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**We measure  
what we value**

## **WIM Brasil Indicators**

Progress Report of the Action Plan  
for the Advancement of Women  
in the Mining Industry - Year 1

**October 2021**



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# About this report

WIM Brasil Indicators - Progress Report of the Action Plan for the Advancement of Women in the Mining Industry - Year 1

This report was prepared in cooperation between the Women in Mining Brasil movement and the companies that signed the commitment letter to the Action Plan (signatories). Its purpose is to provide, based on a survey conducted with 16 signatories in January 2021, a comprehensive view of the agenda of Gender Diversity and Inclusion in the mining industry.

## About Women in Mining Brasil - WIM Brasi

Women in Mining Brasil is a movement that was consolidated in early 2019 and aims to expand and strengthen women's participation in the mining industry.

This movement was developed due to the understanding of the need to create an active structure, in which commitment and actions for gender inclusion are constant guidelines and the vision of the future is directed in a responsible and diverse way.

The movement operates through the leadership of a voluntary board, composed of industry's professionals, with legal and operational support from IBRAM, and the execution of projects that have the active support of various professionals and organizations that believe in the cultural transformation of this industry. These projects are made possible through the sponsorship of companies that also believe that the future of mining needs diversity, equity and inclusion as the basis for its sustainability.

Women in Mining Brasil

In partnership with EY People Advisory Services - Brazil

[wimbrasil.org](http://wimbrasil.org)  
[ey.com/workforce](http://ey.com/workforce)

The images contained in this report were provided by the signatory companies of WIM Brasil, which have the primary image right, or obtained from the EY image bank.

## Sponsors



## Partners



## Institutional support



# Chairwoman´s foreword

The Women in Mining Brasil (WIM Brasil) movement arose from the urgency and need to bring the agenda on gender equity into all environments where mining is present, being discussed, analyzed and defined with the clear objective of expanding and strengthening the participation of women in the Brazilian mining industry.

IBRAM´s openness and leadership in the development of the Action Plan for the Advancement of Women in the Mining Industry<sup>1</sup> and its partnership with WIM Brasil demonstrates the understanding of the moment we were living in. There is a duty to create an active structure to foster an objective agenda with very determined steps to seek concrete results for the industry. Today, we can say that the commitment to gender inclusion is a constant theme in the industry and that the future vision of mining is moving, every day, in a more targeted, responsible, diverse and inclusive way.

With the inauguration of its first board in December 2019, the publication of the Action Plan in April 2020, and, currently counting the more than 20 signatory organizations, we can say that WIM Brasil's development phase brings us much pride and hope. We know that gender inclusion is one of several steps we need to take on a very long road towards expanding diversity and inclusion in the mining industry. It is important to be connected, fostering debates, reflections and actions about other underrepresented groups, in addition to actively addressing the intersectionality of Brazilian women, with the recognition that race/ethnicity, genders, class, sexual orientation and skills profoundly impact people's experiences inside and outside our organizations.

To roll out the WIM Brasil Indicators Report in the year following the launch of the Action Plan represents another important step in our learning journey. In addition to mining companies, we hope to extend this engagement to the entire mineral industry's supply chain so that the impact is thorough, effective and sustainable.

We appreciate EY´s support who, relying on our purposes and value proposition, facilitated and executed every step of this process, from the definition and validation of indicators with the signatory organizations to the development of the results of this report, which will enrich the work of all participating organizations. We also thank the signatory organizations that actively participated in this process and helped us build this cutting-edge report in the global mineral sector; to IBRAM for the partnership in the WIM Brasil operations and all the women who continue to inspire and strengthen us every day, demonstrating that there are few limits to what we can achieve when we work together.

We thank you for all the support, and we will continue to develop, with your help, a new Brazilian mining industry outlook.



**Patrícia Procópio**

Founder and CEO, XR.LAB President,  
WIM Brasil

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#### Sources:

1. Women's Advancement Action Plan in the Brazilian Mining Industry, WIM Brasil (2020)

# We measure what we value

An increasing number of public and private sector organizations are implementing policies, programs, strategies and actions to improve women's participation in their workforce, as well as working to understand the relationships, engagement and inclusion elements that will make work environments inclusive of ALL people. These organizations recognize the value and business case for doing this. They are also encouraged to be good corporate citizens as a result of new ESG requirements, recognition of the social injustices present in our daily lives and the historical challenges faced by many under-represented groups. The mining sector is not outside of this reality, progress needs to be made and a commitment to society revised.

Clear Gender Inclusion Framework and KPIs, using a data-driven approach to de-bias workplace processes and foster systemic equity are required. Applying and tracking the progress of a Maturity Model can empower mining companies to plan for equity, like any other business-critical function. Identifying cultural levers that businesses can adjust to counter the impact of bias, mitigate risk, and amplify opportunities for growth are key to move along this maturity model.

The development of the Action Plan for the Advancement of Women in the Mining Industry and the formation of the movement Women in Mining Brasil were big steps towards moving the industry towards action and accountability. The vision for this report and what you will read in these pages, is our way of creating an engagement model that drives collaboration and accountability.

The creation of Key Performance Indicators (KPIs) associated with the strategies presented in the Action Plan were the step needed to further align the organizations to the actions required to make real change, create more inclusive environments, open opportunities for under-represented groups and advance their community relationship model towards one that recognizes the role women play in the communities we operate, a role that when activated and supported, can change lives, environments and societies.

We hope this report is used to further the industry knowledge and bring more awareness to the gaps and biases present in our routines, and as a catalyst for change, moving the needle and creating opportunities for more diversity, equity, responsibility, and sustainability.

Thanks for participating in this change.



## **Jamile Cruz**

Founder and CEO, I&D 101, Partner company of WIM Brasil, and director of Women in Mining Brasil

# Women in Mining Brasil in numbers



**390**  
Individual members



**25**  
Signatories



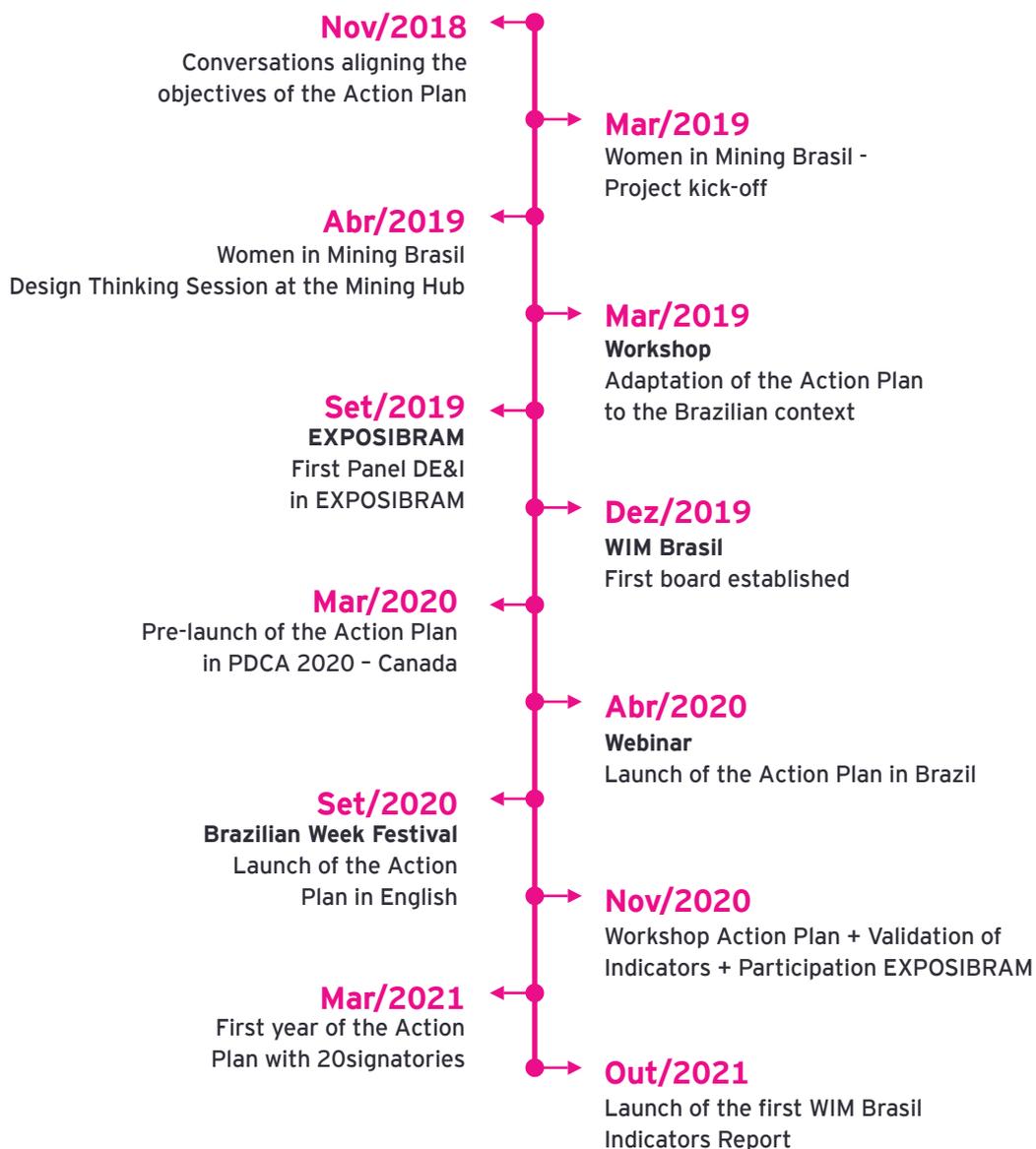
**2.647**  
LinkedIn followers and  
over 100,000 impressions



**1.495**  
Instagram followers

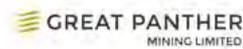


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# WIM Brasil Signatories

## WIM Brasil indicators Participants - Year 1



## New members



Metso:Outotec



# Current scenario

What were our main findings?

