



ACTION PLAN

**ADVANCEMENT OF
WOMEN IN THE BRAZILIAN
MINING INDUSTRY**



IBRAM
INSTITUTO BRASILEIRO DE MINERAÇÃO
Brazilian Mining Association
Câmara Mineira de Brasil



ACTION PLAN

**ADVANCEMENT OF
WOMEN IN THE BRAZILIAN
MINING INDUSTRY**

© Copyright 2020, IBRAM – Instituto Brasileiro de Mineração Impresso no Brasil / Printed in Brazil.

© Brazilian Mining Association (IBRAM) Any part of this work may be reproduced, provided the source is mentioned.

How to mention this document: BRAZILIAN MINING ASSOCIATION. Action Plan for Advancement of Women in the Mining Industry. 1.ed. Brasília, 2020. Available at: www.portaldamineracao.com.br/ibram/publicacoes

Project Coordination: Cláudia Salles and Elena Renovato

Technical Coordination: Jamile Cruz – I&D 101

Design: Bernardo Nadai Borges

Catalographic Index Card

Brazilian Mining Association (IBRAM) Action Plan for Advancement of Women in the Brazilian Mining Industry. Organizer, Instituto Brasileiro de Mineração.
1.ed. - Brasília: IBRAM, 2020. 84p.

ISBN: 978-65-990386-1-7

1. Mining. **2.** Management. **3.** Diversity. **4.** Best Practices **5.** Inclusion

I. IBRAM. **CDU:** 622:174:978-85

EXECUTIVE DIRECTORS

Flávio Ottoni Penido
Chief Executive Officer of IBRAM

Rinaldo César Mancin
Institutional Relations Director

Paulo Henrique Leal Soares
Communications Director

Alexandre Valadares Mello
Director of Relations with
Members and Municipalities

Julio Cesar Nery Ferreira
Director of Sustainability
and Regulatory Affairs

BOARD OF DIRECTORS

Wilson Nélio Brumer
President

**COMPANHIA BRASILEIRA DE
METALÚRGIA E MINERAÇÃO -
CBMM**
**Eduardo Augusto Ayroza Galvão
Ribeiro**
Vice-President

BOARD MEMBERS

MINERAÇÃO TABOCA S.A
Newton A. Viguetti Filho
Member
Ronaldo Lasmar
Alternate

ARCELOR MITTAL
Sebastião Costa Filho
Member
Wanderley Castro
Alternate

VANADIO DE MARACAS SA
Paulo Guimarães Misk
Member
Nilson Luciano Hélio Chaves
Alternate

**ANGLO AMERICAN NÍQUEL
BRASIL LTDA**
Wilfred Bruijn
Member
Ivan de Araujo Simões Filho
Alternate

ANGLOGOLD ASHANTI LTDA
Camilo de Lelis Farace
Member
José Margalith
Alternate

**COMPANHIA BRASILEIRA DE
METALÚRGIA E MINERAÇÃO -
CBMM**
Marcos Alexandre Stuart Nogueira
Alternate

**COMPANHIA SIDERÚRGICA
NACIONAL – CSN**
Enéas Garcia Diniz
Member
Luiz Paulo Teles Barreto
Alternate

COPELMI MINERAÇÃO LTDA
Cesar Weinschenck de Faria
Member
Roberto da Rocha Miranda de Faria
Alternate

**EMBÚ S.A. ENGENHARIA
E COMÉRCIO**
Luiz Daniel Debiazzi Neto
Member
Eulálio Moraes Terra
Alternate

**KINROSS BRASIL
MINERAÇÃO S.A.**
Antonio Carlos Saldanha Marinho
Member
**Gilberto Carlos Nascimento
Azevedo**
Alternate

**MINERAÇÃO RIO DO NORTE S.A.
– MRN**
Guido Roberto Campos Germani
Member
Vladimir Senra Moreira
Alternate

**MINERAÇÕES BRASILEIRAS
REUNIDAS S.A. – MBR**
Solange Maria Santos Costa
Alternate

MOSAIC FERTILIZANTES
Arthur Dominique Liacre
Member
Emerson Araken Martin Teixeira
Alternate

SAMARCO MINERAÇÃO S.A.
Rodrigo Alvarenga Vilela
Member
Marcio Isaías Perdigão Mendes
Alternate

VALE
Marcello Magistrini Spinelli
Member
Luiz Ricardo de Medeiros Santiago
Alternate

VALE
**Luiz Eduardo Fróes do Amaral
Osorio**
Member
Vagner Silva de Loyola Reis
Alternate

