Industry Trends Mining sector

2025

Robert Half Talent Solutions

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About this material

The Mining Sector Industry Trend study aims to provide companies in the sector with an overview of the prospects and challenges in the near future, from a people management perspective. The material provides an analysis and alert on how professionals can impact company results.

The framework described in this Panorama is based on both data from public sources and research conducted by Robert Half.

Robert Half understands that its role in the market goes beyond hiring or assigning professionals to its clients' projects. Part of its uniqueness lies in promoting quality content to support the decision-making of managers and leaders across a wide range of sectors.

The purpose of this Industry Trend, therefore, is also to present managers with a broad picture of these sectors, in order to connect market realities to companies' issues within the scope of talent management.

Macro scenario of the economic sector

The mining sector, although it does not usually make headlines, is one of the most important sectors of the Brazilian economy and, according to data from the Brazilian Mining Institute (IBRAM), represents around 4% of GDP.

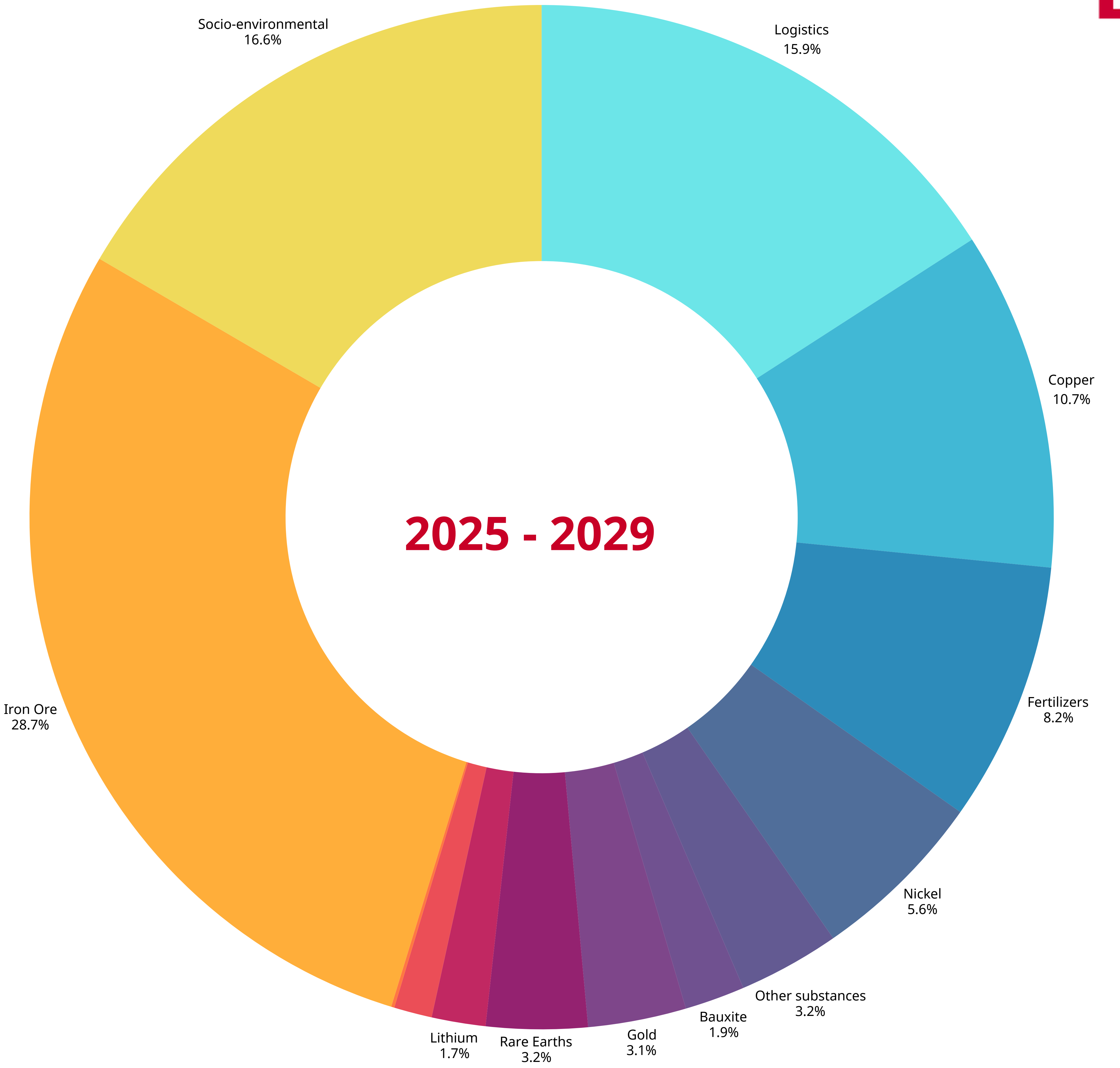
To give you an idea, in 2024 iron ore alone accounted for 47% of the national trade balance.

