

A large yellow mining truck is the central focus of the image, positioned at a quarry or mining site. The truck's massive, treaded tires are prominent in the foreground, and its heavy-duty metal frame extends into the background. The scene is set against a clear, light blue sky, with rocky terrain visible in the distance. The overall composition is industrial and emphasizes the scale of the mining operation.

Harrier.

How Australia's Mining Industry Faces Its Biggest Talent Challenge Yet

Mining Recruitment Crisis Report 2025.

The data reveals an industry caught between current workforce displacement and massive future demand, creating both the biggest risk and opportunity in mining recruitment history.

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Executive Summary.



The Australian mining industry faces an unprecedented paradox: massive future opportunities colliding with the worst recruitment crisis in modern history. This comprehensive analysis combines employment data from SEEK, AREEA's 2024 workforce forecasting, GlobalData hiring trends, and PwC's Mine 2025 insights to reveal the scale of the challenge facing mining leaders.

THE PARADOX DEFINED

- 107 major projects worth \$131bn forecast to create 26,810 new production jobs by 2029
- Yet 35,000 jobs lost in the past 12 months, with WA shedding 20,000+ positions alone
- Applications per job ad down 21.5% - the worst decline of any industry in Australia
- Auto Electricians emerge as #1 shortage across all Australian states

CRITICAL FINDINGS

- **Workforce contraction** National mining employment declined for first time since COVID
- **Regional crisis** Western Australia lost 20,000+ jobs despite having 48 major projects in pipeline
- **Skills shortage intensifying** Auto Electricians, Maintenance Supervisors critically short
- **Technology transformation** accelerating with 72% of companies using AI in recruitment
- **Market volatility impact** Nickel/lithium operations suspended, displacing thousands

The data reveals an industry caught between current workforce displacement and massive future demand, creating both the biggest risk and opportunity in mining recruitment history.



Mining's Recruitment Reality.

The Employment Outlook

SEEK's latest employment data (April-June 2025) reveals mining faces the steepest talent decline across the Australian economy:

National mining employment shows concerning trends with job advertisements declining 7.9% year-over-year, while applications per advertisement have dropped 21.5% - marking the mining sector as the worst-performing industry for attracting job seekers.

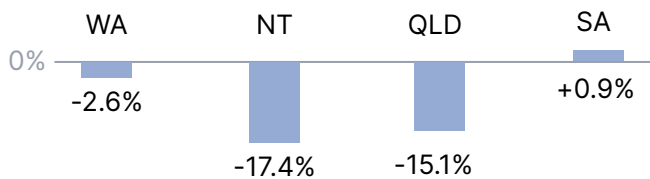
The mining industry isn't just struggling, it's in freefall compared to every other sector of the Australian economy. To put into perspective, these are the latest applications per ad.

Mining	Retail	Healthcare	Technology
-21.5%	-17.4%	-12%	-8%

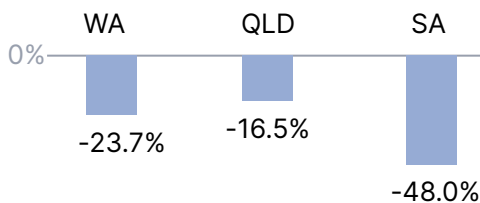
The work arrangements in mining remain predominantly full-time at 75.5%, with contract and temporary positions making up 12.1% and casual work representing just 2.2% of available roles.

State-by-State Breakdown: Where the Crisis Hits Hardest

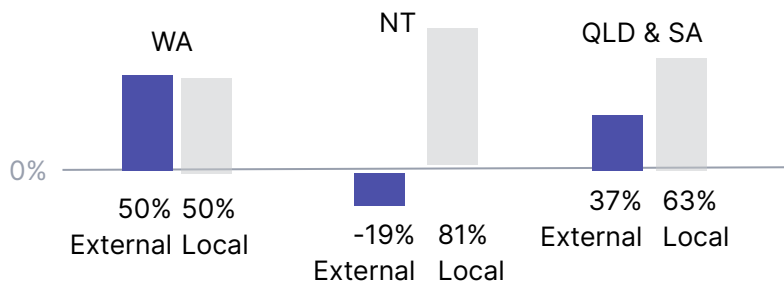
Job Ad Growth



Applications per ad



Candidate Mobility



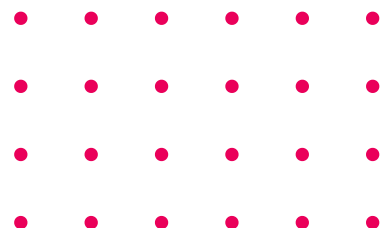
Critical shortages across Australian mining