VALE
**Daniella Gonçalves de Barros
Silveira de Queiroz**
Alternate

NEXA RESOURCES
Jones Belther
Member
Guilherme Simões Ferreira
Alternate

IBRAM Amazônia
Travessa Rui Barbosa,1536 –
B. Nazaré – Belém/PA –
Zipcode: 66035-220
Telephone: (91) 3230-4066
Fax: (91) 3349-4106
ibramamazonia@ibram.org.br

IBRAM Distrito Federal
SHIS QL 12 Conjunto 0 (zero),
Casa 04 – Lago Sul –
Brasília/DF
Zipcode: 71630-205
Telephone: (61) 3364-7272
Fax: (61) 3364-7200
ibram@ibram.org.br
www.ibram.org.br

IBRAM Minas Gerais
Rua Sergipe 1.440 – 5º andar –
Savassi – Belo Horizonte/MG –
Zipcode: 30.130-174
Telephone: (31) 3223-6751
ibram.mg@ibram.org.br

SUMMARY

PARTNERS	7
WOMEN IN MINING BRASIL	10
INTRODUCTION	11
THE NUMBERS	13
ABOUT THIS ACTION PLAN	14
GENDER INCLUSION AND THE IMPACT ON BUSINESS RESULTS	17
CURRENT PROGRESS IN BRAZIL AND THE DISCUSSION ABOUT TARGETS	21
HOW TO APPROACH CULTURE CHANGE USING THE LESSONS OF OPERATIONAL EXCELLENCE	23
EIGHT SYSTEMIC STRATEGIES	25
Strategy 1: Inclusive practices for career opportunities	27
Strategy 2: Physically and psychologically safe work environments	32
Strategy 3: Ability to reconcile work and personal commitments	39
Strategy 4: Signs and symbols of gender inclusion in the workplace culture	45
Strategy 5: An industry that is a magnet for talent	50
Strategy 6: Supplier diversity - hiring companies led by women	55
Strategy 7: Investment in women present in communities	61
Strategy 8: Talent development for the future	67
WHERE TO START?	74
Diversity & inclusion as a strategy	75
Engaging men	77
Everyone's responsibility	78
REFERENCES	79
ACKNOWLEDGEMENTS	82

EXECUTION



PARTNERSHIP



FUNDAÇÃO VALE

SUPPORT



ABMGeo
ASSOCIAÇÃO BRASILEIRA DE
MULHERES NAS GEOCIÊNCIAS



TECHNICAL COORDINATION





IBRAM
 INSTITUTO BRASILEIRO DE MINERAÇÃO
 Brazilian Mining Association
 Câmara Mineira de Brasil

Flávio Ottoni Penido,
 Chief Executive Officer, IBRAM



Brazilian Mining Association (IBRAM) understands that one of the main trends in the labor market today is the promotion of diversity and inclusion in the corporate sector. Therefore, we are committed to launching initiatives that strengthen the innovative environment, such as this **Action Plan for Advancement of Women in Mining**, which is the result of diverse skills of talented people and which will promote a more favorable, more diverse and more inclusive mining business.



The mission of Women in Mining Canada is to empower, educate and elevate women in the mining industry. It is part of our DNA to share our experiences and support leaders around the world, including Brazil, to effectively engage with the mining industry. Participating in the development of this Action Plan and seeing the formation of Women in Mining Brasil strengthens our mission. We believe that these are fundamental steps to create a structure that supports the necessary changes and the progress that we all wish to achieve in the sector.



Catherine Gignac,
 Chair of the Board,
 Women in Mining Canada



The Government of Canada is happy to support the publication of the Action Plan for the Advancement of Women in the Brazilian Mining Industry. Canada is known for its feminist foreign policy, which extends to natural resources management. Brazil and Canada are giants in the mining sector and important partners. In this context, it is natural for us to work together aiming at sustainable mining. We are impressed with the work carried out to adapt the Action Plan, developed by Women In Mining Canada, to Brazil. By attracting more women to the mining sector, it will increase its talent pool. By creating a culture in which men and women can feel included, we will enrich our diversity of thoughts and help to improve innovation. At the end of the day, the sector and the society as a whole will benefit.