**Growth is visible...**

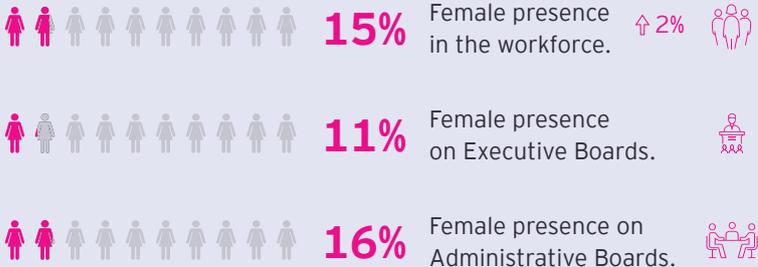
Companies and their executives began to value more and seek to invest in the Diversity, Equity and Inclusion agenda.

There has been growth in the number of committed companies to WIM Brasil's Action Plan and in the general representativeness in the workforce.



**16**

Signatories of WIM Brasil participated in the survey.



**... but there is still a lot of work to be done and progress to be achieved.**

While women make up more than half of the Brazilian population, they still do not reach one fifth of the representation in mining organizations. In leadership positions, these numbers are even lower.

**TO EVOLVE IT IS NECESSARY TO MATURE AND PRIORITIZE.**

The existence of processes and practices alone does not guarantee effectiveness.

It is necessary to mature the initiatives implemented by measuring their effects. Only then we will be able to identify challenges and opportunities and prioritize key initiatives for change.

# Main results

Here are the trends in the DE&I agenda observed in the survey with mining organizations.



## Strategy and Career Opportunities

### Systemic Strategy 4. Signs and symbols of gender inclusion in the workplace culture



Important steps have been taken...

**88%** communicate commitment to DE&I.

**69%** have a Diversity and Inclusion program.

**63%** appointed an executive responsible for DE&I.

### Systemic Strategy 5. An industry that is a magnet for talent



...but to attract talent we have to expand DE&I integration.

Only **50%** integrate DE&I into organizational policies and processes.



## Ethics and Autonomy

### Systemic Strategy 2. - Physical and psychologically safe work environments



Despite the existence of policies and processes...

**75%** include DE&I as a value in its Code of Ethics and **94%** have a confidential ethics channel.

...it is important to think on how to make them more effective.

**56%** do not have a DE&I Committee or budget and

**49%** did not report Ethics and Autonomy indicators.

### Systemic Strategy 3. - Ability to reconcile work and personal commitments



**44%** provide flexible benefits.

Due to the global context, issues such as mental health and flexibility tend to be increasingly demanded from companies.

# Trends on the rise

Here is a list of the DE&I agenda observed throughout the survey with mining organizations.



## Development and Capacity Building

### Systemic Strategy 1. Inclusive practices for career opportunities



Despite the advance in attracting the female public...

**31%** of all hires to leadership and junior positions are women.

...there are still barriers to career development.

Only **18%** of all participants in leadership development programs are women.

### Systemic Strategy 8. Talent development for the future by investing in STEM



The main tool for STEM investment is technical learning/development.

**35%** have partnerships with technical training schools.



## Social Impact

### Systemic Strategy 6. Diversity of suppliers, contracting women-led companies



Although there are some processes in place...

**81%** monitor and disseminate the business social impact and **33%** social investments in local suppliers.

...there is difficulty in implementing effective actions and monitoring.

**75%** do not include DE&I criteria in the selection of third parties and **18%** was the average of reporting to Social Impact indicators.

### Systemic Strategy 7. Investment in women present in communities



Only **13%** of the signatories reported investing in the professional training of women.

It is also observed that women are not a priority in the Social Impact agenda.



“

If you don't deliberately and proactively promote inclusion you will, even if unintentionally, promote exclusion.

**Joe Gerenstadt**

Specialist in Diversity,  
Equity and Inclusion

# DE&I Impacts: why do we measure?



# We are a diverse society and, despite the progress made in recent years, we still have a journey to ensure an egalitarian, diverse and inclusive mining industry.

## Why do we talk about measuring Diversity, Equity and Inclusion?

Diversity, Equity and Inclusion (DE&I) are essential to businesses that are intended not only to survive, but to progress and grow. Research indicates that diverse teams are correlated with a better performance in productivity, financial health and innovation.

Diverse and inclusive businesses also see positive impacts on credibility, anticipating change and decision making. These skills are essential in moments of transition such as the present times, where we are challenged to rethink business and readapt industries to the new global context.



Gender diversity in executive teams are

**25%**

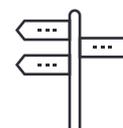
more likely to achieve greater profitability.<sup>2</sup>



Organizations with an inclusive culture have

**57%**

more chances to improve their reputation.<sup>3</sup>



Diverse teams make better decisions

**87%**

of the time. This aspect is responsible for 95% of the business performance.<sup>4</sup>

Despite the clear advantages, inequalities between men and women persist in the organizational and socio-political environment. According to the World Economic Forum<sup>5</sup>, Brazil ranks 92<sup>nd</sup> among 153 countries analyzed by the global gender equality rank. **The report also points to the majority presence of men in the fields of Computing (92%), Engineering (85%) and Data (76%).**

When we look at the mining sector, the reality becomes even more challenging, especially in the face of data scarcity. According to evidence from the Responsible Mining Index (RMI)<sup>6</sup>, mining still has a long way to go on gender equality.

The RMI 2020 report addressed gender as a cross-cutting issue to economic, environmental, social and governance issues. The results showed the fragility and limitation of actions that address gender in the community, organizational governance and workforce.

**Women in Mining Brasil (WIM Brasil) started in 2019 with the aim of acting as an active structure in promoting a more inclusive and diverse Brazilian mining industry. Its goal is to expand and strengthen women's participation in the mining sector.**

**Brazilian mining organizations that seek to progress in this agenda have formalized their support to WIM Brasil as signatories and, as part of the evolution journey, responded to the Maturity Assessment, which will be presented throughout this report.**

**Through its initiatives, the movement hopes to contribute to build a new perspective at the Brazilian mining sector, valuing respect for women at all levels of the organization, encouraging the development of inclusive work environments and the performance of women as technical experts who operate with excellence and innovative spirit.**

### Sources:

2. Why Diversity and Inclusion Matter: Financial Performance, 2020 - Catalyst.
3. Why Diversity and Inclusion Matter: Quick Take, 2020 - Catalyst.
4. Hacking Diversity, 2017 - Cloverpop.
5. Global Gender Gap Report 2020, World Economic Forum.
6. Gender inequality runs deep in mining, Responsible Mining Foundation.

## Systemic Strategies of the WIM Brasil Action Plan



\*Science, Technology, Engineering and Math.



**WIM Brasil Indicators:  
in order to progress,  
it is important  
to measure**

# Benchmark initiatives, such as RMI<sup>6</sup>, highlight the importance of research and data collection to ensure an informed approach, support actions and raise awareness about the impact of the mining industry on women.

## About the research methodology

In order to understand the context of Diversity, Equity and Inclusion (DE&I) of the organizations signatories to the Action Plan and ensure solid action in support of equity in the mining sector, Women in Mining Brasil, in partnership with EY, developed the WIM Brasil indicators.

In this sense, this survey aims to consolidate data on gender inclusion in the Brazilian mining industry and access the

maturity of signatory organizations participating in this theme. This report can also be used by mining organizations as a self-reflection tool, generating insights on how to direct their performance in DE&I in the organizational environment.

The research proposal consisted of a quantitative assessment focused on evaluating:

### Maturity

Evaluation of the processes and practices' level of formalization related to gender diversity and inclusion.

### Indicators

Evaluation of female representativeness in the mining industry.

To ensure the support and applicability of the research to the mining organizations context, an online workshop was held with the WIM Brasil signatories. In this collaborative session, facilitated by Wavespace - EY's innovation team, the signatories defined the key indicators to be monitored.

Board co-created with the signatories in a collaborative session. The dialogues fostered fundamental reflections and insights to drive the DE&I journey in the mineral sector.

Four pillars were defined, including the eight Systemic Strategies of organizational development presented in the WIM Brasil Action Plan to make up the evaluation based on EY Methodology and fundamental materials in the field



of diversity and inclusion studies - Principles of Female Empowerment (WEPs), World Economic Forum (WEF) and Sustainable Development Goals (UN SDGs).

## Source:

6. Gender inequality runs deep in mining, Responsible Mining Foundation.

# Key indicators

## Survey conducted with the WIM Brasil signatories

The items and indicators identified and raised by the 16 respondents are below. They are grouped according to their corresponding pillar.



### Strategy and Career Opportunities

#### WIM Brasil Systemic Strategies

1. Inclusive practices for career opportunities.
4. Signs and symbols of gender inclusion in the culture and the workplace.

### Graph 1| Strategy and Career Opportunities Indicators

% female employees in relation to the total number of employees of the company

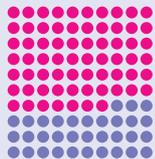


Reported by **100%** of respondents.

**15%**

Of the staff is composed of women.

% female employees who make up the Executive Board in relation to the total number of employees on the Executive Board

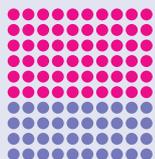


Reported by an average of **67%** of respondents.

**11%**

Of the Executive Board are women.

% female employees who make up the Board of Directors in relation to the total number of executives on the Executive Board



Reported by an average of **60%** of the respondents.

**16%**

Of the Board of Directors are women.



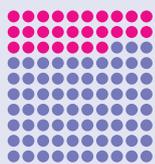
## Ethics and Autonomy

### WIM Brasil Systemic Strategies

2. Safe work environments, from a physical and psychological point of view.
3. Ability to reconcile work and personal commitments.

#### Graph 2 | Ethics and Autonomy Indicators

% of claims for which repair plans were implemented or resolved in relation to the total of claims received by the Ethics channel last year



Reported by an average of **27%** of respondents.

