROBLEM FROM THE INDUSTRY prior to the strategy

In Chile, the relationship between mining and the general public was limited solely to companies direct contact with the surrounding communities.

**THIS TRANSLATED INTO A LACK OF
MEANINGFUL CONNECTIONS WITH
THOSE PEOPLE LIVING OUTSIDE MINING
REGIONS**

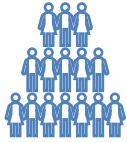


A silent industry, that did not massively share its progress



**EMOTIONAL DISCONNECTION WITH
THE MINING INDUSTRY**





MINING

PEOPLE'S PERCEPTIONS OF THE MINING INDUSTRY:

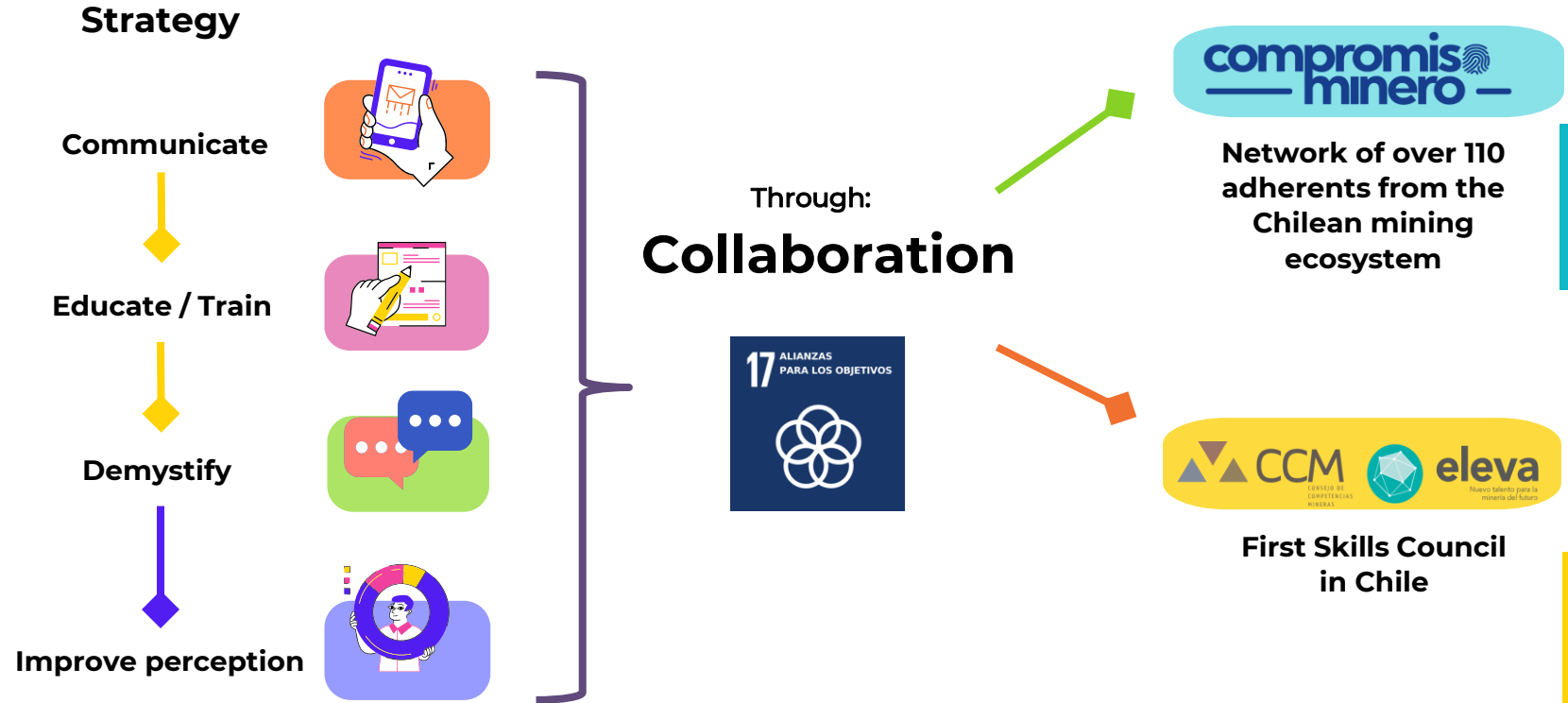
- “Everything they produce goes abroad” (extractive industry).
- “It has major impact on the environment”.
- “They do not care about their communities”.
- “Male-centric industry”.
- “Working under shifts system and at high-altitudes”.
- Low-tech industry: mining is still about breaking rocks.
- “There is no space for non-mining related careers”.