In 2024, the Brazilian mining sector generated revenue of R$270.8 billion, representing a 9.1% increase compared to the previous year. The sector's exports reached US$43.43 billion, a 0.9% increase compared to 2023.

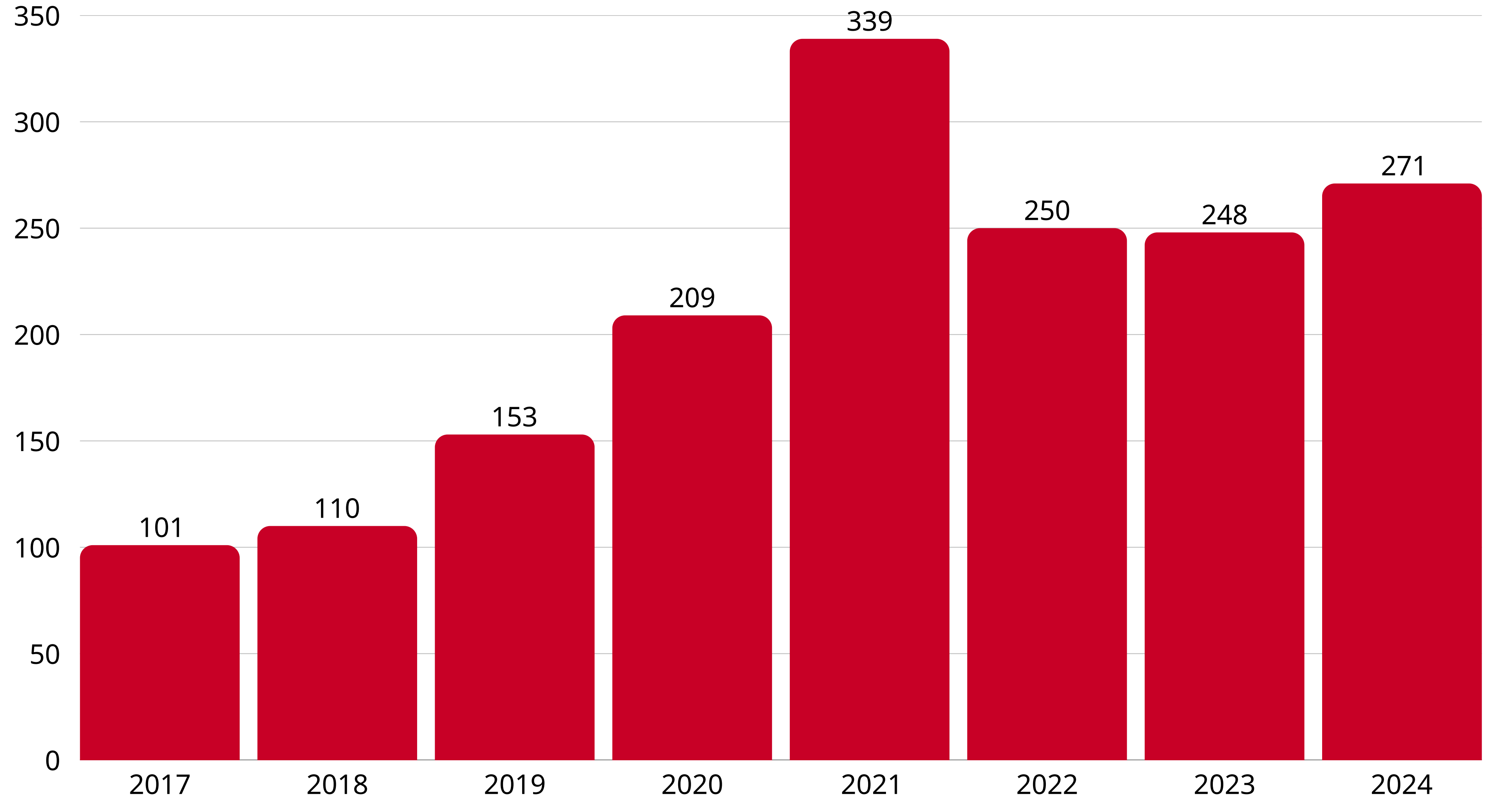
Exports in the segment totaled 402.4 million tons last year, an increase of 2.6% compared to the previous year.