National Top 5 Most Posted Roles

- Auto Electrician #1 shortage in every state
- Maintenance Supervisor
- Diesel Fitter
- Drill Fitter
- HD Fitter

Emerging High-Demand Roles

- Charge Up Operator
- Multi Skilled Operator
- Mechanical Fitter
- Maintenance Planner
- HSE Advisor

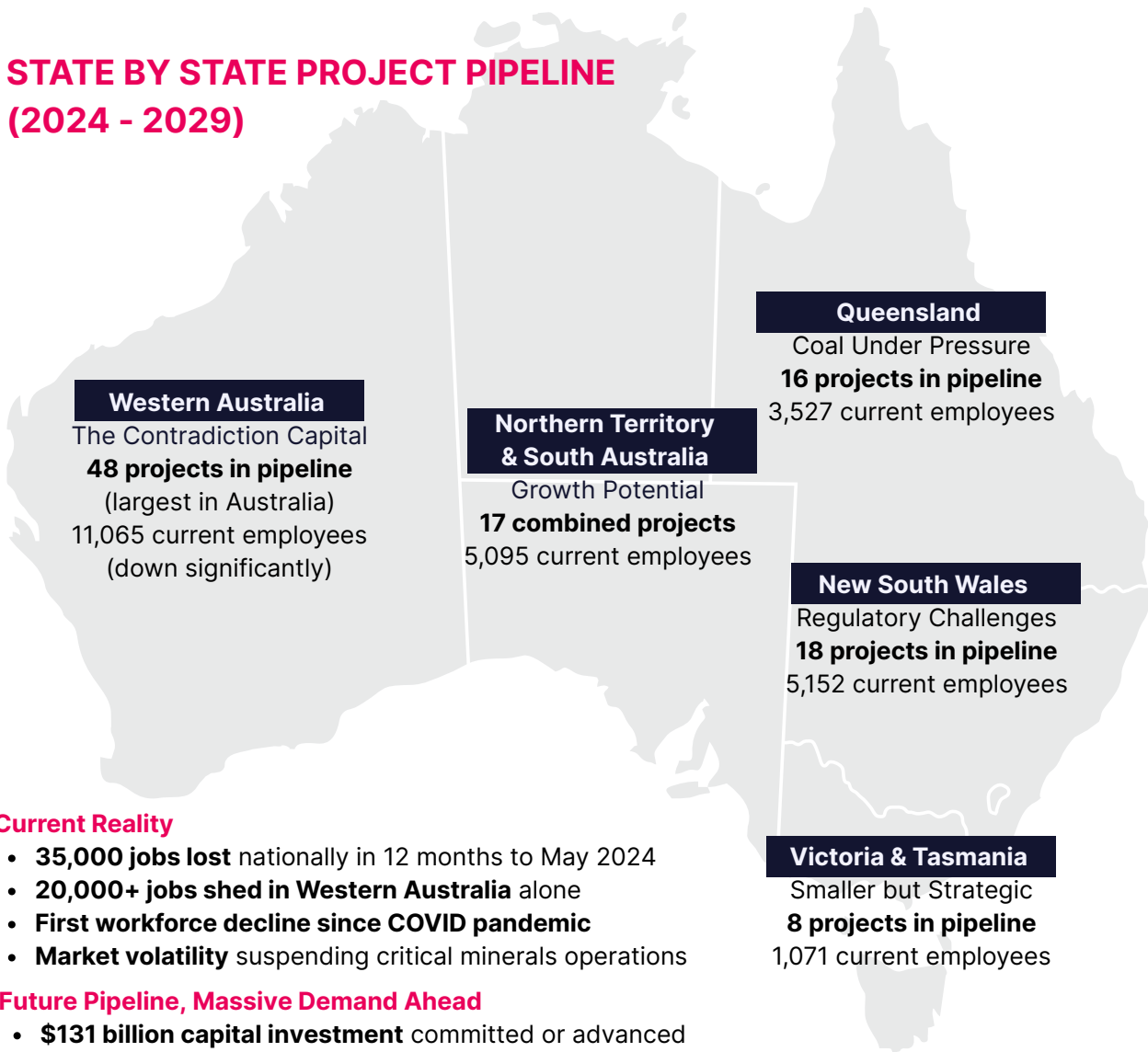




2024 Workforce Forecast.

2024 workforce data reveals the industry's paradox: unprecedented future opportunities amid current workforce devastation.

STATE BY STATE PROJECT PIPELINE (2024 - 2029)



Current Reality

- **35,000 jobs lost** nationally in 12 months to May 2024
- **20,000+ jobs shed in Western Australia** alone
- **First workforce decline since COVID pandemic**
- **Market volatility** suspending critical minerals operations

Future Pipeline, Massive Demand Ahead

- **\$131 billion capital investment** committed or advanced
- **26,810 new production jobs** forecast over five years
- **Comparable to previous years** 2023 (103 projects, \$142bn, 28,000 jobs)

The Displacement Factor: When Market Volatility Meets Workforce Planning.

The BHP Nickel West example illustrates how market conditions create workforce complexity through a cascading series of impacts that extend far beyond initial closure announcements.

When BHP announced the closure of its Nickel West operations, 3,000 jobs were initially reported as "lost," but the reality proved more nuanced.

The company successfully redeployed 1,600 workers to its Pilbara iron ore and South Australian copper operations, demonstrating the value of diversified mining portfolios in workforce management. This left 1,400 actual job losses to the broader market, with these displaced workers bringing transferable skills from nickel operations to other commodity sectors.