Canada 

Evelyne Coulombe,
 Consul General of Canada
 in Rio de Janeiro

FUNDAÇÃO VALE



Pâmella De-Cnop,
Manager of Fundação Vale

“

For Fundação Vale, highlighting and promoting the role of women is vital for territorial development in the cities where we operate and also for the society as a whole. In our work in education and culture, health, income generation in more than 50 Brazilian cities, we perceive and seek to include women as determining agents for the social and economic contribution in these territories. In this sense, including the “Empowerment of women in the communities” as an axis of the “Action Plan for the Advancement of Women in the Brazilian Mining Industry” will certainly also help create new inclusion practices in the labor market, with the diversification of the economic matrix and the reduction of inequalities.

”

“

Building a culture of inclusion and valuing diversity is an ethical imperative and essential for a sustainable company. We are committed to promoting gender equity: in 2019 we set a goal of doubling the representation of women by 2030. We believe that the Action Plan for the Advancement of Women in the Brazilian Mining Industry is a relevant tool for sharing good practices and increasing the visibility of the initiatives that mining companies are already implementing in search of a more diverse and inclusive industry.

”



Tatiana Matos,
Culture, Engagement, Diversity
and Inclusion Manager, Vale



Carolina Albernaz, Director, Business
Development & Operations, Brazil-Canada
Chamber of Commerce (BCCC)

“

The Brazil-Canada Chamber of Commerce was pleased to support the development and publication of this project that aims at the advancement of women in mining. We believe in the importance of diversity and equity in the workforce and are honored to contribute to the implementation of the Action Plan. We will continue to work together with companies to attract more women to the mining sector and create a culture of inclusion that will contribute to the success of organizations and society in general.

”

“

ABMGeo and Women in Mining Brasil share similar objectives and proposals, since most geoscience professionals in Brazil work directly or indirectly in mining. The creation and application of this plan is an important strategy to bring more equality, inclusion and diversity to the mining sector, working at all levels within companies, in communities and in the education of future professionals.

”



Júlia Mattioli, Vice President, ABMGeo



Jamile Cruz,
Founder and CEO, I&D 101

“ Being part of the development of projects like the Action Plan, and leading initiatives that mark the beginning of changes in the industry, is one of the reasons why I&D 101 was created. We are honored to foster many discussions included in this guide and that, with the collaboration of participating organizations, formed the structure that will assist in creating a more inclusive and diverse sector. ”

“ The Chamber of Commerce Brazil-Canada (CCBC) is honored to support the Action Plan for the advancement of women in the Brazilian Mining Industry, developed by Women in Mining Canada. Inspired by the example of Canada, we raise that flag and, through our Mining and Diversity Committees, we promote the inclusion and empowerment of women in sectors where the female presence is still traditionally low. As a result of this initiative, we hope that men and women will be able to act on equal terms, contributing to an increasingly solid and productive culture of innovation and sustainability. ”



Paulo de Castro Reis,
Director of Institutional Relations,
Chamber of Commerce Brazil-Canada (CCBC)



Nathália Gomide,
Business Development
Manager for Mining - British
Consulate in Belo Horizonte

“ One of the values and commitments of the British mission in Brazil is to promote diversity in its several operating areas, so as to collaborate with gender equity in the countries in which it operates. Supporting the creation of Women in Mining in Brazil is a way to strengthen this commitment, so as not only to promote the diversification of the sector, but also to value important women who work in the industry and to contribute to the development of a mining sector open to dialogue. It is a great pleasure for us to be part of this movement and discuss policies on gender equity and diversity focused on the sector. ”



Part of the development of this plan was based on the understanding that there is a need to create an active structure, in which commitment to gender inclusion is a constant agenda within the industry, and the vision of the future is guided in a responsible and inclusive way. With this defined vision, the professionals who participated in the stages of this project got together to form Women in Mining Brasil (WIM Brasil).

WIM Brasil is a movement established in the beginning of 2019 with the purpose of expanding and strengthening women's participation in the mining sector.

With several national and regional organizations, in addition to groups working in universities, Women in Mining is an international movement that has a shared

vision of advancing women's participation, and building an inclusive and diverse industry, in which everyone can have access to career opportunities.

In Brazil, the movement was created with a clear vision and strategic purposes that include:

- **Increasing the participation of women at all levels, especially in leadership positions;**
- **Transforming the mineral industry into a more inclusive and diverse sector;**
- **Encouraging the hiring of companies led by women;**
- **Developing talents for the future by investing in STEM;**
- **Empowering women in communities.**
- **Expanding the positive impact of the Women in Mining movement in Brazil and abroad;**

WIM Brasil's VALUE PROPOSAL is to build a new way of looking at the Brazilian mineral sector, a look of respect for women at all levels of the organization and in all areas of activity, encouraging inclusive and diverse work environments, and encouraging the participation of women as holders of technical expertise, operational excellence and innovative spirit.