Investments

The forecast for sector investments in projects is US$64.5 billion by 2029, an increase of 6.6% compared to the forecast for the period 2024-2028.



Revenue from the mineral sector in Brazil – in billions of reais



Source: Brazilian Mining Institute (IBRAM)

A diverse and specialized sector

Mining occurs in half of Brazil's municipalities, extracting 92 types of minerals. The sector directly employs over 226,000 people, and in the first half of 2025, approximately 5,085 new opportunities were created. Across the value chain, it is estimated that it employs a total of 2.5 million people.

The sector supplies commodities that are the raw materials for all modern industrial production, and for this reason, its revenue is directly related to the temperature of the global economy and its demand – from iron to minerals used in battery production, such as niobium, nickel, manganese, and copper, among others.

The energy transition and technological developments have led to an increase in demand for minerals that were previously in short supply.

Participation in the sector's revenue

- Iron ore 52.8%
- Gold ore 12.6%
- Copper ore 10.5%
- Bauxite 2.3%
- Dolomitic limestone 2.4%
- Other 16.4%

Source: Brazilian Mining Institute (IBRAM/ 1H25)

M&A on the rise

The number of mergers and acquisitions in the mining sector in Brazil doubled in the first half of 2025 (source: KPMG) compared to the same period last year, with greater participation of foreign companies in the operations.

In total, there were 14 mergers and acquisitions operations carried out by mining companies in the country between January and June, compared to nine in the first six months of 2024. Of the total amount, five were operations carried out between Brazilian companies and five involved foreign companies acquiring capital from others established in Brazil.

M&A transactions require system updates and unifications, among other adaptations, generating additional demand during the transition period. Therefore, it's essential to plan the workforce involved in the changes.

What to keep an eye on?

Off the radar

Although it provides inputs for all emerging industries, the mining sector is not among the most sought-after careers for professionals entering the job market.

The average salaries of Mining Engineering professionals are always among the highest when compared to other engineering disciplines, but even so, the number of people interested in each place in the entrance exams for this course is among the lowest – in some universities, there are fewer than 2 people per place.

The situation becomes even more complex because, in addition to the low demand for the course, there is also a dropout rate of students throughout the course given the complexity of the subject, resulting in few graduates per class.

However, it's crucial to emphasize that mining is a fundamental sector, with a rich tradition and significant importance in the global economy. For those seeking stability and growth, mining offers excellent prospects. Opportunities for technological innovation and sustainable development are reshaping the sector, making it increasingly attractive to those willing to explore its potential.

The geographical question

One of the main challenges experts point to in recruiting professionals in the sector today is the geographic distance between most mining plants and large cities. Attracting professionals from large centers to more remote regions is a challenge, often requiring an attractive benefits package and commensurately high compensation. While there are several executive and administrative positions in mining located in large urban centers, positions related to operations require a presence in more remote locations.

An additional challenge is the lack of infrastructure in the cities surrounding mining plants, including quality healthcare, leisure, safety, and education options for the workers' families. These challenges pose a significant obstacle to attracting and retaining talent in mining operations.

Furthermore, the distance from major centers generates another side effect: the limited supply of professionals in the operational locations intensifies competition for talent within each region, with companies frequently approaching each other for professionals.