The broader market volatility effects compound these workforce dynamics across Western Australia's critical minerals sector. Volatile critical minerals prices have suspended multiple West Australian operations, while the lithium market correction has affected numerous WA projects simultaneously. The decline in nickel prices has forced operational reviews across the sector, creating a complex web of workforce displacement and opportunity.

Notably, displaced workers from these operations are now filling demand at other mining operations, which paradoxically affects recruitment needs and creates both challenges and opportunities for workforce planning across the industry.

THE POLICY RISK FACTOR

Data reveals how policy decisions directly impact workforce trajectories:

Queensland Coal Royalty Impact

- July 2022 royalty hikes affecting investment decisions
- "Detrimental impact on project investment trendline" AREEA
- Future workforce implications for coal-dependent regions

NSW Regulatory Environment

- McPhillamy's Gold Mine cancellation sending "shockwaves through mining sector"
- Indigenous cultural heritage laws creating investment uncertainty
- Federal government decision despite community engagement efforts

FORECASTING COMPLEXITY FOR TALENT LEADERS

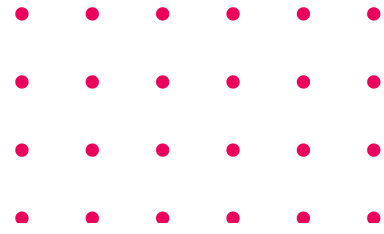
Unpredictable Variables

- Market volatility
- Policy uncertainty
- Workforce displacement
- Technology disruption

Recruitment Assumptions Broken

- Linear demand growth
- Predictable skill needs
- Regional stability
- Pipeline certainty

Industry Context.



While mining companies scramble to fill vacant positions, three powerful forces are simultaneously reshaping the industry landscape. Each force alone would challenge traditional hiring practices. Together, they're redefining what it means to build a mining workforce.

Future of Work

1 Future-of-work related job postings dropped 0.26% in Q2 2024, yet the skills demanded are becoming exponentially more complex. Architecture and Engineering Occupations now represent 15% of future-focused roles, with Production Occupations at 10% and Computer and Mathematical Occupations at 9%.