The development of a movement is not done in isolation but with the sharing of a mutual feeling, which combines a desire for change with a perspective of building a better world. That is why WIM Brasil wishes to recognize the participation of many professionals who made this project feasible and who have demonstrated, at each step, that we can change this reality and achieve the goals of this movement.

INTRODUCTION

It is a time for change in the mining industry, a time for innovation, a review of sustainability concepts, improvements in safety issues, preservation and development of mineral resources and human potential. **It is time to build a new culture capable of engaging more women, who make up half of Brazil's work force.**

To be successful in a complex and dynamic business environment, Brazil's mining sector needs to attract women, keep them, capitalize on their strengths and recognize the value they can add. The Action Plan establishes this challenge for mining - in order to drive a change for a future that starts now, and is within the scope of the "Letter of Commitment from IBRAM to society", presented during EXPOSIBRAM in 2019.

There is no doubt that there is a need for a new drive for gender inclusion issues in Brazil. During the elaboration of this plan, the country lived, and still lives, a difficult moment, with issues related to operational safety and social responsibility, which disseminate a negative image of the mining industry.

Several countries and global organizations have already understood the benefits that a culture of inclusion has on their economy, which spreads through social responsibility and financial issues. In many countries, regulations have been introduced to require publicly traded companies to show their progress in relation to gender equity at the senior executive and board levels. Universities, colleges, associations and non-profit organizations have made efforts to support girls and women to pursue educational programs and careers in the fields of science, technology, engineering and mathematics (STEM). Many have undertaken to achieve challenging goals, and in the mining area there are companies that formalized their commitment to increase the number of women in their workforce in a bold way.

The Action Plan is consistent with this new scenario. The purpose of this document is not simply for building awareness. It is intended to be a strategic tool so that miners, suppliers and organizations active in the sector can use to be truly transformative:

implementing actions that increase the participation of women, and creating an inclusive environment where everyone can actively participate in building an industry full of innovation and positive impacts for society and shareholders.

To say that this transformation is urgent is not an understatement, especially when considering data on inclusion and diversity. According to a 2019 report by the World Economic Forum (WEF), the global average for eliminating economic inequality between genders is 99.5 years, and Brazil is in the 92nd position, in a ranking of 153 countries². Canada, a country that is assisting in the elaboration of this guide, with its investment policy in gender inclusion and the reduction of this gap, is in the 19th position. This project is also based on the National Action Plan - developed with support and funds from the Canadian federal government -, which was published in 2016 and generously shared by Women in Mining Canada.

Another goal of the Plan is to formalize the commitment of organizations that operate in the Brazilian industry to report the

1
Inclusive
Practices
for Career
Opportunities

2
Respectful
Workplaces

3
Ability to Reconcile
Work with Personal
Commitments

4
Signs and Symbols
of Gender Inclusion in
the Workplace Culture

5
An Industry that is
a Magnet for Talent

6
Supplier Diversity
Buying from
Women-Led
Companies

7
Investing in
women in the
communities
we operate

8
Developing the
talent of the future
Investing in STEM

data informing the current stage of their organizations in order to create a baseline and to carry out the actions described in that plan. Part of this proposal is to encourage the production of an annual report based on the agreement with the companies on the implementation of the strategies that make up this plan. This report will record the progress made in carrying out the actions, demonstrating the positive impacts of increasing the participation of women in the sector.

These actions are aligned with

the **eight strategies** described in the graph above, which, together, **progressively renew the culture of organizations, improving their performance and increasing the inclusion of all employees.**

The strategies are presented in such a way that their importance (i.e., the reason for their implementation) together with studies that show their direct impact on business can be used to assist the inclusion of more women in industry operations. Another significant part of this report is the acknowledgement

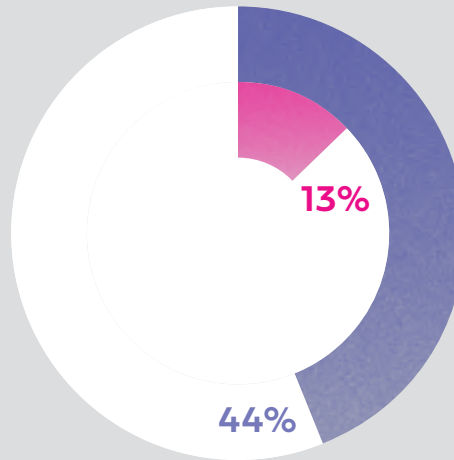
of successful stories of several companies demonstrating the value created and the benefits of a culture of inclusion in which everyone can participate actively regardless of their gender.