**100%**

Of the claims raised are resolved or addressed through repair plans.

% organization's operations facilities and equipment that adequately meet the needs of men and women

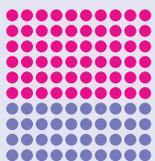


Reported by an average of **67%** of respondents.

**85%**

Of all operations provide facilities and PPE appropriate to the needs of men and women.

% of men taking parental leave in relation to the total number of men benefiting from parental leave in the last year | Parental leave in the company's free choice format (consolidation of Brazilian labor laws - CLT, government Incentive program or others)

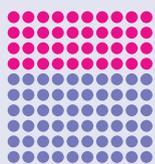


Reported by an average of **60%** of respondents.

**64%**

Of men entitled to parental leave made full use of this right.

% of women taking parental leave in relation to the total number of women benefiting from parental leave in the organization in the last year. Parental leave in the company's free choice format (CLT, government incentive program or others)

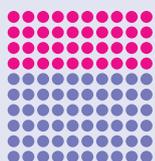


Reported by an average of **67%** of respondents.

**70%**

Of women entitled to parental leave made full use of this right.

% of the organization's employees' satisfaction with the personal and work life balance



Reported by an average of **33%** of respondents.

**64%**

Are satisfied with their personal and work life balance.



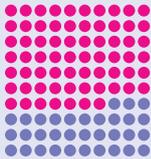
## Development and Capacity Building

### WIM Brasil Systemic Strategies

- 5. An industry that is a talent magnet.
- 8. Talent development for future STEM investment.

### Graph 3| Development and Capacity Building Indicators

% total number of hires for leadership positions in the last year.

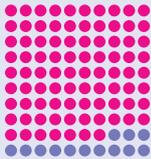


Reported by an average of  
**67%** of respondents.

**31%**

Of those hired for leadership positions last year were women.

% of women hired for entry-level positions in relation to the total number of hires for entry-level in the last year

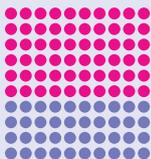


Reported by an average of  
**87%** of respondents.

**31%**

Of new hires for entry-level positions were women.

% of women who participated in the leadership development program in relation to the total number of employees who participated in the leadership development program in the last year



Reported by an average of  
**53%** of respondents.

**18%**

Of the public who took part in the leadership development program last year were women.



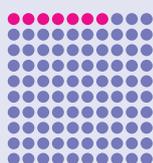
## Social Impact

### WIM Brasil Systemic Strategies

- 6. Diversity of suppliers, contracting of organization led by women.
- 7. Investment in women present in communities.

#### Graph 4 | Social Impact Indicators

% of suppliers who have diversity and inclusion policies or programs in relation to the total number of suppliers in the last year

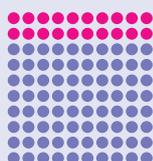


Reported by an average of **7%** of respondents

**20%**

Diversity and inclusion programmes.

% of suppliers who are led or owned by women in relation to the total number of suppliers in the organization in the last year

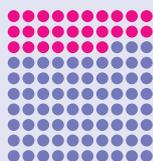


Reported by an average of **20%** of respondents

**9%**

Suppliers are led or owned by women.

% of capital invested in initiatives focused on women in relation to the total capital invested in social impact initiatives by the organization in the last year



Reported by an average of **27%** of respondents

**29%**

Is the amount invested in initiatives of social impact focused on women

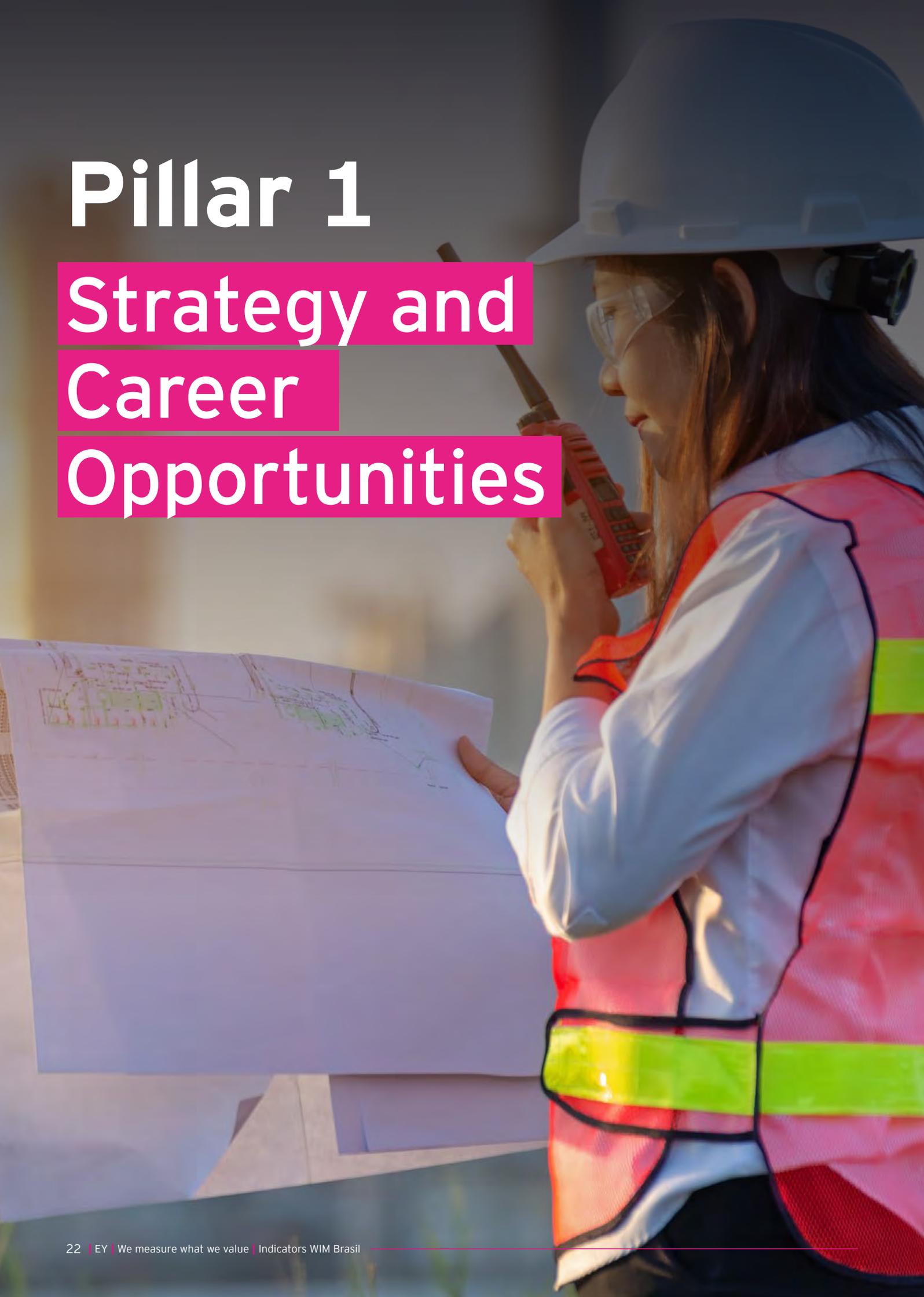
In the next pages we organize the analyses according to the four pillars, better detailing the themes and their respective indicators to peruse and evaluate the industry's degree of maturity.

# Pillar 1

Strategy and

Career

Opportunities



The mining industry is not neutral in terms of gender. Women make up 10% of the global mining workforce. In top leadership positions, 5% of board positions in the 500 largest global mining organizations are occupied by women.<sup>7</sup>

### How to promote DE&I strategically in the mining industry?

For women's involvement in mineral operations to be boosted, it is essential to develop a strategy aimed at mitigating gender differences. When organizations recognize the advantage of having a diverse workforce and value chain, they can increase their productivity, reduce their costs, strengthen their social mandate and credibility.

The first step is to assess your organization to identify the ways in which women and men are impacted by the business

as well as the opportunities and challenges to be addressed by the DE&I strategy.

To ensure its success, the definition of an DE&I strategy must rely on the participation and support of leaders and be structured in alignment with the organization's business strategy.

With an eye on market trends, most of the signatories already have consolidated programs. (Graph 5)

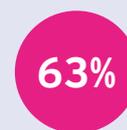
### Graph 5 | According to the survey with signatories of WIM Brasil...



Communicate their public commitment to DE&I.



Have a DE&I program.



Appointed a senior executive in charge of DE&I.

**Source:**

7. Integrating Gender in Mining Operations, IFC.

Another way to translate leadership's seriousness and commitment to the DE&I agenda is by linking an executive variable compensation to DE&I goals. (Graph 6)

This is an action used by very few organizations still. It is an ambitious step towards gender equity, but requires maturity to ensure alignment between implementation, execution and desired results.

Manager's commitment should be visible at all levels of the organization. Given that mining organizations tend to have vertical management structures, it is essential that the senior leadership supports the DE&I program to ensure that commitment permeates other management levels.

Most organizations stated that they did not perform the practice of analyzing and monitoring gender-segmented compensation.