Financial Pressures

2 The second force amplifying recruitment challenges is financial pressure precisely when talent investment is most critical. PwC's Mine 2025 data reveals EBITDA margins declined from 24% in 2023 to 22% in 2024, while the top 40 mining companies (excluding gold) generated revenue of US\$689 billion (+1% from 2023) but saw EBITDA fall to US\$193 billion (-5% from 2023). Companies face pressure to optimise workforce costs precisely when talent is becoming more expensive and harder to find. Rising operational costs are squeezing profitability while shareholder pressure demands improved returns.

Skills

3 Technology adoption in recruitment shows 72% of Australian companies already use AI in recruitment, yet mining lags behind other industries in digital transformation. The scale of the challenge becomes clear in hiring activity data. Australian mining hiring activity dropped 0.11% in Q2 2024 versus Q1 2024, while Construction and Extraction Occupations represent 12% of total postings, down 2% from the prior quarter. Even more concerning, the top 5 companies account for 39% of all hiring activity, suggesting smaller operators are being squeezed out of talent competition entirely.

Companies can no longer simply increase salaries or expand job postings. They need systematic transformation of how they identify, attract, and develop talent.

The organisations that recognise this as a catalyst for innovation will emerge stronger. Those that continue fighting yesterday's recruitment battle with yesterday's tools will find themselves increasingly unable to operate tomorrow's mines.

Regional Analysis The Geography of Crisis.

Western Australia embodies the mining industry's central contradiction. Home to 48 major projects representing billions in future investment, WA simultaneously shed over 20,000 mining jobs in the past 12 months. This paradox makes WA both the epicenter of Australia's mining recruitment crisis and the laboratory for its solution.

WA experienced the smallest job advertisement decline at -2.6% but suffered a massive 23.7% drop in applications per advertisement. This isn't just a statistical anomaly, it represents a fundamental shift in how mining professionals view WA opportunities.

Perth maintains a 50/50 split between local and external candidates, positioning it as Australia's most balanced mining labour market. Yet this balance masks intense competition, as WA mining companies can source effectively from QLD, SA, and NT, while simultaneously competing against those same states for talent.

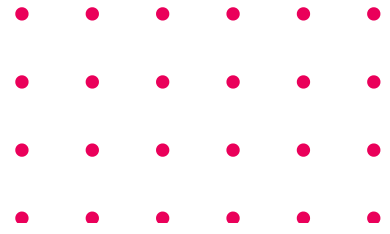
The skills shortage in WA mirrors national trends but with unique intensity. Auto Electricians emerge as the most posted permanent role, consistent with the national trend, followed by traditional maintenance roles: Drill Fitter, HD Fitter, Maintenance Supervisor, and HSE Advisor.

WA's concentration of major iron ore operations, Rio Tinto, BHP, and Fortescue creates both opportunity and pressure. These giants compete not just for global market share but for the same pool of technical talent. When Fortescue announces green hydrogen projects or BHP expands Pilbara operations, they're drawing from the same Auto Electrician and Maintenance Supervisor talent pool.

Perth functions as more than WA's capital, it serves as the central hub for WA mining talent, drawing from eastern states. The city's unique position allows mining companies to recruit nationally while maintaining operational proximity to remote sites. Perth's 50% external candidate mobility suggests significant interstate competition for talent, particularly from Queensland and South Australia mining operations. This creates a national talent marketplace where WA companies must compete not just with local operators but with the entire Australian mining industry.

WA's recruitment challenges preview what's coming for the rest of Australian mining. The state's combination of major project pipelines with severe workforce shortages creates both urgency and opportunity. Companies that solve WA's recruitment puzzle will have developed capabilities transferable across Australia's mining regions.

Traditional location-based recruitment advantages are disappearing. Success requires national talent strategies, premium compensation packages, and innovative approaches to the FIFO lifestyle that has defined WA mining for decades.



Queensland experienced a significant 15.1% decline in job advertisements yet maintained better application retention at -16.5% versus the national -21.5%. This resilience reflects Queensland's diversified mining economy, but masks underlying sectoral pressures.

Queensland shows high local candidate preference at 63%, suggesting strong regional talent pools. However, Bowen Basin coal operations compete for limited technical talent while Mount Isa minerals require specialised skills, and Brisbane headquarters struggle to attract corporate mining professionals.