Availability for relocation
Fly-in Fly-out (FIFO)

Precisely because of the geographic issue, it is common for mining professionals to be faced with the need for availability for relocation or Fly-in Fly-out (FIFO) hiring models, when the hiring process includes air travel to the workplace during certain periods, without the employee being permanently moved.

Both cases present specific industry characteristics, such as pay based on the location of the workplace, in the case of relocation. While in large cities the average variable pay is two salaries, in a remote area the amount can reach eight salaries.

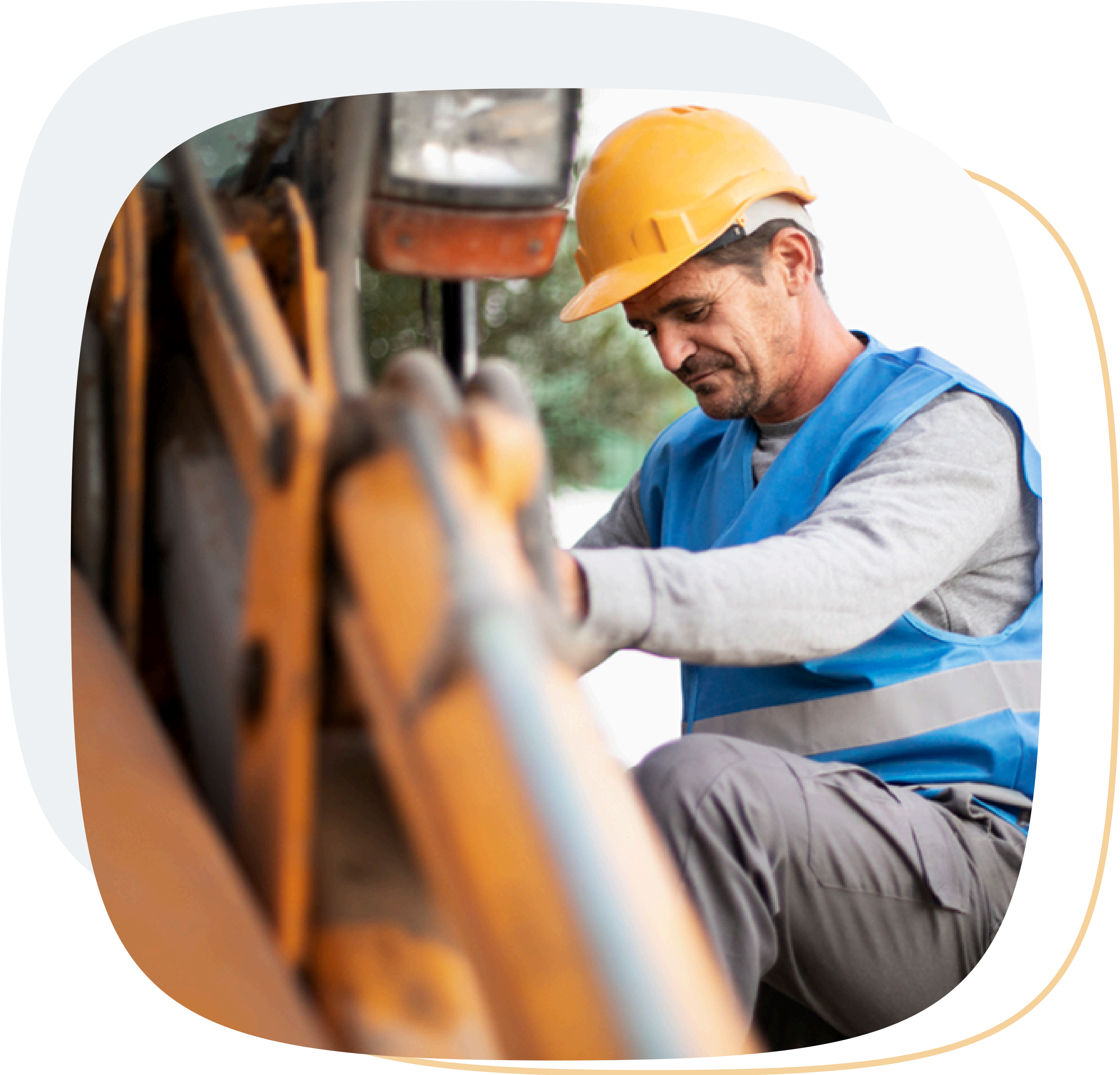
Furthermore, the more remote the location, the fixed remuneration also tends to be higher than in large centers.