### Graph 6 | Compensation and DE&I are not yet integrated themes



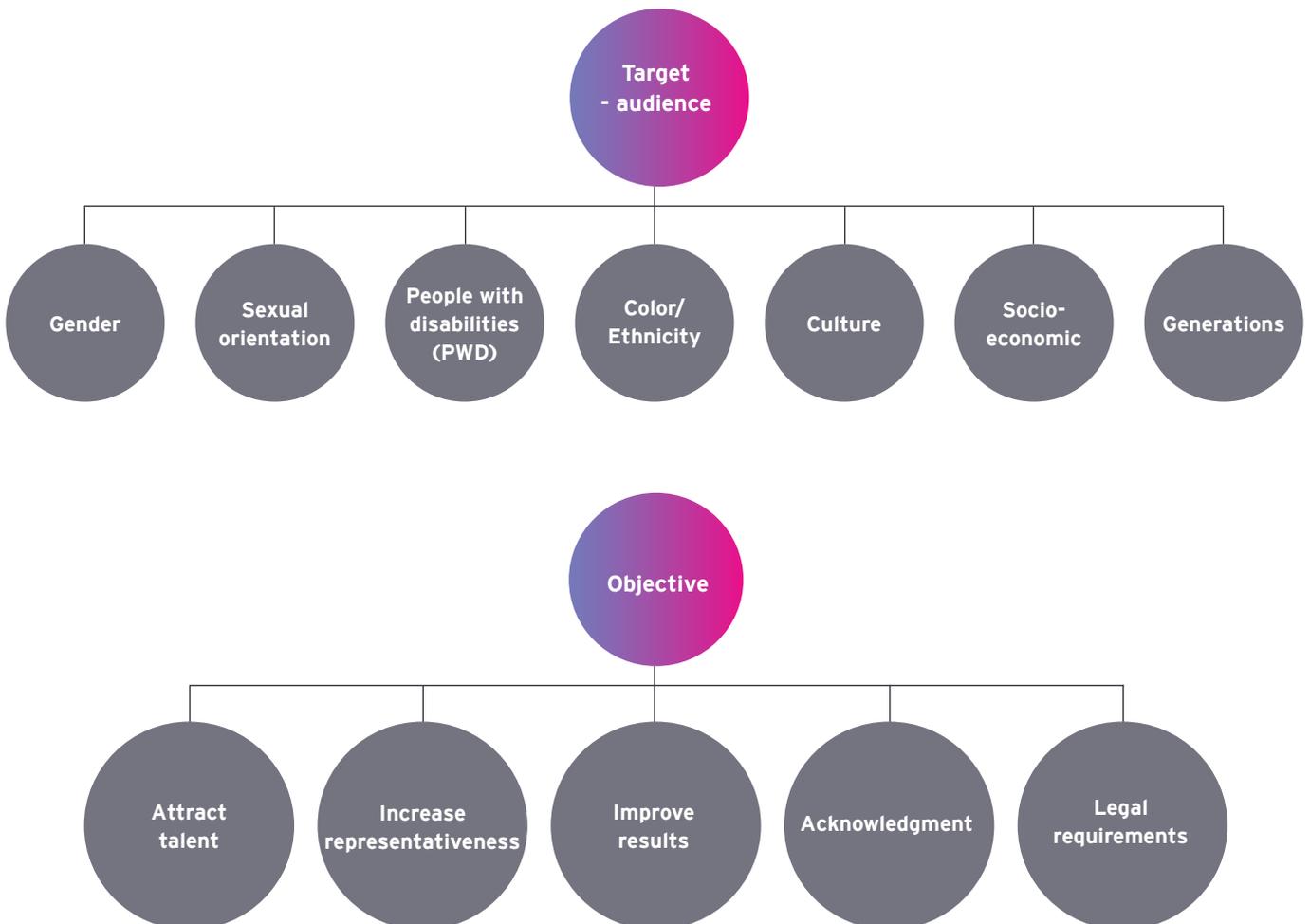
**13%**

of organizations link the executive variable compensation to DE&I

**38%**

of organizations do not monitor compensation segmented by gender

When asked about the goal and target audience of existing DE&I programs, there is little definition on the actual focus. The organizations stated they focused on all available options. It should be noted that the prioritization of multiple perspectives can slow the evolution of actions.



Reinforcing that in addition to the support of managers and the development of initiatives, the commitment to DE&I needs to be supported by the measurement of its results: through **clear indicators**. Defining, analyzing and monitoring indicators help identify challenges and lessons learned and guide which initiatives can generate the best return to business.

The documentation and reports of DE&I actions in the business allow the measurement of changes that when transmitted

to the organization foster an increasingly diverse and inclusive culture.

Regarding the indicators related to the composition of the workforce, 72% of the organizations' respondents already map and monitor these data, which reinforces the importance that the theme has been gaining in organizations.

### Graph 7 | The survey revealed that, among the signatory organizations, on average:



Of the organizations employees are women.



Of the organizations Administrative Boards are women.



Of the organizations Executive Boards are women.

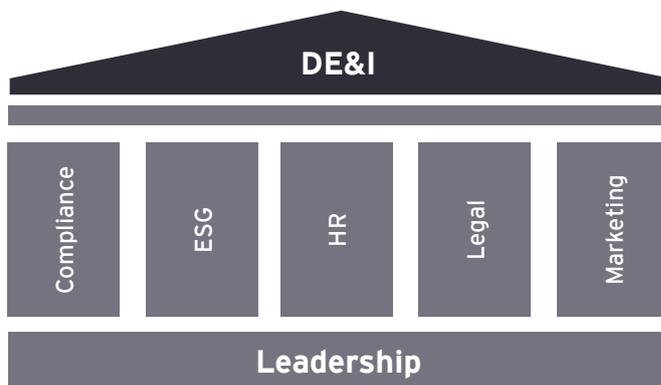
The above indicators portray the importance of redoubling efforts in attracting, developing and retaining women in the mining industry, given that they still make up less than one fifth of the mining sector workforce.

It is possible to observe the emergence of initiatives focused on increasing female representation, especially in leadership positions and in the processes of talent attraction. These actions should gain traction to, in the long run, reap the rewards of a more egalitarian workforce.

Resignation indicators segmented by voluntary and involuntary turnover and management and non-managerial positions are data points that present difficulty in being captured and reported adequately by respondents. It is noteworthy that dismissals are an important fact to understand the female representativeness in the mining industry. To promote a culture of inclusion, organizations should monitor this indicator and its targeting in order to understand the profile of dismissed employees. Thus it is possible to identify gender disparities and address them.

With regard to the management and **dissemination of the DE&I program**, as well as decision-making, the Human Resources (HR) area was mostly named accountable. In spite of the fact that people management is the main articulator of the DE&I agenda, it is important to ensure awareness and involvement of other key areas. The marketing department has a direct influence on the image and the diverse and inclusive communication that the organization can disseminate. Legal and Compliance are key areas in identifying how the organization adapts and enhances diversity and inclusion in line with current regulations and standards. DE&I is a collective effort agenda. For its results to be genuine, it must be transversal to organizational practices. The Sustainability area translates the organization's efforts into social impact, and can expand its reach on the external environment, especially on groups

underrepresented integrating DE&I into organizational policies and processes.



Half of the signatories integrate DE&I into their policies and processes. This demonstrates that organizations realize the need to bring this theme more clearly and formally in their business strategy. In graph 8 and 9 it is possible to observe that the policy and processes that most commonly integrate DE&I are related to recruitment and selection.

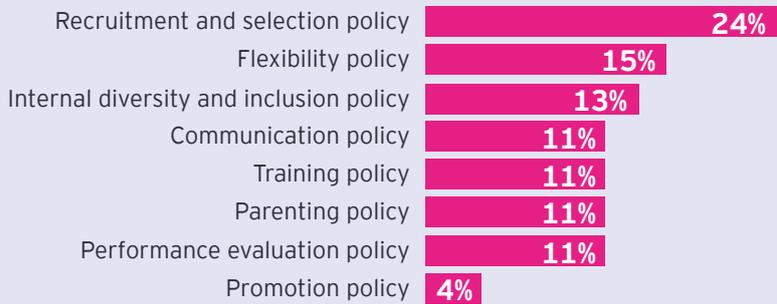


integrating DE&I into organizational policies and processes.

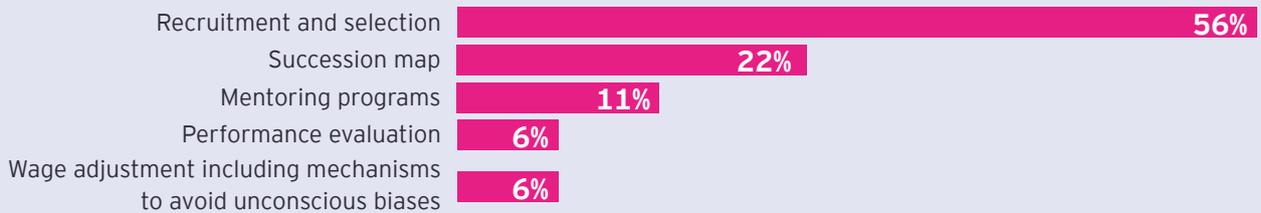
**Especially in...**

Recruitment and selection, flexibility and succession planning.

### Graph 8 | Companies have the following structured policies that consider DE&I aspects



### Graph 9 | Companies have the following structured processes that consider DE&I aspects



## The WIM Brasil Action Plan guides us on how to evolve in the DE&I strategy

#### Putting into practice

Identify the obstacles that are imposed in the organization for women to occupy predominantly male areas or reach higher positions.

Involve leaders in DE&I actions - senior management works as a model and middle management can raise awareness to their operational teams.

#### Measuring results

Monitor and set goals for the percentage of women in the workforce, segmented by hierarchical level and function.

Percentage of managers and employees who engage as active agents in the DE&I agenda.



# Vale sets goal to expand gender diversity globally.

In 2019, Vale established a public pledge to add Inclusion and Diversity as a central strategic pillar of its business, establishing clear goals and commitments that the organization can attract, develop and retain the entire spectrum of diversity of profiles that the market offers. These commitments are in line with Vale's Global Human Rights Policy, its Code of Conduct and its Global Policy on Diversity and Inclusion launched in December 2020.