Despite broader challenges, specific segments show remarkable resilience. Mining-Processing grew 23.5%, Surveying increased 15.6%, and Oil & Gas Drilling expanded 5.5%. These growth areas represent Queensland's economic diversification but require different skill sets from traditional coal operations.

Queensland's recruitment success depends on leveraging its position as a major source for both QLD and interstate mining operations. Brisbane serves as a critical talent hub, drawing from southeastern Australia while supporting operations across the state's diverse mining regions.

The state's challenge lies in managing workforce transitions, helping coal-experienced professionals migrate to emerging sectors while maintaining operational excellence in traditional mining.

The **Northern Territory** represents Australian mining's most extreme recruitment challenge: maintaining operations in remote locations with the smallest available talent pool and the highest dependence on interstate workers.

NT experienced moderate job advertisement decline at -5.5% but faces extreme FIFO reliance with 81% external candidates—the highest rate in Australia.

NT operations are vulnerable to interstate poaching and wage inflation. Unlike WA or Queensland, NT cannot rely on regional talent pipelines.

NT mining operations must compete nationally for talent, making them most vulnerable to interstate poaching and wage inflation. This creates a unique challenge: NT companies must offer premium compensation packages while managing the logistical complexity of extreme FIFO operations.

Darwin functions as heavily dependent on interstate recruitment, serving as a staging area for remote operations rather than a talent source. This requires NT operators to maintain recruitment capabilities in major Australian cities while supporting remote operational excellence.

NT's recruitment challenges preview the future for all remote mining operations. As easily accessible deposits are exhausted and mining moves to increasingly remote locations, the NT model becomes the template for industry survival.

The territory's experience demonstrates that successful remote mining requires treating recruitment as a national capability, not a regional function. Companies that master this approach gain competitive advantages applicable to remote operations worldwide.

AI Adoption Gap.

Industry Transformation at different speeds

PwC research shows 72% of Australian companies already use AI in recruitment, but mining lags behind other industries in digital transformation. This gap creates recruitment inefficiencies precisely when talent competition is most intense.

Current AI applications include resume screening for automated filtering of technical qualifications, skills matching algorithms for matching candidates to role requirements, predictive analytics for identifying candidates likely to succeed in mining environments, and interview scheduling automation for remote/FIFO candidates.

Mining-Specific Challenges

- **Remote location bias** AI may not account for FIFO lifestyle preferences
- **Technical skills complexity** Mining roles require nuanced experience evaluation
- **Safety-critical nature** Human judgment remains essential for safety-sensitive positions
- **Cultural fit** Mining site culture difficult to assess algorithmically

The automation paradox resolves when understanding that technology amplifies human capabilities rather than replacing them. Autonomous equipment requires maintenance complexity, autonomous equipment requires more sophisticated repair skills, while programming needs mean equipment requires on-site programming and calibration.

Autonomous Equipment Growth

- Self-driving haul trucks (Caterpillar, Komatsu)
- Automated drilling systems (Atlas Copco, Sandvik)
- Remote-controlled excavators and loaders
- Driverless underground vehicles

Skilled Worker Requirement Increase

- **Maintenance complexity** Autonomous equipment requires more sophisticated repair skills
- **Programming needs** Equipment requires on-site programming and calibration
- **Troubleshooting** Complex systems need advanced diagnostic capabilities
- **Safety oversight** Human operators must monitor automated systems

Companies that demand fundamental shifts in their recruitment strategy will dominate future mining.

- **Skills Assessment**
- **Training Integration**
- **Partnership Development**
- **Continuous Learning Culture**

Financial Pressure and Workforce Investment

THE EBITDA SQUEEZE

PwC's Mine 2025 data reveals the financial context driving recruitment challenges:

INDUSTRY FINANCIAL PRESSURE

EBITDA margins declined from 24% (2023) to 22% (2024)

Rising operational costs squeezing profitability

Capital expenditure competition between equipment and workforce investment

Shareholder pressure for improved returns

RECRUITMENT BUDGET IMPLICATIONS

Higher wages required to attract scarce talent

Increased recruitment costs due to longer time-to-hire

Training investment needed for skills gaps

Retention spending to prevent poaching

RECRUITMENT CHALLENGES

THE COST OF UNFILLED POSITIONS

Auto Electrician shortage \$75,000+ per week in equipment downtime

Maintenance Supervisor gap \$125,000+ per week in reduced efficiency

Diesel Fitter absence \$50,000+ per week in delayed repairs

Safety role vacancy Potential operational shutdown (\$500,000+ per day)

This explains why mining companies are willing to pay premium wages and recruitment fees - the cost of unfilled positions far exceeds the cost of recruitment.