Image and reputation

Large companies have been mobilizing to restore their reputations after environmental accidents that impacted the sector as a whole, including employer branding, especially in relation to attracting professionals recently graduated from universities.

Efforts on topics such as reducing carbon emissions and using clean energy, reusing tailings and improving dam safety, social programs aimed at surrounding communities, greater transparency in ESG (environmental, social and governance) reports, and diversification to meet new demands of the energy transition (lithium, nickel, copper, for example) have contributed to the image and reputation of the mining market, which has been favored over the years.

This ongoing movement aims not only to restore reputation, but also to highlight the importance of the sector and its fundamental role, which goes beyond generating wealth, contributing to the sustainable development and well-being of local communities.



A globalized industry

For recruiters, there are some characteristics of the sector that help offset the challenges and allow them to attract professionals to qualified positions in the mining industry.

The most attractive of these is the possibility of an international career. Because the mining commodities market is globalized, it's common for companies to find opportunities in other countries. Since Brazil is one of the most important players in this industry, it's also common for foreign companies to recruit talent here and import it.

The difficulty, in this case, is the requirement of at least proficiency in English, which is a recurring problem in recruiting professionals in Brazil.

Source: ABF / T12025 – others represent 5%.

ESG development

As the global market increasingly demands environmental and social reports from its suppliers, and as a corporate response to the crises experienced by companies in the sector in recent years, the mining industry has invested in modernizing its management and adopting good ESG (Environmental, Social and Governance) practices.

This evolution has had a number of impacts on recruitment in this sector. The first was the creation of several new positions, such as environmental analysts, community relations officers, and new product development and research positions.

There is also a general effort to update risk management systems, environmental compensation, certifications, as well as inclusion, compliance, and corporate education initiatives.

Women’s advancement

As part of the modernization process of companies in the sector, there has been a gradual, but necessary, opening to the hiring of female professionals in a traditionally male and restricted environment, as mining used to be.

First in administrative positions, especially in multinational companies, then gradually in field work, more positions are being opened for women, as well as for people with disabilities and other minority groups.

A company in the sector recently celebrated reaching 38% female employees. However, companies still report difficulties in hiring women for operations positions.

Women in mining

Female participation in companies in the sector, in %

8% a 17%
maximum and minimum sector averages, worldwide

25%
general industry average in Brazil

17%
sector average in Brazil

20%
of C-level positions in the sector, in Brazil

Gender in mining engineering

6.159
Mining Engineers active in Brazil

1.207
Women

4.952
Men

Sources: McKinsey and CONFEA

Innovation, automation and digitalization

Mining has been increasingly investing in technological innovations—the so-called Mining 4.0. This initiative aims, in part, to reduce costs in a sector with notoriously tight margins and fierce international competition. Furthermore, it seeks to address the risks inherent in operations and overcome the sector's labor constraints by replacing human labor with machines whenever possible.

The sector expects to invest US$64.5 billion in the country by 2028, considering innovation projects in management, sustainability, and technology. For example, some companies are implementing tailings filtration technologies, which eliminate the need for dam construction, reducing risks and achieving better environmental results.

Similarly, there are several projects involving Artificial Intelligence, both to replace high-risk human work, such as in underground mines, and in administrative and accounting roles. AI is also used for mapping dams and drilling, as well as in autonomous drones. For this, professionals skilled in operating this type of technology are increasingly required.