Successful implementation of these strategies will launch systematic changes in Brazilian mining organizations. We must understand that the necessary changes will not occur overnight, and that there is a need to work together as an industry in search of a sustainable future for all.

THE NUMBERS

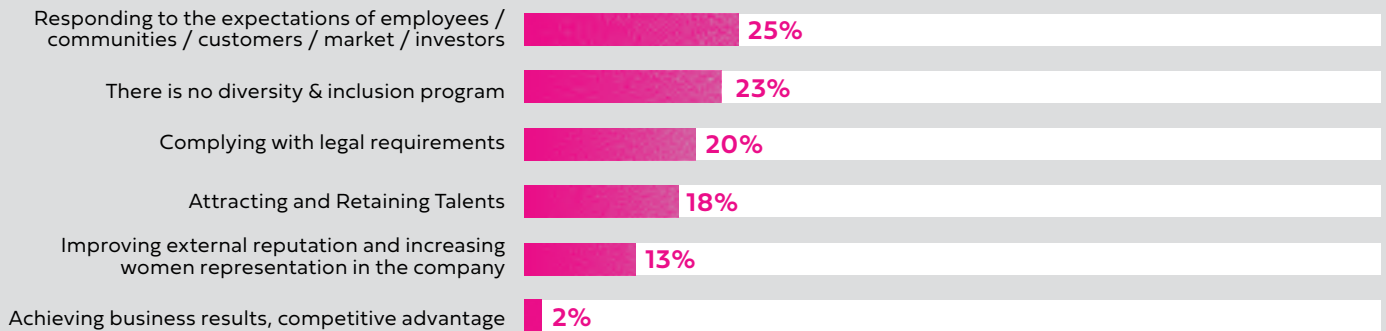
PARTICIPATION OF WOMEN IN THE BRAZILIAN LABOUR MARKET

LABOUR MARKET* 
IN MINING** 

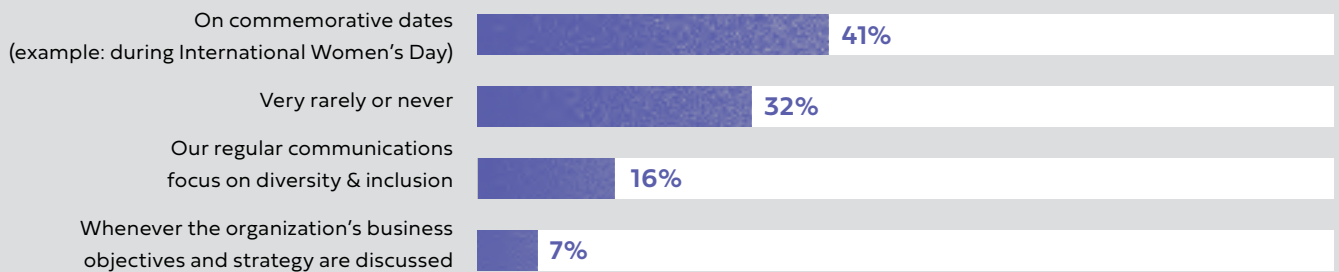


* Data from the Labor Department / Ministry of Economic Affairs³
** According to an estimate made based on research carried out by IBRAM and information published by mining companies operating in the country in 2019

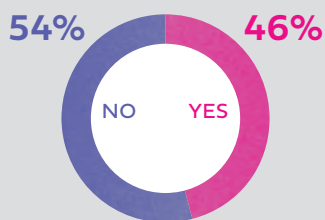
Currently, the focus of the organization's diversity and inclusion program is...



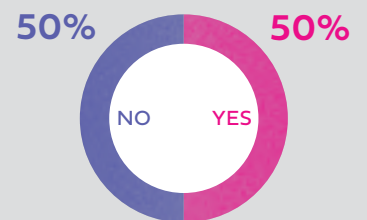
Leaders communicate internally about gender equity or other aspects of diversity



The organization publicly communicates information about its diversity goals and the composition of our workforce.



The organization analyzes data on demographics, compensation, recruitment and promotions to remove bias and inform programs



ABOUT THE ACTION PLAN

REFERENCE

The main reference for the construction of this document was the National Action Plan, developed by Women in Mining Canada⁴ and published in 2016, with support and funding from

Canada's Department for Women and Gender Equality. Women in Mining Canada recognizes the value in supporting other groups that share its main objective to advance the participation of women in the global

mining industry. They agreed to share the Canadian plan for adaptation to the realities of the Brazilian market, ecosystem, and participating mining organizations in order to enable greater gender inclusion.