Geographic Concentration and Mobility Patterns

THE FIFO FACTOR: UNDERSTANDING CANDIDATE MOBILITY

PwC's Mine 2025 data reveals the financial context driving recruitment challenges:

Industry Financial Pressure

- **EBITDA margins declined** from 24% (2023) to 22% (2024)
- **Rising operational costs** squeezing profitability
- **Capital expenditure competition** between equipment and workforce investment
- **Shareholder pressure** for improved returns

Recruitment Budget Implications

- **Higher wages** required to attract scarce talent
- **Increased recruitment costs** due to longer time-to-hire
- **Training investment** needed for skills gaps
- **Retention spending** to prevent poaching

The Cost of Unfilled Positions

Analysis of mining equipment downtime costs reveals the true expense of recruitment failures:

Direct Costs per Unfilled Position

- **Auto Electrician shortage** \$75,000+ per week in equipment downtime
- **Maintenance Supervisor gap** \$125,000+ per week in reduced efficiency
- **Diesel Fitter absence** \$50,000+ per week in delayed repairs
- **Safety role vacancy** Potential operational shutdown (\$500,000+ per day)

Calculation Example: Major Iron Ore Operation

- **5 unfilled Auto Electrician positions**
- **Average equipment downtime** 8 hours per week per position
- **Equipment hourly cost** \$75,000 (haul truck + lost production)
- **Weekly cost** $5 \times 8 \times \$75,000 = \$3,000,000$
- **Annual cost** \$156,000,000

These numbers explain why mining companies are willing to pay premium wages and recruitment fees - the cost of unfilled positions far exceeds the cost of recruitment.





Geographic Concentration and Mobility Patterns

THE FIFO FACTOR: UNDERSTANDING CANDIDATE MOBILITY

SEEK's candidate mobility data reveals critical insights for mining recruitment strategy across Australia's diverse regional markets.

High External Mobility States (Opportunity Markets)

The Northern Territory leads with 81% external candidates, reflecting the territory's limited local workforce and heavy reliance on interstate recruitment. Queensland, South Australia, and Tasmania each show 63% external candidate rates, indicating these states attract significant interstate talent while also serving as talent sources for other mining regions.

Balanced Markets

Western Australia demonstrates a perfectly balanced market with 50% external and 50% local candidates, suggesting the state's mature mining industry has developed both strong local talent pipelines and effective interstate recruitment networks. The Australian Capital Territory shows slightly higher external mobility at 53% external versus 47% local candidates.

Most Competitive Recruitment Markets

Auto Electricians National competition across all states

Maintenance Supervisors WA vs QLD competition particularly intense

Diesel Fitters High mobility between mining states

FIFO Specialists NT companies competing nationally

Local-Focused Markets

Victoria operates as a predominantly local market with 66% local candidates and only 34% external recruitment, while New South Wales maintains a moderate local focus with 56% local and 44% external candidates. These patterns reflect the eastern states' larger population bases and more diverse industrial economies.

Strategic Implications

Western Australian mining companies can effectively source talent from Queensland, South Australia, and the Northern Territory, leveraging these states' high external mobility rates.

Queensland operations benefit from both a substantial local talent pool and strong interstate mobility patterns. Northern Territory companies face the greatest recruitment challenge and must implement national recruitment strategies due to their extremely limited local workforce. South Australia's emerging mining sector demonstrates strong potential to attract interstate talent, though the state continues to face skills gaps that require targeted recruitment initiatives.

Regional Talent Pools

Perth Central hub for WA mining talent, draws from eastern states

Brisbane Major source for both QLD and interstate mining operations

Darwin Heavily dependent on interstate recruitment

Adelaide Emerging market with growth potential

Solutions and Strategic Responses

Analysis of hiring success among top mining companies reveals several strategic approaches.