US$64.5 billion in investments

Forecasts for the mining sector in Brazil until 2028

Most offered benefits

To create attractive packages for industry professionals, especially for positions located far from major cities, companies have been investing aggressively in benefits. Below is an example of a benefits package for a management position:

- Medical assistance for the person and their family members
- Dental care for the individual and their family members
- Private Pension
- Life insurance
- Food voucher
- Meal voucher (or meal on site)
- Transportation (chartered, company car)
- Health and wellness benefits
- Partnership with schools for professionals with children
- Daycare/nanny allowance
- Company shares
- Mobilization package (for people who need to move to another city)
- Variable remuneration / PLR (Profit Sharing)

Specialized projects

All the numbers in the mining sector are enormous because all operations are large-scale. Therefore, each change requires large teams and significant effort. A simple conveyor belt overhaul can involve an eight-month project, involving construction, electromechanical, and maintenance teams, and requiring the allocation of a dedicated supply team, depending on its specific needs.

Because mining companies face significant headcount issues, an increasingly popular alternative is project-based staffing—temporary or outsourced. This approach has been used for all kinds of needs, from machinery upgrades, logistics projects, and procurement to IT implementations.

Posições em alta

As principais posições demandadas no setor de mineração atualmente, para contratações permanentes (efetivos) e por projetos (temporários e terceiros).

PERMANENTES
Analista de FP&A sênior
Analista de tesouraria sênior
Analista fiscal sênior
Coordenador(a) de engenharia de manutenção portuária
Coordenador(a) de gestão de componentes de mineração
Coordenador(a) de manutenção de equipamentos móveis
Coordenador(a) de manutenção de planta de beneficiamento
Engenheiro(a) civil especialista em barragem
Engenheiro(a) de manutenção de mineroduto
Engenheiro(a) de meio ambiente de recuperação ambiental
Engenheiro(a) de operação de mina
Engenheiro(a) de processos (mineral)
Engenheiro(a) de projetos de infra (mineração)
Engenheiro(a) ferroviário(a)
Engenheiro(a) de minas (planejamento de minas)
Especialista de FP&A
Geólogo(a) (Hidrologia)
Geólogo(a) (Exploração)
Gerente de HSE/SSMA
Gerente de processos (beneficiamento mineral)
Gerente de estudos e projetos

POR PROJETO
Analista contábil sênior
Analista de controladoria sênior
Analista de FP&A
Analista de inteligência de dados
Analista de supply chain - foco em Capex
Analista de supply chain - foco em gestão de categorias
Analista fiscal sênior
Especialista de FP&A

In-demand roles

The main positions currently in demand in the mining sector, for permanent (permanent) and project-based (temporary and third-party) hiring.

PERMANENT
Senior FP&A Analyst
Senior Treasury Analyst
Senior Tax Analyst
Port Maintenance Engineering Coordinator
Mining Component Management Coordinator
Mobile Equipment Maintenance Coordinator
Processing Plant Maintenance Coordinator
Civil engineer specializing in dams
Pipeline maintenance engineer
Environmental engineer for environmental recovery
Mine Operations Engineer
Process engineer (mineral)
Infrastructure Project Engineer (Mining)
Railway engineer
Mining engineer (mine planning) FP&A Specialist
Geologist (Hydrology)
Geologist (Exploration)
HSE/SSMA Manager
Process manager (mineral processing) Studies and Projects Manager

BY PROJECT
Senior Accounting Analyst
Senior Controller Analyst
FP&A Analyst
Data Intelligence Analyst
Supply Chain Analyst - Focus on Capex
Supply chain analyst - focus on category management
Senior Tax Analyst
FP&A Specialist

Hard to find professionals

Recruiters have had particular difficulty finding professionals with certain specific profiles. In the Mining sector, these are the main ones:

PERMANENT	BY PROJECT
Mining Component Management Coordinator	Market specificity
Civil engineer specializing in dams	Lack of professionals with the necessary knowledge due to the increased responsibility and complexity of the role after environmental accidents
Pipeline maintenance engineer	Limited supply of professionals with the necessary knowledge
Mining engineer (studies and projects)	Limited supply of professionals with the necessary knowledge
Mine Planning Engineer (Dams)	Limited supply of professionals with the necessary knowledge
Infrastructure Project Engineer (Mining)	Market specificity
Railway engineer	Limited supply of professionals with the necessary knowledge
Geologist	Lack of technical knowledge in a certain type of ore
Process Manager/Coordinator	Limited supply of professionals with the necessary knowledge

In-demand skills

As the sector is one of the most globalized in Brazilian industry, fluency in English is one of the most sought-after skills by hiring companies. Additionally, other skills and qualifications are in high demand.