RESEARCH AND DATA COLLECTION

A survey was conducted by the Brazilian Mining Association (IBRAM) with its members, in order to understand the current situation and the realities of gender diversity and inclusion in the Brazilian industry. 56 responses were received from professionals working in Brazilian operations, the majority (93%) representing large Brazilian mining companies.

To complement the information provided, and to validate some of the statements given in the survey, a second stage of data collection was carried out from materials available in sustainability, business reports, on websites and by requesting information from participating companies.

The resulting information was the foundation for the data presented

in each strategy of this Action Plan. The survey helped to clarify the current status of women's participation and the level of maturity of the inclusion and diversity programs in the Brazilian mining industry. The data was also used to support the development of the plan, with actions addressing key points described as challenges in the survey answers.

ENGAGEMENT SESSIONS

Sector professionals contributed their inputs to this document during structured conversation sessions. In total, three sessions were developed:

- **Project kick-off at PDAC 2019, in March 2019, in which the sector's success and participation criteria were defined, with government support^{5 6};**
- **Workshop held at the Mining Hub, in August 2019, in order to validate the strategies and understand the level of adaptation necessary to increase the engagement of companies;**
- **Gender Inclusion Session during EXPOSIBRAM, in September 2019⁷.**

The goal of each of these sessions was to expose the industry to the challenges and opportunities presented by the theme, addressing:

- 1. The current state and the challenges faced by women in the industry;**
- 2. The impact on business;**
- 3. Actions needed to promote women's participation.**

The results of the first session included the definition of a vision for the future which was shared with participants and collaborators in subsequent sessions. The vision, confirmed by all contributing professionals is to build an industry in which:

- **Women are respected at all levels of any organization and in all areas of activity;**
- **Exploration and mining companies, suppliers, government and the academic sector recognize the value of everyone's participation, in inclusive and diverse work environments, creating prosperity in our communities;**
- **Women's participation is perceived as a source of technical expertise, operational excellence, innovation, moving this global industry towards a sustainable future.**

FOCUS ON DIVERSITY & GENDER INCLUSION

At this time, with the industry still at the beginning of the diversity and inclusion maturity curve, the focus of this document will be the discussion of women inclusion in the mining industry. Diversity & Inclusion is not limited to gender, and in Brazil, a country with such diversity, it is difficult not to recognize how intersectionality impacts gender discussions. Racism, sexism, classism are complex issues which need the attention of the sector as their

INTERSECTIONALITY

refers to the complex and cumulative way in which different forms of discrimination, such as racism, sexism and classism, overlap and affect people.

impacts can be clearly identified in the work environments and in the relationships with the local communities where the operations are located.

The focus defined in this document is not intended to exclude, but rather, to initiate a necessary conversation within the sector, in addition to presenting actions that assist in the construction of more inclusive cultures, which can benefit a large part of the population.





GENDER INCLUSION AND THE IMPACT ON BUSINESS RESULTS

© Canva

Financial results are important and guide business decisions. And these results can be improved with the inclusion of women.

The evidence is compelling and continues to multiply – in the mineral sector and other industries. This Action Plan is based on the knowledge that the inclusion of women in leadership, technical and commercial positions, as suppliers and as members of the communities where the operations are

established, can translate into significant improvements in the performance of companies.

Investment funds⁸, the Responsible Mining Index⁹, the UN Sustainable Development Goals¹⁰, all openly declare that gender inclusion adds value to business and that it is time to invest in creating an industry in which women not only participate in any function in the sector, but also take positions at all decision tables.

The Bloomberg Gender Equality Index (Bloomberg Gender-Equality Index, 2020)¹¹ lists companies that demonstrate commitment to gender equality through policy development, representativeness, and transparency. In it, mining companies represent only 3% of a total of 325 companies committed to the premise of equality. The 2020 listing includes companies such as: Albemarle, Alcoa, Anglo American Platinum, AngloGold Ashanti, Gold Fields, Harmony Gold Mining, lamgold, Impala Platinum, Sibanye-Stillwater and Teck Resources, among others. According to Peter Grauer, Bloomberg L.P.'s chairman, in a statement to the Mining Journal,

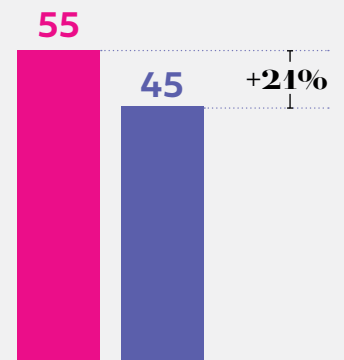
“This level of transparency into how companies are tackling gender equality in the workplace and their local communities is fuelling financial decision-making around the world, and is supporting the business case for an inclusive corporate environment¹²”.