BHP

415 job postings - #2 volume

- **Global talent mapping** Systematic tracking of technical professionals worldwide
- **Apprenticeship expansion** Major investment in auto electrician training programs
- **Technology integration** AI-powered screening with human oversight
- **FIFO optimisation** Roster design to attract interstate candidates



Fortescue

- **11% hiring growth - highest among majors)**
- **Indigenous employment focus** 8% Indigenous workforce in technical roles
- **Innovation attraction** Green hydrogen projects attracting new talent types
- **Flexible work arrangements** Remote operations centers reducing FIFO requirements
- **Competitive compensation** Market-leading packages for critical skills

RioTinto

- **Automation readiness** Training existing workforce for autonomous equipment
- **Partnership model** Joint training programs with equipment manufacturers
- **Data-driven recruiting** Predictive analytics for candidate success
- **Regional presence** Decentralised recruiting teams in mining communities

Recommended Strategic Responses

Based on the data analysis, mining companies should consider the following approaches

Immediate Actions (0-6 months)

Implement Global Talent Mapping

- Systematic tracking of technical professionals across mining companies worldwide
- Real-time monitoring of employment changes and career movements
- Predictive identification of candidates before they begin job searching

Premium Compensation Strategy

- Market-leading packages for Auto Electricians and Maintenance Supervisors
- FIFO allowances and lifestyle incentives for interstate candidates
- Retention bonuses for critical skill positions

AI-Enhanced Recruitment Process

- Automated screening for technical qualifications
- Predictive matching for mining environment fit
- Streamlined interview processes for remote candidates

Medium-term Strategies (6-18 months):

Apprenticeship and Training Investment

- Expanded auto electrician apprenticeship programs
- Partnership with TAFEs and training providers
- Internal skills development for existing workforce

Technology Readiness Programs

- Autonomous equipment training for maintenance staff
- Digital skills development for traditional roles
- Safety technology certification programs

Regional Talent Development

- Local community engagement in mining regions
- University partnerships for engineering graduates
- Indigenous employment and development programs

Long-term Transformation (18+ months)

Workforce Future-Proofing

- Skills transition programs for automation era
- Remote operations capability development
- Continuous learning and development systems

Industry Collaboration

- Shared training facilities and programs
- Industry-wide skills standards development
- Collective lobbying for immigration and visa reforms

Recommendations and Action Plan

FOR MINING COMPANY LEADERS

Priority 1 Immediate Crisis Response (Next 90 Days)

Audit Critical Role Vacancies

- Identify all unfilled Auto Electrician and Maintenance Supervisor positions
- Calculate weekly downtime costs for each vacancy
- Prioritise recruitment based on operational impact

Implement Premium Attraction Strategy

- Increase salary offers by 15-25% for critical skills
- Add FIFO lifestyle incentives (extra leave, family support)
- Fast-track interview and hiring processes

Activate Interstate Recruitment

- Target Queensland and South Australia candidate pools
- Leverage Northern Territory's high external mobility (81%)
- Develop WA-specific attraction campaigns

Priority 2 Medium-term Strategic Response (3-12 months)

Invest in Global Talent Intelligence

- Deploy comprehensive talent mapping systems
- Track competitor hiring patterns and employee movements
- Build predictive analytics for candidate identification

Technology-Enhanced Recruitment

- Implement AI screening while maintaining human oversight
- Develop mining-specific skills assessment tools
- Create virtual reality job previews for remote operations

Industry Partnership Development

- Joint apprenticeship programs with other mining companies
- Shared training facilities for technical skills
- Collaborative visa sponsorship for international candidates

Priority 3 Long-term Transformation (12+ months)

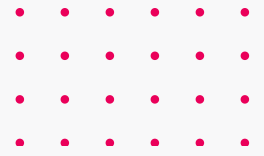
Future Workforce Development

- Autonomous equipment training for existing staff
- Digital skills programs for traditional roles
- Safety technology certification pathways

Regional Ecosystem Building

- University partnerships for engineering graduates
- Community engagement in mining regions
- Indigenous employment and development initiatives