MOST DEMANDED SOFT SKILLS	MOST DEMANDED HARD SKILLS
Adaptability	Automation and technology
Effective communication	Software related to mine operations
Empathy and collaboration	Tax specialties with specific mining tax incentives
Flexibility	Geology
Organization and time management	Environmental management and ESG
Conflict resolution	Languages
Teamwork	Logistics and supply chain management
	Artificial intelligence

How to Use Our Salary Charts

Percentiles: The salaries for the positions listed in this document do not include bonuses, benefits, or other forms of compensation. We've divided the salary for each position into three percentiles to help you customize salary offers for each role.

25th	50th	75th
Candidate - new to the role or still developing skills relevant to the job.	Candidate - has the necessary experience and possesses most of the skills relevant to the job.	Candidate – has more experience than typical and has all the relevant skills for the job, as well as specializations and certifications.

For more information on percentiles and salary readings, visit the Robert Half Salary Guide.

Salary table

Average salaries (in Brazilian Reais) in the Consumer Goods and Retail sector, derived from interviews and market knowledge of Robert Half consultants:

POSITIONS	25TH	50TH	75TH
Process Manager (mineral beneficiation)	27.500	30.800	38.500
Environmental and Environmental Recovery Manager	19.800	24.200	33.000
Mining Component Management Coordinator	16.500	18.700	22.000
Port Maintenance Engineering Coordinator	16.500	18.700	22.000
Geologist (Exploration)	13.200	16.500	18.700
Geologist (Hydrology)	13.200	16.500	22.000
Environmental engineer for environmental recovery	11.000	13.200	16.500
Railway engineer	11.000	13.200	16.500
Infrastructure Project Engineer (Mining)	13.200	16.500	18.700
Process engineer (mineral)	13.200	16.500	18.700
Mine Operations Engineer	13.200	16.500	18.700
Mining engineer (mine planning)	13.200	16.500	18.700
Pipeline maintenance engineer	13.200	16.500	18.700
Civil engineer specializing in dams	13.200	16.500	22.000
Environmental engineer for environmental recovery	11.000	13.200	16.500
Railway engineer	11.000	13.200	16.500
Senior FP&A Analyst	9.900	12.100	13.200
Senior Treasury Analyst	8.800	10.450	12.100
Senior Tax Analyst	7.700	8.800	9.900

Robert Half

Robert Half Solutions

Robert Half offers talent solutions through various services for companies across different industries.