This business impact will be presented in all the strategies contained in this document, which will explain why they are important and what transformations a company can expect when making the necessary changes in its culture, policies and procedures. This is because, according to a study by McKinsey¹³, published in 2018, gender diversity is correlated with both profitability and value creation.

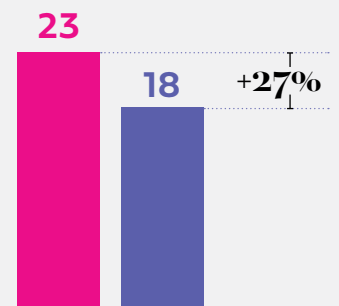
PROBABILITY OF FINANCIAL PERFORMANCE ABOVE THE INDUSTRY MEDIAN

- Companies in the **top** quartile in gender diversity on the executive committee
- Companies in the **bottom** quartile in gender diversity on the executive committee

PROFITABILITY*



VALUE CREATION**



60%^{***}

of the executives interviewed recognize the positive impact of gender diversity on leadership on the financial performance of companies

* average EBIT – 2011-2015

** Economic profit margin – 2011-2015

*** Online Survey of 547 executives in Latin America (2011)

SOURCE: McKinsey – Delivering Through Diversity study 2018 – 1,000 companies from 12 countries¹⁴



BETTER ATTRACTION AND RETENTION OF TALENTS

An industry, or a company, characterized by gender diversity, and with an inclusive culture, has the potential to become a talent magnet. Attracting and retaining talented people with the skills required to perform critical roles is a challenge that many companies face. Among the ten main risks and opportunities in the mining industry, presented in an EY report in 2020¹⁵, the License to Operate and Future of the Workforce are in the first and second positions, respectively. One question to be addressed under the "Future of the Workforce" risk is how to create a compelling value proposition for employees?

Data from the Labor Department reveal that, in 2017, women occupied 44%¹⁶ of the workforce. In the same year, only 39.2% of the management positions of Brazilian companies were occupied by women, as pointed out by Folha de S.Paulo in RAIS¹⁷ (Social Information Annual List), released by the Ministry of Economic Affairs. And according to the Brazilian Institute of Geography and Statistics (IBGE), women still earn 20.5% less than

men¹⁸. Within mining companies, the reality of women seems to be even worse. The sector is among the industries with the lowest representation of women in the workforce. In 2018, data from the McKinsey¹⁹ Gender Diversity and Inclusion report in Mining showed that 37% of hires in the sector were female, compared to an average of 48% for all industries. Mining is also among the most difficult sectors for women to be promoted from a basic level position to a management or board position, only 18% of the total employed can move to higher positions. With estimates showing that the participation of women in Brazilian mining reaches only 13% of the total of the sector, it is clear that we have a long way to go to get to gender equality.

A convincing value proposition for women to enter and remain in the industry must follow certain steps, such as showing respect for their skills and contributions, ensuring opportunities for growth regardless of the employee's gender, and creating and maintaining a safe work environment, both physically and mentally.

In many studies, attractive numbers are found, with a large part of them linking the impact of gender-inclusive cultures with:

ORGANIZATIONS WITH STRONG I&D PRACTICES

75%

create more ideas and new products*

70%

capture more new markets*

31%

are more responsive to customer needs**

EMPLOYEES IN DIVERSE AND INCLUSIVE WORKPLACES



Demonstrate greater ability to innovate



Collaborate better

SOURCES:

* Center for Talent Innovation²⁰

** Deloitte²¹

Inclusion drives engagement and engaged employees are better for business

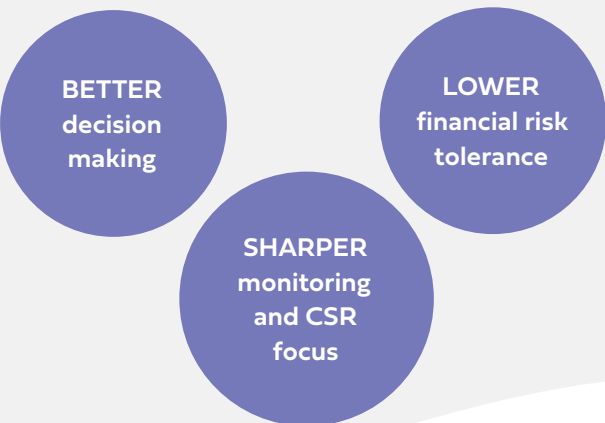
Another important factor in the discussion of gender diversity and inclusion, and its connection to business performance, is the importance of female representation within boards of directors and executive leadership. Diversity and inclusion begins at the top of the company and in how its leaders understand and pass on these values to other employees, showing the company's ability to create a culture of inclusion, and to deliver better financial results.