WHAT MANY DO NOT KNOW:

- Regional economic resources from mining royalty.
- Environmental responsibility: desalination plants, renewable energies, thickened tailings, R&D Centres, etc.
- Coexistence with the community, contributions aimed at improving people's quality of life.
- Increase in women's inclusion.
- Significant advancements in tech development and R&D&I. Hybrid and long-distance operations systems.
- Diversity of careers for the mining industry, possibility to contribute to the country's challenges from different vocations.



How could we change this perception and make mining a desirable industry for young talent?



“The most valuable resource is you”



“Making today a better future”



Implementing mass-communication campaigns

“In the fight against climate change there is always a Chilean, a Chilean mineral”



“Yes, I am a miner”



How have we involved other actors that also play a relevant role in talent attraction?

Mining Skills Council



Articulated work:
Government, Education
Centres, Unions,
Teachers

Workforce Studies

Providing Technical Educational Centres and Universities the technical and professional profiles that the industry requires for the next 10 years.

Transversal Skills Model for the 4.0 Mining Industry

Train people for a high-tech, safe and sustainable industry.

Improve educational quality

Improving the quality and pertinence of formative programmes.
Practice model: aid in the improvement of employability through an industry-aligned educational standard.

Results of this collaborative effort

INTERNATIONAL INDUSTRY ASSESSMENT: Compared to other sectors

Performance of Mining Companies in Fulfilling Their Responsibilities to Society

Rank of Mining Sector out of 18 Different Sectors according to Net Performance,* by Country, 2023

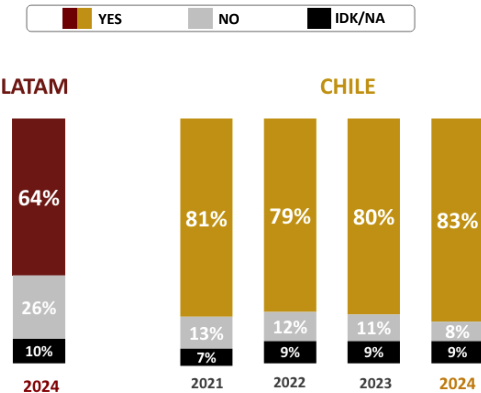
		Germany	17 th	Portugal	18 th
Argentina	18 th	Hong Kong	18 th	Saudi Arabia	12 ^{th**}
Australia	16 th	India	16 th	Singapore	18 th
Brazil	14 th	Indonesia	16 ^{th**}	South Africa	18 th
Canada	17 th	Italy	17 th	South Korea	18 th
Chile	8 th	Japan	15 th	Spain	17 th
China	18 th	Kenya	18 th	Sweden	16 th
Colombia	10 th	Mexico	18 th	Thailand	18 th
Egypt	15 th	Netherlands	17 th	Turkey	16 ^{th**}
France	17 th	Nigeria	16 th	UK	17 th
		Peru	16 th	USA	18 th
				Vietnam	17 th

- Ranked 1st – 3rd
- Ranked 4th – 6th
- Ranked 7th – 9th
- Ranked 10th – 12th
- Ranked 13th – 15th
- Ranked 16th – 18th

Source: “Rebuilding Trust in Mining”, Globe Scan & ICMC (September 2023)

Regional industry assessment: Perception of mining in Latin America

Do you consider mining positive for your country?

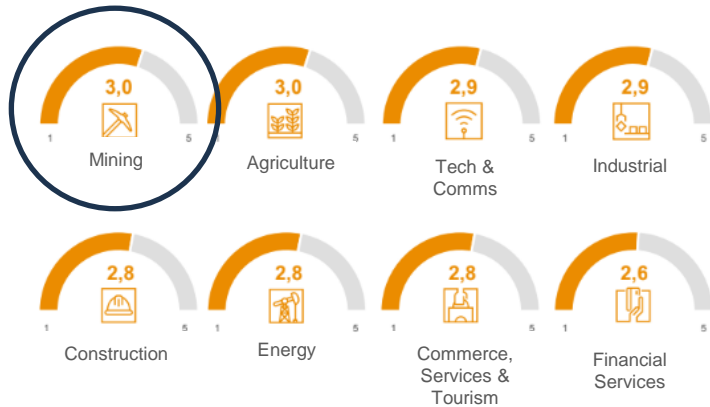


Source: “Mining Compass”, Jaime Arteaga and Associates (2024)

Results of this collaborative effort

National industry assessment: 2024 Trust Study

Consumers trust



Scale 1 to 5

Collaborators trust



Scale 1 to 10

- In Chile, mining leads the evaluation of **trust**, both among consumers and collaborators.
- For both groups, **“Clear Communications”** is the most determining attribute in a positive evaluation for all productive sectors.

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