As part of this positioning, the company announced a goal to double the representation of women globally (from 13% to 26%) by 2030 in all areas of the company, including senior leadership positions. Over these almost two years, a lot of work has been done to ensure a robust pathway was paved to this commitment - which already had important initiatives, data and projections in place, mainly in relation to gender diversity. For the company to move forward, the engagement and responsibility of all its leadership was essential. The theme was incorporated into the company as a business objective, going beyond the limits of the Human Resources area and integrating the organization's strategy in a more tangible way. "The adhesion of the leadership was so great that we already have 17.8% of women in the company. It may seem like a little going from 13% to 17.8%, but we had to hire a lot more at base positions, which is a challenge. We trained female employees, promoted debates and discussions, carried out a series of actions", says Marina Quental, Vice President of Human Resources at Vale.



**Fernanda Castanheira,**  
Vale Specialist in Diversity  
and Inclusion

"One of Vale's aspirations is to be one of the most sustainable mining companies in the world. For this end, the organization has included aspects of cultural and people transformation under its sustainability pillar in the ESG framework. After all, they are people who lead changes in the work environment, and these are diverse in their entirety. If we only approach the ESG theme from an environmental perspective and put the diversity of people in the background, we do not look holistically at business issues. In addition, by seeking to build an inclusive environment, the organization guarantees that it will reap the benefits brought by diversity, as people will feel safe to express their ideas in a genuine way".

## Commitment to shareholders

Vale wants to improve its ESG performance and to communicate these results to shareholders. To this end, we have been evolving our investor relations program and recognizing our opportunities for improvement and existing disputes. The company has evolved to establish a dialogue channel with our investor audience, who pointed out the relevance of the environmental, social and governance issues presented below, and for whom we have created goals and action plans.

## Gender Balance

- » We heard that we should increase the % of women in the workforce
- » We responded by setting a goal of doubling the female presence from 13% to 26% by 2030 and we have already reached 16.3% in 2020

One of the company's initiatives to increase the number of women in the operational areas was the development of an exclusive professional training program for women to qualify as mining technicians. This contributed to the company increasing by 42% the total number of women in the company compared to 2019.

This represented more than 3,800 women hired in the company, the vast majority to occupy positions which were historically held mostly by men, such as equipment operators. The selection process of trainees, which focuses on the development of new leaders in the company, is being done "blindly", when no personal information appears that could skew the decision at the beginning, such as the candidate's name, gender, age, ethnicity and college. This data is only revealed at the time of the interview. In 2021, of the 144 newly graduated trainees hired, 68 are women.

Of these 144 vacancies, 66% are occupied by black men and women. In 2020, the first year of this format the number of women hired was 60%. The selective process was

done intentionally to work with the possibility of inclusion, but the result was not a consequence of any goal we set, it was the result of people who applied and performed well in the selective stages and final interviews", explained Marina.

More than 3,000 leaders have already undergone diversity training, such as inclusive leadership and behavioral biases. The current female hiring rate is 41% in recruitment processes. The advance can also be seen at the executive level: the company went from 12% to 18.2%, and today it has 40 executive managers and directors.

"The 20% target will be reached well ahead of schedule", the executive believes. Any managerial and higher positions must have a woman among the finalists. The company's goal of gender diversity was even included in the performance evaluation, which is based on the variable compensation policy (bonus). Since 2020, the theme Cultural Transformation/People has been part of the assessment and corresponds to 10% of the leaders' goals. The increase in the number of women is one of the variables considered.





# Pillar 2

## Ethics and Autonomy

Image courtesy of Jaguar

A study by the International Finance Corporation (IFC) estimated that gender-based violence costs businesses around \$6.7 million a year due to the impacts generated by absenteeism, low productivity and employee turnover.<sup>7</sup>

**Strategy is not enough, it is necessary to strengthen a culture of respect in organizations**

Many aspects of the mining industry - including the predominantly male workforce and places, and rapid demographic, social and economic changes in the working communities - have contributed to a culture often associated with situations of violence against women.

In an article produced by RMI<sup>6</sup>, the notoriety given by mining organizations to the growing number of programs to

improve gender diversity in senior leadership is highlighted. These initiatives are often cited as evidence of their contributions to the UN Sustainable Development Goal on Gender Equality (SDG 5). Some organizations even set goals for female representation at senior management levels. There is ample evidence that gender-balanced leadership leads to stronger performance on ESG aspects, and these efforts represent significant advances.

**Graph 10 | What do organizations tell us about the structuring of Ethics and Autonomy processes?**



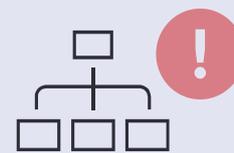
**75%**

Include DE&I expressly as a value in its Code of Ethics.



**56%**

Do not have a DE&I Committee or specific budget for the matter.



**44%**

Existing DE&I Committees do not have established governance.

Although DE&I is a value expressed in the Code of Conduct, a portion of respondents lack established governance to drive and run the DE&I strategy.

The large amount of signatories who do not address committee issues, do not have a budget or governance points to an inconsistency in the organizational structure model. The lack of organizational structure can lead to ineffectiveness of the proposed actions.

**A good practice to be considered by organizations in the long term is the investment in the consolidation**

**of organizational structures to address the agenda of diversity, equity and inclusion, delegating specific budget and working hours to the subject.**

It is important to ensure that, in addition to being formalized in the Code of Conduct, gender equity actions should continue to be propagated in order to reach the workplaces and be perceived in the daily lives of employees.

According to the RMI Report 2020, it is observed that the mining sector has destined greater visibility to gender diversity at the management level, especially in committees.

6.Integrating Gender in Mining Operations, IFC.

7.Gender inequality runs deep in mining, Responsible Mining Foundation.

The report reveals that most organizations can show at least one action to track and report the representativeness of women in senior management. These efforts are encouraging, and there is much evidence that diverse gender leadership leads to better ESG performance.

However, the report also pointed to the lack of initiatives addressing critical issues for mining workers, such as the provision of personal protective equipment (PPE) and gender-appropriate facilities. These demands pose daily risks for workers and are still significantly less addressed.

**In order to ensure the active and inclusive participation of women in their work environment, mining organizations should pay close attention to their physical infrastructure, especially in mines, observing:**



**Facilities**

Dedicated spaces in the organization for employees (both men and women) to use before and after their shifts.



**Equipment**

Ensure that parts are designed according to standards and needs of individuals.



**Transportation**

Enforce strict limits on people and behavior etiquette in confined spaces.



**Medical evaluation**

Consider the female employees' journey to accommodate times when more support and flexibility are needed.

Involving female representation in decision-making regarding organizational physical and psychological well-being processes is also essential to ensure that everyone is heard equally.

**38%**



Do **not** adapt the workplace considering the context of diversity.

50% of the organizations have the formalized practice of equipping the workplace according to gender needs. On the other hand, 38% of organizations report not having this initiative. This reinforces the importance of regulations for the implementation of effective measures.

**85%**



Is the average of the operations of the signatories that offer PPE and facilities suitable for men and women.

67% of the organizations reported values related to the percentage of operations that have facilities and personal protective clothing and equipment (PPE) appropriate to the needs of men and women. On average, companies reported that 85% of their environments are adapted to accommodate men and women. This may be related to the fact that safety at work is regulated by specific rules and laws. These compliance mechanisms strengthen and accelerate the application of good practices.

**44%**



of organizations offer flexible benefits.

In relation to benefits policies, as a result of the global pandemic flexible work arrangements are increasingly being used. In a report by the World Economic Forum it was revealed that 75% of the workers interviewed want to maintain the flexibility of time and that most people would like to adopt a hybrid model, finding the ideal balance in the mix between remote work and the office.

**Source:**

8. Working flexibly is now the new normal for employees, World Economic Forum (2020)

Integrating women into the mining environment, especially in the mines themselves, presents cultural and operational challenges, so it is imperative that policies and processes that include the look through gender lenses are developed. In this context, other demands that deserve differentiated attention from specific organizations and actions are:



**Gender violence and protection against harassment**

Implement policies communicating the definition of sexual harassment, expected and inappropriate behaviors and their consequences, in addition to the mechanisms available if an employee wishes to file a complaint.



**Parenting**

Provide guidelines for all employees, especially managers, on how to handle parental leave fairly, considering performance evaluation and promotion processes. Raise awareness about the right to parental leave for men and women and readjustment measures for those returning from leave.

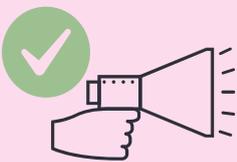
**Graph 11 | What is the parental leave model adopted by organizations?**



Most organizations adhere to the parental leave model according to our labor laws (120 days for women and 5 days for men). 33% adhere to the government incentive program (180 days for women and 20 for men), which provides greater support to parents in this

transitional phase of life. 9% reported other models such as ten days of parental leave for men, as per the collective bargaining agreement. The adherence of men and women to parental leave is a relevant aspect to be monitored in later editions of the WIM Brasil Indicators.

**Graph 12 | How do organizations deal with their Ethics and Conduct Policies?**



**94%**

Have a confidential ethics channel for claims



**49%**

Do not report indicators of Ethics and Autonomy.



**20%**

Report the data related to claims received through the Ethics Channel.



**26%**

Report data on employee satisfaction

In addition to providing an Ethics Channel, it is essential that there is a transparent approach to claims in order to address issues and fulfill the commitment to an inclusive work environment. Organizations must mature their measuring and feedback to received claims processes.

## The WIM Brasil Action Plan guides us on how to progress in Ethics and Autonomy

### Putting into practice

Define zero tolerance policies for attitudes that promote harassment, bullying and violence, where consequences are applied consistently.

Create flexibility policies, considering aspects working hours and benefits aligned with the employee's journey.

### Measuring results

Monitor gender-targeted turnover rates and analyze motivations.

Monitor and analyze data relating to the granting of flexible arrangements, segmented by diversity dimensions, in order to understand determining factors in the employees' adherence



# Anglo American's Journey to Creating Genuinely Safe and Inclusive Work Environments.

Anglo American returns to the WIM Brasil report as acting agent at the forefront of the movement to promote safe work environments, from a physical and psychological point of view. In addition, the organization continues on its DE&I journey to welcome individuals in their multiplicity and integrality.