Executive Search

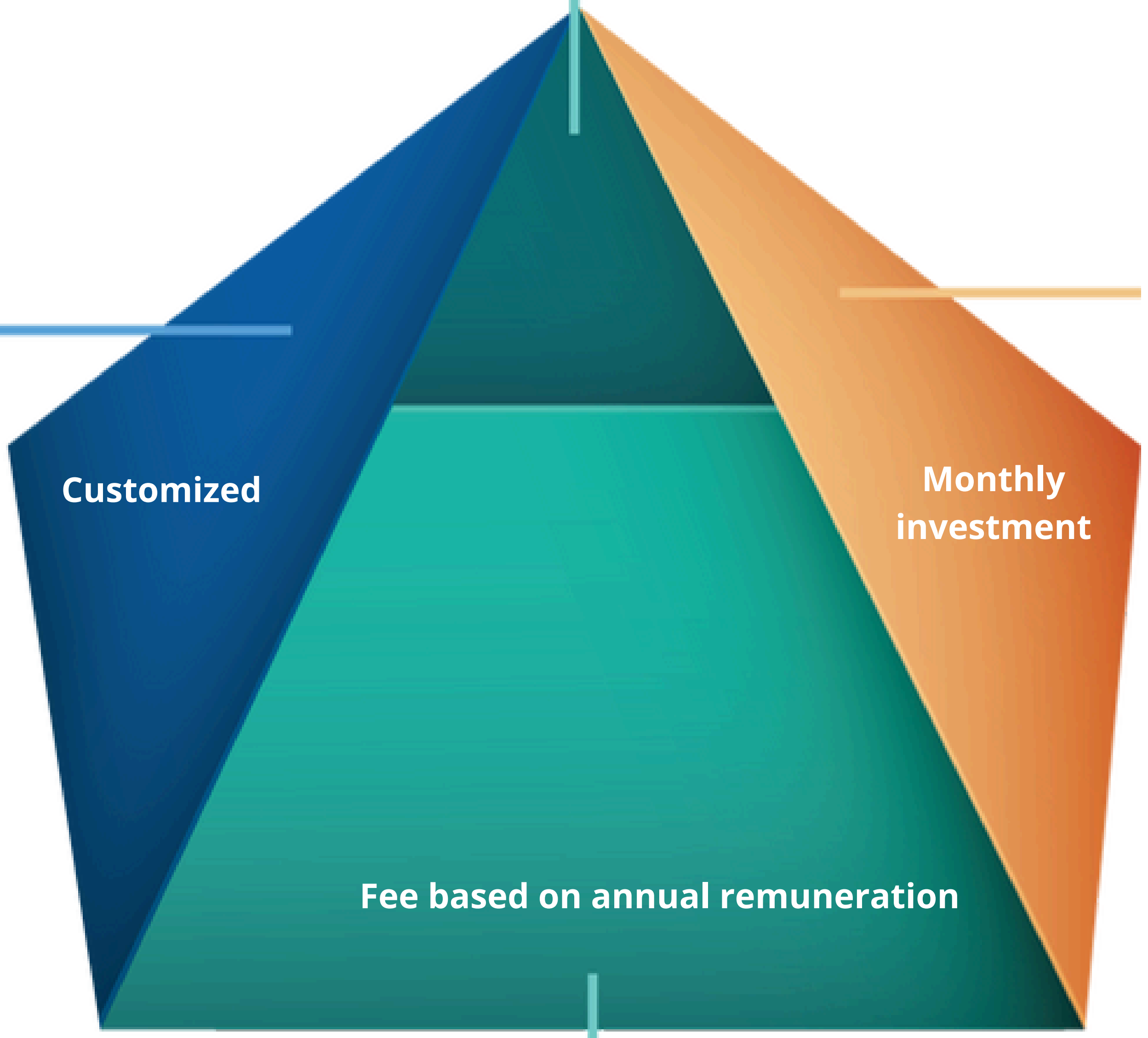
For organizations that recognize that a robust process can significantly impact their direction, we offer a tailor-made approach for sourcing, assessing, and recruiting key professionals.

Consulting

We offer deep consulting expertise, objective insights, and collaboration to help companies tackle challenges and seize opportunities.

Managed Solutions

Through Protiviti, a Robert Half company, we can build high-performing teams that adapt to meet your business needs and goals while providing expert consulting.



Project-based hiring

Management Resources: We allocate specialized professionals to areas of corporate strategic leadership.

Staff Loan: A process in which we allocate skilled professionals to perform transactional corporate routines in the areas of finance, accounting, taxation, auditing, and technology.

Permanent Recruitment

Strengthen your company in the long term by hiring professionals or teams on an indefinite-term basis.

Robert Half Solutions

Robert Half offers talent solutions through various services for companies across different industries.

Rely on the experience of market-specialized consultants and the unique advantages of Robert Half:

Communication: our way of working, proprietary tools, and technology allow us to maintain constant contact with our clients and candidates, keeping them informed at every stage of the recruitment process.

Choices: Each consultant's network allows access to a wide range of professionals across the country, enabling clients to choose from the best candidates presented.

Match: We work without exclusivity, presenting the most suitable professionals for our clients' needs.

Speed: Candidate selection decisions are made through a collective decision-making process among several consultants, allowing us to present candidates quickly, as a large team is working for each position or project.

About Robert Half

It is the first and largest specialized recruitment company in the world. Founded in 1948, the company operates in Brazil by recruiting permanent professionals and those for specialized projects in the areas of finance, accounting, financial markets, insurance, engineering, technology, legal, human resources, marketing and sales, and executive leadership roles.

With a global presence and operations in North America, Europe, Asia, South America, and Oceania, Robert Half appears on lists of the world's most admired companies and is also recognized for its commitment to promoting equality and fostering an inclusive culture.

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