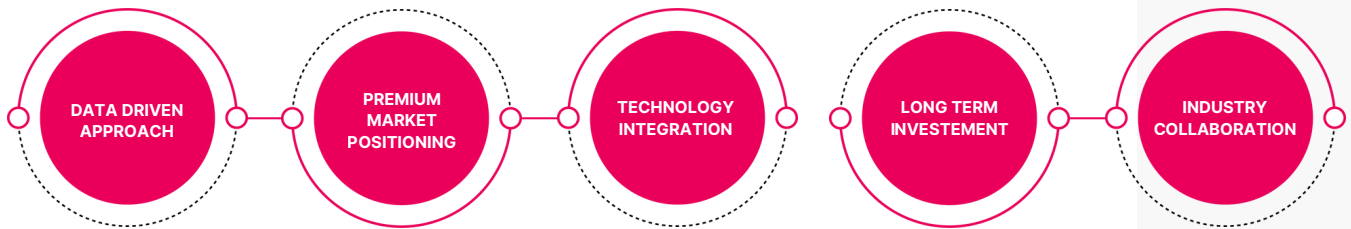
The Path Forward



FOR MINING TALENT LEADERS

The data is unambiguous: Australian mining faces its most severe recruitment crisis in modern history. With applications per job advertisement down 21.5%, worse than any other industry and critical skills shortages in every state, traditional recruitment approaches are failing.

Yet this crisis also presents an opportunity for transformation. Mining companies that embrace global talent intelligence, technology-enhanced recruitment, and strategic workforce development will gain competitive advantages that extend far beyond solving immediate hiring needs.

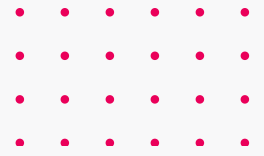


The Bottom Line

The cost of unfilled positions (potentially \$156 million annually for a single major operation) far exceeds the investment required for strategic recruitment transformation. Companies that act decisively now will not only solve their immediate talent crisis but position themselves for sustained competitive advantage in an industry fundamental to global economic growth.

The mining recruitment crisis of 2025 will be remembered as either the catalyst for industry transformation or the beginning of a prolonged period of constrained growth. The choice belongs to mining leaders - and the time to act is now.

Turn workforce insights into action.



TALENT EVOLUTION FRAMEWORK

Progressive organisations constantly evolve, led by absolute clarity in their gaps and priorities. Identify yours with our Talent Evolution Framework, a model for understanding the organisation's talent imperatives. The framework explores crucial activities throughout the talent life cycle.

We can meet in person or via Teams for a consultation session, from this session we are then able to provide a free **Talent Evolution Framework Report** which includes:

- Detailed maturity assessment across all lifecycle stages
- Prioritised transformation roadmap
- Detailed recommendations by lifecycle stage
- Risk mitigation strategies
- Resource requirements
- Current vs. desired state analysis
- Full capability gap analysis
- Implementation timeline
- Success metrics and KPIs
- Change management considerations

To organise a session please email sophie.hunter@harriertalentsolutions.com

Harrier is an award-winning privately-owned Australian business with a 17-year track record in the successful delivery of talent solutions.

Our success is measured by yours, delivering the talent solutions that empower your business achievements.



- Complete Recruitment Management (RPO)
- Contingent Hiring (MSP)
- Talent Acquisition as a Service
- Talent Advisory
- Talent Insights and Business Intelligence

Harrier has worked with leading mining and energy companies to reduce hiring costs by up to 50-75%.





Talent for **TOMORROW**

About This Report

This analysis combines official employment data from SEEK Australia and New Zealand, hiring trend analysis from GlobalData, financial performance data from PwC's Mine 2025 report, and industry insights from leading recruitment specialists. The report represents the most comprehensive analysis of mining recruitment challenges available as of August 2025.

Data Sources

- SEEK Employment Update: Retail & Consumer Products (Australia & New Zealand)
- SEEK Employment Update: Mining, Resources & Energy (Australia & New Zealand)
- GlobalData: Mining Hiring Trends & Signals Q2 2024
- PwC Mine 2025: Concentrating on the Future
- TechForce: The Future of Mining Recruitment - Trends to Watch in 2025
- AREEA Resource and Energy Workforce Forecast 2024 - 2029 Volume 5 September 2024