**Carlos Alberto Hilário,**  
Director of Human Resources  
at Anglo American

"Feeling safe in your work environment is a critical point, especially in the moment we live in, which requires openness and the creation of new perspectives in which we can find different answers that give us the possibility of building this new world to be constructed. The more space we create so that people are actually expressed in their entirety, the more chances we will have to be effective and a benchmark for other organizations in the construction of new responses that the world demands. At the same time, this is fantastic because it is in these moments that the great evolutions take place, and the world is in need of these transformations, which are fundamental to find balance again."



Image courtesy of Anglo American

Creating a work environment where people feel comfortable to express themselves and be genuine is one of the biggest challenges, not just for mining but for other sectors as well.

To face this challenge, Anglo American began its journey with initiatives to strengthen policies to combat bullying and retaliation, awareness among managers about issues related to health at work and awareness of the workforce on the subject. The demystification of the emotional health theme has also occurred over the last few years through an approach of respect, listening and welcoming.

Anglo American has the ambition to be the most valued mining organization in the world by all stakeholders. To this end, in 2017 the organization invested in the structuring of an organizational area dedicated to emotional health. The connection between business strategy, structure and organizational culture was essential for the implementation of coherent and genuine initiatives.

Some of the programs implemented by the organization are:

- ▶ Training of all managers on how to create, maintain and ensure environments of respect and safety for their teams - aiming to ensure a psychologically safe environment.
- ▶ Provision of individual psychological care for employees.
- ▶ Launch of the home office wellness program with the aim of reconciling personal and professional life, especially at the present time. Digital etiquette guidelines are encouraged, such as: blocking agendas at specific times for planning and executing 50-minute and 25-minute meetings, allowing breaks between appointments. This program was validated by senior leadership and cascaded to other hierarchical levels through awareness sessions.
- ▶ The Lotus Program emerged in 2018 as a support channel for Anglo American employees and continues to be a means of disseminating actions of self-knowledge, psychological and physical health. The program also makes available to employees the use of Vitalk, an emotional health app that interacts with the user helping them to map their physical and emotional state, giving tips on how they can deal with situations. The application issues confidential diagnoses, but that allow the emotional health area to identify the main emotional impacts by area of the organization. Based on this survey the team defines action plans aligned to the needs of the context.

- ▶ The Women's Development Program, developed by the affinity group focused on Anglo American female employees. For this end, women identified as strategic talents of the organization were trained to act as facilitators to disseminate knowledge to other employees. The sessions held focus on the development of women's behavioral skills.



**Geovanni Vieira,**  
Anglo American HR Manager

"The home office wellness program was launched by the president of Anglo American himself. This commitment by managers, who lead by the example of the digital etiquette, was essential for the acceptance and success of the initiative. A leadership that genuinely believes that an environment that promotes people's mental health will be a more pleasant and productive environment and will provide support and encouragement for them to people go through this period."

As a result, after the actions were implemented, feedback was received from the audit that the number of complaints through organizational channels more than doubled. This is by no means seen as negative by the organization, which understands that the situations happened as a reflection of society, but were not being reported nor addressed to the proper channels. Significant growth in retention and increased representation of women in leadership, managerial and higher positions are also being realized. In terms of starting positions, the new group of the Young Professionals Program attracted women to 70% of the available positions.

**Carlos Alberto Hilário complemented with the vision that guides the success of the Diversity and Inclusion journey built by Anglo American: "I believe that all this work brings awareness to empower and eliminate the attitude of resignation that minority groups have, as if it was not in their right to occupy these spaces. What we seek to do is to break down the solidified resistances and beliefs that prevent this advance. We seek to prioritize the feeling of inclusion of all the multiplicities that each employee has. And this is the value proposition behind our initiatives.**

**Before, people couldn't name what they went through, so they couldn't clearly express themselves. To name situations it is necessary to create awareness. For me, exclusion is not a rational concept, it is an experience of life, and for you to have access to it, you need to have contact with people who live this experience of exclusion. I really believe in the awareness development process we are building".**



Image courtesy of Anglo American



# Pillar 3

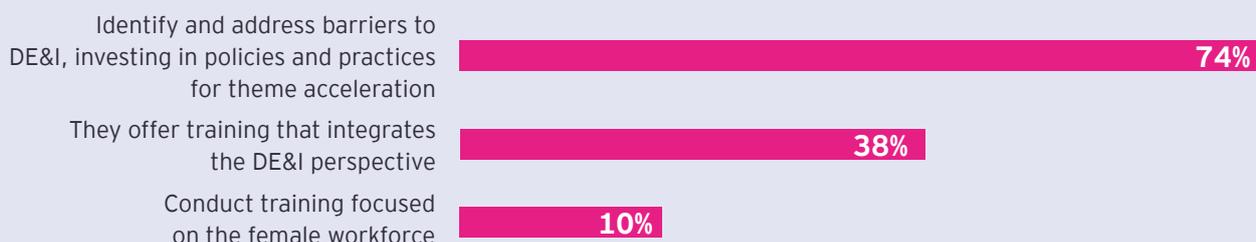
## Development and Capacity Building

# Considering that the growing participation of women in the mining sector is a recent reality, there is still a lot to be done to address historical differences and achieve equity.

## Build capacity to shape a fairer and more conscientious mining industry

Women, in general, have not had the same exposure and opportunities that men have had and continue to have in the mining industry. Organizations need to recognize this fact and provide specific support to help women develop their skills and progress through the organizational hierarchy.

### Graph 12 | How companies have positioned themselves when looking at development and training through the DE&I lens?



**38% of respondents include the DE&I perspective in their training. The integration of the theme in the organization's learning and development journey is a strong influencer in the process of raising awareness about gender equality.** Training sessions, conversation circles, workshops, webinars and similar activities should be encouraged in organizations to increasingly bring the DE&I theme to the mining environment.

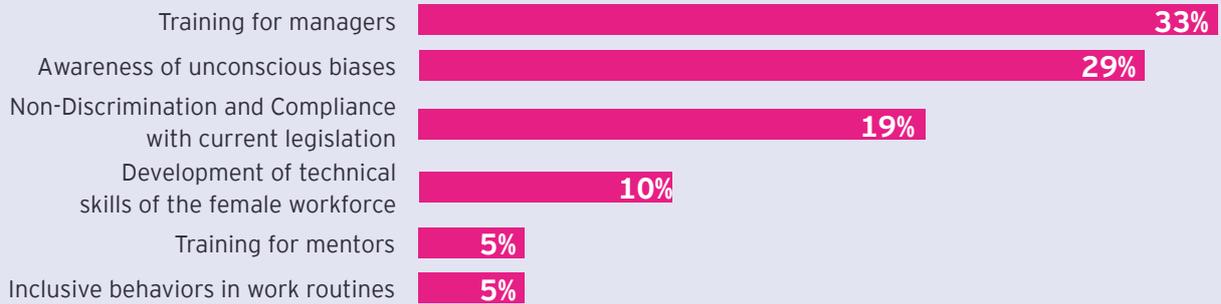
In capacity building, the DE&I perspective is mainly addressed in the form of training for managers and awareness of unconscious biases. These are important advances in the learning and development agenda of the mining sector. However, training focused on the female workforce and mentor training is the least widespread development initiative among organizations to date. For more details, see Graph 13.

Development of technical and behavioral skills in the mining sector are important mechanisms to promote the participation of women in mining, ensuring that they have access to the same level of training and experiences as men, who already have a history of working in this sector.

Organizations of the future should expand their innovation and technology initiatives to remain competitive. In this context, investment in a diverse and inclusive workforce is essential to achieve satisfactory results.

To this end, development measures should focus on three distinct moments: preparing the workforce for mindset change, attracting women to the organization, and retaining the female workforce.

### Graph 13 | What types of DE&I training do organizations offer?



#### Prepare and raise awareness

The development of a diverse organizational culture begins with the training of its managers, so that they can be active agents of change and lead inclusive teams. In addition, it is important to raise awareness among leaders and employees about stereotypes, capabilities, and female abilities.

**Another good practice to be reinforced is the public recognition given to female employees who are performing their work above expectations to advance DE&I. Once these successful women are given a voice, they can be ambassadors to the men they work with for the necessary change.**

#### Attract and mobilize

It is important that all workers are aware of the policies and processes related to the themes of equity at work, such as: parental leave, adaptations for pregnant and lactating women and sexual harassment. Organizations can strengthen these processes through periodic training so that their workforce and leadership are prepared to act inclusively at important times.

Another investment opportunity is women-focused professional training. The offer of training related to technical skills for women and behavioral skills for all reduces the competitive disadvantage derived from the lack of previous history in mining. These initiatives are essential for the creation of an egalitarian mining sector. Otherwise, women will enter mining through low generalist positions and it will take years for them to progress.

As a long-term ambition, looking at the external social context, it is also possible to invest strategically in the future workforce. For this, it is suggested the development of educational programs and partnerships aimed at empowering young people to work in the organization. Interactions with young female audiences are a relevant incentive to build careers in mining and in STEM fields.



Image courtesy of Anglo American

## How have companies integrated DE&I to attract and mobilize talent?



**35%**

Have partnerships with technical schools.



**26%**

Promote initiatives to show young people to the mining industry.



**9%**

Have their own development and training programmes.

These actions reflect the organization's efforts to progress and renew the mining sector, increasing the likelihood of a future workforce more engaged and aligned with the expectations and skills required by employers.

Partnerships, mainly with educational institutions, is a tool of mutual benefit, since the investment returns in the form of skilled labor and supports the economic and educational development of society. **However, 31% of respondents said they did not invest in the future workforce.**

### Retain and strengthen

Gender equality goes beyond attracting women to mining. Providing support to the female workforce is essential for women to thrive in their careers.

The investment can be made through specific training aimed at developing technical and behavioral skills of the female employees - for example: program to accelerate female talents with sponsorship and mentoring initiatives and training of women in specific technical knowledge gaps.

Furthermore, sexual harassment is a central issue when introducing women to historically male-dominated environments. It can take the form of resistance to women's participation in work, unwanted verbal or physical conduct, or other means that create a hostile work environment. Sexual harassment is not limited to a specific group and can occur between employees of the same sex or the opposite sex.

Employees must be educated on how to identify sexual harassment, what their rights are, and the procedures for filing a complaint. These trainings must be carried out with new employees during onboarding and periodically reinforced.

Strengthening relationships between employees and providing opportunities for learning and growth are also retention instruments. In this sense, the establishment of affinity groups and DE&I Committees and the regular dissemination of the topic are effective initiatives to mobilize employees in favor of building diverse organizations.



Image courtesy of RHI Magnesita

## Does my company have DE&I affinity groups and/or have defined gender equity focal points?

44%



Do **not** have affinity groups and/or focal points for support in DE&I

Affinity groups are characterized by the gathering of people with a common interest or objective who act together for a purpose. This is one of the possible initiatives so that everyone who is part of the organization has a voice and identity in this space and feels represented and welcomed by it. By encouraging the articulation of these groups, organizations drive their cultural change and create spaces for sharing, welcoming and connecting to solve specific problems.

The Development and Training indicators required for this survey were: (I) percentage of female hires in entry-level and managerial positions and (II) participation of women in leadership development programs. Most respondents were able to report these indicators. This demonstrates that organizations are committed to monitoring this dimension.

### What do development and training indicators reveal?



69%

Reported Development and Training indicators.



31%

Of all hires for managerial positions\* are women.



31%

Of all hires for entry-level positions are women.

\*For "managerial positions" were considered supervision and higher job posts.

As highlighted above, only a third of entry-level and managerial hiring is occupied by women, which shows that there is still progress to be made. The efforts of mining organizations should turn to the processes of attraction, retention and empowerment of women.

18%



Of participants in leadership development programs are women.

Regarding the percentage of skilled women, despite being consistent with the female proportion in the mining workforce, it is still far from what is desired.

If the long-term goal is gender equality, it is important to ensure equity in participation in new leaders' development programs. Thus, women will be able to be considered in the succession plan and in short-lists for leadership positions.

## The WIM Brasil Action Plan suggests how to develop the workforce

### Putting into practice

Develop training for women with a focus on eliminating training obstacles that hinder their professional advancement, especially in the STEM area.

Form partnerships with educational initiatives aligned with strategic business objectives.

### Measuring results

Disaggregate by gender people benefited by programs and actions offered by the organization, especially in STEM development



## MRN focused on inclusion and equity and respecting diversity.

One of the biggest commitments of Mineração Rio do Norte (MRN) is respect for people, an aspect that has gained strength since 2019 with investment in an inclusive culture, through the pilot project of diversity Mining Together, which had initiatives of visibility, awareness and female empowerment. To ensure concrete results, the organization defined indicators and targets to increase the percentage of women in MRN. In one year MRN's female workforce went from 6.6% to 7.8 % , proving that their efforts were on the right track.

In 2020, MRN's Diversity & Inclusion Program was expanded to cover the other aspects of diversity: gender, ethnic origin, religious convictions, sexual orientation, skill, or diverse backgrounds. In practice, this is the transition of the Mining Together initiative, which encompasses a wider range of profiles for the promotion of inclusive and integrated environments.

The MRN for All includes actions integrated with the eight strategies of the Commitment Charter of the Brazilian Mining Institute (IBRAM), which guides the issue of Diversity and inclusion of women in the mining industry, as this is one of the program's audiences.

The program's strategy is based on awareness and focuses on the development of people, infrastructure and inclusive leadership, attracting plural talent and compensation and benefits appropriate to its diverse audience. For 2021, the organization invested in attracting talent with a reinforced look at diversity and inclusion. One of the changes already promoted by MRN for All was the greater engagement of MRN managers in the recruitment and selection processes.

With the intention of attracting new talent, the latest edition of the Trainee Program has made flexible requirements, not considering age and languages as criteria. The 2021 edition of program was built with a reinforced outlook on Diversity & Inclusion with the aim of increasing gender expressiveness with greater presence of women starting their careers in mining. The Young Apprentice Program also had greater scope, and as a consequence attracted greater support from the riverside and quilombola communities (settlements first established by escaped enslaved people in Brazil) of the region.

The Young Apprentice and Trainee programs focused on the personal and professional growth of talents, including activities of: lead and develop projects, job rotation, working with business leaders, individual mentoring, hard and soft skills development and English language training.

MRN for All has technical support from a consultancy specialized in the subject, which accompanied the company throughout the year 2021. Among the goals set for the end of the year are: the elaboration of strategic planning and governance specific to the diversity and inclusion program, the hiring of more women, as well as campaigns and training for employees, leaders and MRN staff for All.



**Carina Coelho,**  
Senior Internal Controls Analyst

"Developing awareness and investing in diversity is essential to achieve equity in organizations, the labor market and society. Together we have the opportunity to deconstruct biases, seek behavioral changes and adopt solid strategies for the construction of plural work environments. I believe that MRN for All symbolizes this connection between different people as part of the same purpose."

# Pillar 4

## Social Impact



# The impacts of mining are not gender-neutral. Women often experience the negative effects of mining more than men, and rarely receive the same benefits.

## Why are women most affected by mining?

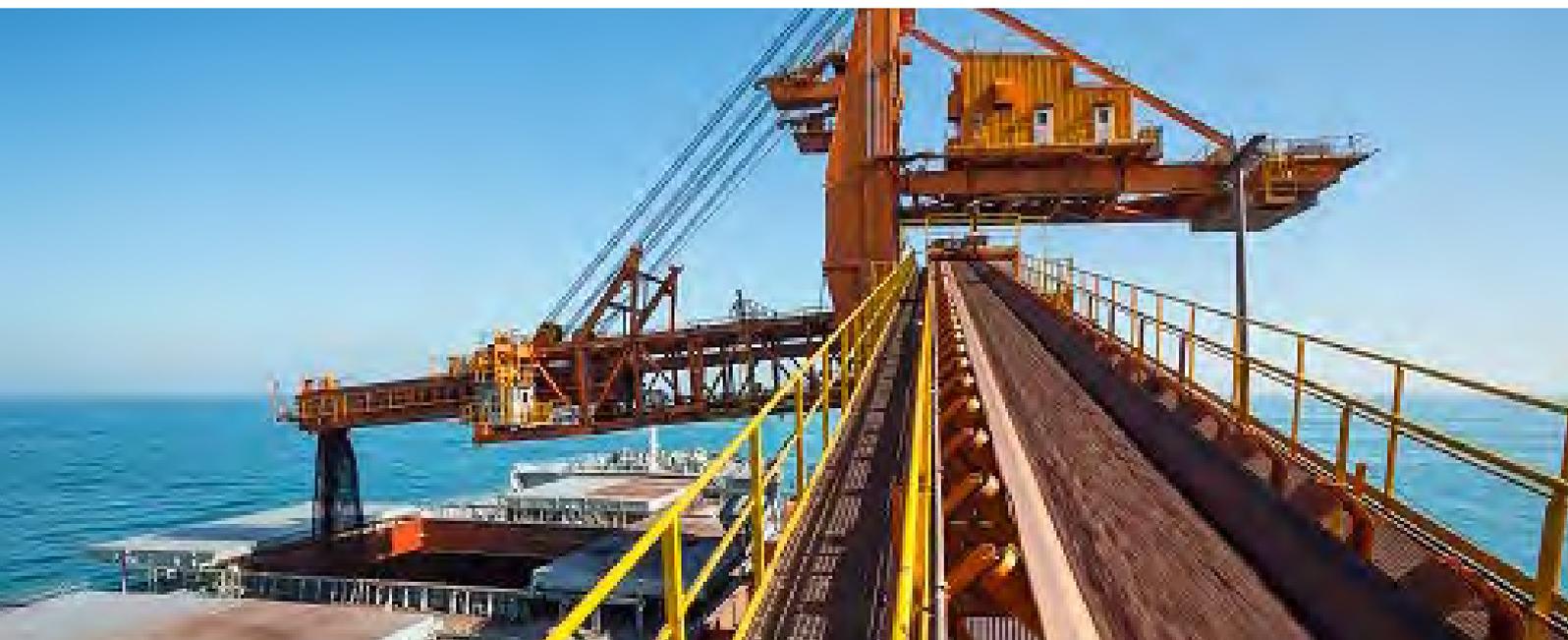
The impacts of mining are differentiated by gender, as women have access to different resources, assets, and responsibilities in relation to men. And even among women in the same community, roles, positions, and status can vary by age, income, and ethnicity.

In a study on the impacts of the extractive sector from a gender perspective, Oxfam<sup>9</sup> identified that:

- ▶ Women are generally not consulted when organizations negotiate access to land, compensation, or benefits.
- ▶ Compensation and benefits are usually paid to men on behalf of their families, denying women access to the financial benefits of mining and potentially increasing their economic dependence.
- ▶ When mining harms the environment, it impairs a woman's ability to provide food and clean water to her family and can increase her workload.

- ▶ Women in mining-impacted communities, who base their social role on unpaid care activities, may lose their traditional status in society when mining creates a money-based economy.
- ▶ Female mine workers often face discrimination, inappropriate working conditions and unequal remuneration for the same work.

In order for the mining industry to fulfil its social role, contributing to positive social impact and sustainable development, it is vital that its organizations act to defend women's rights and gender equality. As evidence of this aspect, a range of research on Corporate Social Responsibility (CSR) in the mining industry corroborates a strong correlation between the organizations' direct investment on economic, social and political situation of local communities.



### Source:

9. The gendered impacts of mining, Oxfam

## How organizations address social impact through DE&I lenses?



**88%**

Have a strategy and budget for social investment.



**33%**

Focus their social investments local suppliers with on a views stimulating the community



**23%**

Focus their social investments in entrepreneurship incentive programmes.

A significant number of organizations have a strategy and budget for social investments. These investments are mostly focused on local suppliers aimed at community growth and entrepreneurship incentive programs.

**13%**

Invest in female capacity building.

**Women's training and capacity building so organizations can hire them correspond to a minority share (13%) of all initiatives.**

To contemplate sustainable economic growth and measurable efforts, the ESG (Environmental, Social and Governance) concept emerged. This theme has gained strength on an international scale in recent years. According to the financial organization Bloomberg, 80% of investors put the ESG criteria at the forefront of all decision-making

Mining has the potential to play a critical role in the transition to a sustainable low-carbon economy. In the ESG context, DE&I permeates both the social and governance aspects. To remain relevant in the global economy, mining organizations must be attentive, accompany and adapt to this growing trend.

The survey reveals that 75% percent of the signatories do not include DE&I criteria in their selection process for

suppliers and business partners, and 25% say they consider it only in a non-formal manner. This scenario is repeated when organizations are asked if they have initiatives aimed at women in the communities in which they operate: 56% state that they do not have, 25%, have formalized and 19% are informally.

It is noted that among mining organizations the theme of social impact still has room to gain depth, especially in initiatives related to the female value chain through the mobilization and training of stakeholders in mining organizations: third parties - suppliers and business partners, women - professionals, customers, or entrepreneurs - and communities.

### Graph 14 | Do organizations include DE&I criteria in the third-party selection process?



**75%**

Do not include DE&I criteria in the process of selecting suppliers and business partners.



**56%**

Do not have initiatives aimed at women in communities

### There's room for growth...

In actions focused in mobilization and training of stakeholders about female value chain.

#### Source:

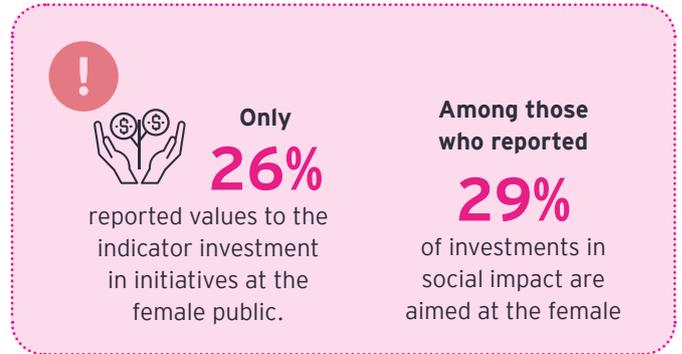
10. Why inclusion matters now more than ever, Bloomberg L.P. (2020).

The mining sector has the opportunity to generate significant social transformation by extending its commitment to DE&I to its stakeholders, requiring a proactive stance and subsidizing them to act on this agenda.

Specific actions in the value chain include:

- ▶ Survey of the workforce profile, suppliers and business partners
- ▶ Understanding your barriers and challenges on the DE&I journey
- ▶ Articulation of collaborative initiatives.

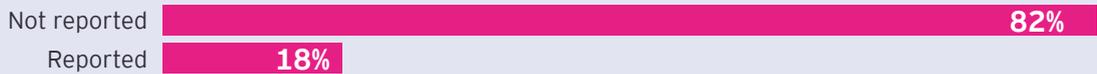
Gender equality is a collective problem, and as such will be solved more effectively through dialogue and joint effort.



### Graph 15 | Do organizations monitor the social impact of their business and carry out regular disclosures?

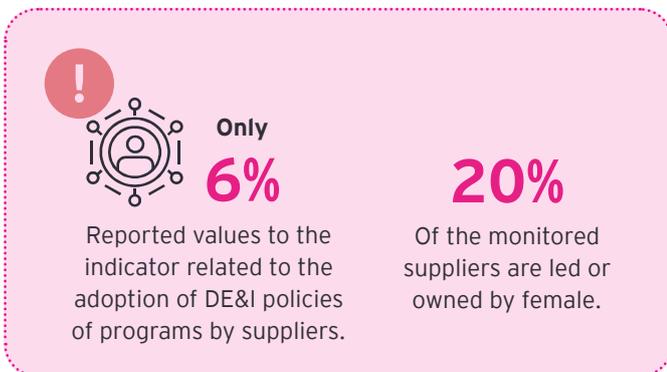


### Graph 16 | Average reporting to social impact indicators



These figures point to a gap in monitoring aspects of diversity and inclusion related to Social Impact.

#### The Social Impact indicators pointed out that:



The figures demonstrated throughout this chapter reinforce the difficulty of reporting social impact indicators related to DE&I. And, even when monitored and reported, the figures are not impressive.

In order for efforts to be reversed into concrete changes, the targets must be ambitious, aiming to the sustainable development of the community in which it operates and the empowerment of women it affects. To this end, we must ensure the active listening of the women who are part of these communities, map their opportunities and needs and include them in the decision-making process.

Ultimately, it's only involving women as co-planners, co-implementers and co-evaluators of policies and processes that organizations can ensure that their gender initiatives are truly Transformative.

## The WIM BRASIL Action Plan gives tips on how to generate positive social impact

### Putting into practice

Empower and raise awareness among managers who work in the supply chain to understand and incorporate DE&I into their assessments and decisions.

Establish dialogue with communities through local Social Promotion and Protection Networks in order to contribute to overcoming gender discrimination and for women to exercise their rights.

### Measuring results

Monitor the number of managers trained to work on the DE&I agenda with the supply chain.

Quantify beneficiaries of social responsibility investments, segmenting by diversity dimensions.



## Nexa promotes plurality through its supply chain.

Nexa Resources is one of the largest zinc mining organizations in the world, in addition to producing copper and lead. It has been operating for more than 60 years in the mining and metallurgy sector. Nexa Resources has operations in Brazil and Peru and offices in Luxembourg and the United States. Its commitment is to build the mining of the future, increasingly sustainable and innovative respecting people and the environment.

The organization's journey in diversity began in 2017, and in 2019 the company launched the Nexa Way initiative, seeking to transform the organizational culture, fostering diversity and inclusion, and ensuring its sustainability.

Between 2020 and 2021 Nexa created affinity groups, and the Empodera group was born with a focus on gender equity. In addition to joining WIM Brasil and WIM Peru, Nexa has adopted important measures such as: inclusion of diversity goals (having 16% of its workforce made-up of women by 2021 and 20% by 2025); extension of maternity leave in Peru and conversation circles among women (Breaking Taboos) and mothers (Circle of Mothers). Their efforts have generated concrete results: more than 30% of women were hired in the Aripuanã Project and 68% admitted to their internship program in Brazil.

Drawing inspiration from strategy 6 of the WIM Brasil Action Plan (Supplier Diversity) and aiming to promote a more diverse environment in the mining business, Nexa launched the Plural Chain, an initiative that promotes diversity and plurality in its supply chain. Nexa's suppliers and contractors had the opportunity to share their projects, and the best were awarded at an event in February this year in four categories: impact, replicability, innovation and prominence.

Its impact was significant:

- ▶ More than 100 suppliers invited to dialogue and engage in DE&I.
- ▶ More than 2,000 views of the online event.
- ▶ Articles published by 14 of the mining sector media in Brazil and Peru.

The upcoming Plural Chain developments are promising and include the implementation and monitoring of initiatives presented with the support of Nexa's supply team.

The organization has an ambition to go further and adopt the plurality theme in the semiannual evaluation of its suppliers and in their hiring. The goal is to encourage and expand the reach of plurality-related actions throughout the mining supply chain.



**Ricardo Porto,**  
CEO Nexa Peru and Vice  
President of Supply Chain

"The plurality theme added to the ESG (acronym for environmental, social and social practices governance) is not a fashionable term. This is a path that came to stay and make organizations develop a more resilient, inclusive and plural environment from operations to management."



“

ESG is the greatest gift for the mining industry. It can change your perception, win individuals and access new investments and resources.

**Jamie Strauss**  
CEO, Digbee

# How to keep evolving



Image courtesy of AngloGold Ashanti

When compared to the last year, the signatories showed growth of 2% in women's participation in the Brazilian mining market. This increase points to a positive growth trend of DE&I initiatives in mining and also translates into the concern of companies and investors with this very sensitive issue in the sector.

However, there is still a long way to go. There are considerable disparities between our aspirations and the daily experience of female mining employees in organizations, and there is the potential to do much more.

It's no secret that gender equality is good for business, society and the economy. Creating a culture of belonging and inclusion in the workplace does not simply concern gender equality and equal pay. It is about creating work environments that welcome and celebrate differences as well as seek new points of view. When they feel included, employees feel empowered to be who they are and apply their knowledge and efforts in an integral way to work.

Although progress has been made, women are still underrepresented, especially in leadership roles in organizations.

Moreover, in some parts of the world, women are financially excluded and suffer from the consequences of lack of autonomy and equal rights.

To address these problems one of the possible actions is to create opportunities for women to participate more in the workforce through flexible and remote jobs. Another important step to be taken is to incorporate gender equality into the innovation strategy of organizations.

In addition, we need more women and girls to engage in the development and application of new technologies in education, the workplace, society and the economy.

Our stance and actions, as individuals and organizations, can make a big difference, and we have a responsibility to change this scenario.



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# List of abbreviations and acronyms



# List of abbreviations and acronyms

Acronym	Description
DE&I	Diversity, Equity and Inclusion.
PPE	Personal Protective Equipment.
ESG	Environmental, Social and Governance.
IBRAM	Brazilian Mining Institute.
IFC	International Finance Corporation.
ODS	Sustainable Development Goals,
ONU	United Nations.
HR	Human Resources.
RMI	Responsible Mining Index.
RSC	Social and Corporate Responsibility.
STEM	Science, Technology, Engineering and Math.
WEF	World Economic Forum.
WEPs	Women Empowerment Principles.
WIM Brasil	Women in Mining Brasil.



## EY | Building a better working world

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