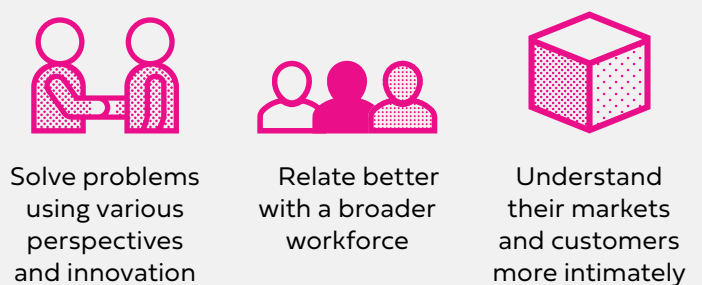
© Canva

DIVERSITY AND GENDER INCLUSION STARTS IN THE LEADERSHIP

BOARDS WITH MORE DIVERSE MEMBERSHIP TEND TOWARD



EXECUTIVE TEAMS WITH MORE DIVERSITY



THE CONCLUSION

Evidence shows that companies that have a more inclusive environment for women and men get better results.

CURRENT PROGRESS IN BRAZIL AND THE DISCUSSION ABOUT TARGETS

With the year 2019 negatively impacting the mining sector and the communities where it operates, due to the rupture of Dam I of the Córrego do Feijão mine in Brumadinho, owned by Vale, it became inevitable to review values and expand the sector's commitment to the socioeconomic growth of the territories, in a sustainable and participatory manner. This review includes discussions on equity, diversity and inclusion.

Gender equity was the starting point for many companies. Some organizations, in fact, were already in the process of changing, implementing and investing in more inclusive strategies, such as greater flexibility in working hours, and parental leave, in addition to actions towards a more inclusive environment, by setting representation goals and follow-up programs on cultural change, essential to adapt to a more diverse environment.

This statement, representing the review of values and commitments, is explained in the way companies present themselves to society, as in the following examples:

"We believe in humanity, so we show care and respect for all people. We will not turn a blind eye to something that is wrong. We include and welcome diversity in all its forms." ²²

Anglo American

"Equal treatment and opportunities for all employees, with transparent processes, based on dignity and respect, and valuing the individual responsibility." ²³

Jaguar Mining

"One of our values "act correctly" expresses clearly what we mean: we must respect and include everyone without distinction." ²⁴

Vale

"We want to create a diverse, harmonious living environment, one that is a reflection of society." ²⁵

Nexa

Going beyond positive statements regarding inclusion and achieving results require a clear commitment. As demonstrated in countries further along the maturity curve, and in studies on the topic, the definition of targets for the representation of women in professional staff and leadership ranks not only creates a positive impact on representation but also an increase in quality.

Dr. Sarah Kaplan, director of the Institute for Gender and the Economy at the University of Toronto, Canada, says: " Progress towards equality has been slow. Far too many companies still have no women on their boards. The gender wage gap in most developed economies is stuck at about 88 cents. Women still pay a 'motherhood penalty' at work. We need stronger tools, and quotas should be one of those tools – but people are afraid to implement them. Everywhere quotas have been studied, they have been shown to increase average quality, not decrease it. Their net effect is that talented and qualified women who are overlooked in current systems get the opportunity to participate."²⁶

LEARN MORE

The debate about quotas

www.gendereconomy.org/the-debate-about-quotas/

© Canva



HOW TO APPROACH CULTURE CHANGE USING THE LESSONS OF OPERATIONAL EXCELLENCE



When creating an action plan to address gender inclusion, it is essential to discuss cultural change. Diversity and its partner, inclusion, seem to be finally gaining momentum in the business world. But, despite all the attention, little progress has been made. To achieve progress, a focus on inclusion is required.

Diversity is everything that makes us unique, it's about representation. When diversity is embraced, it opens doors to new

ideas and new ways of thinking.

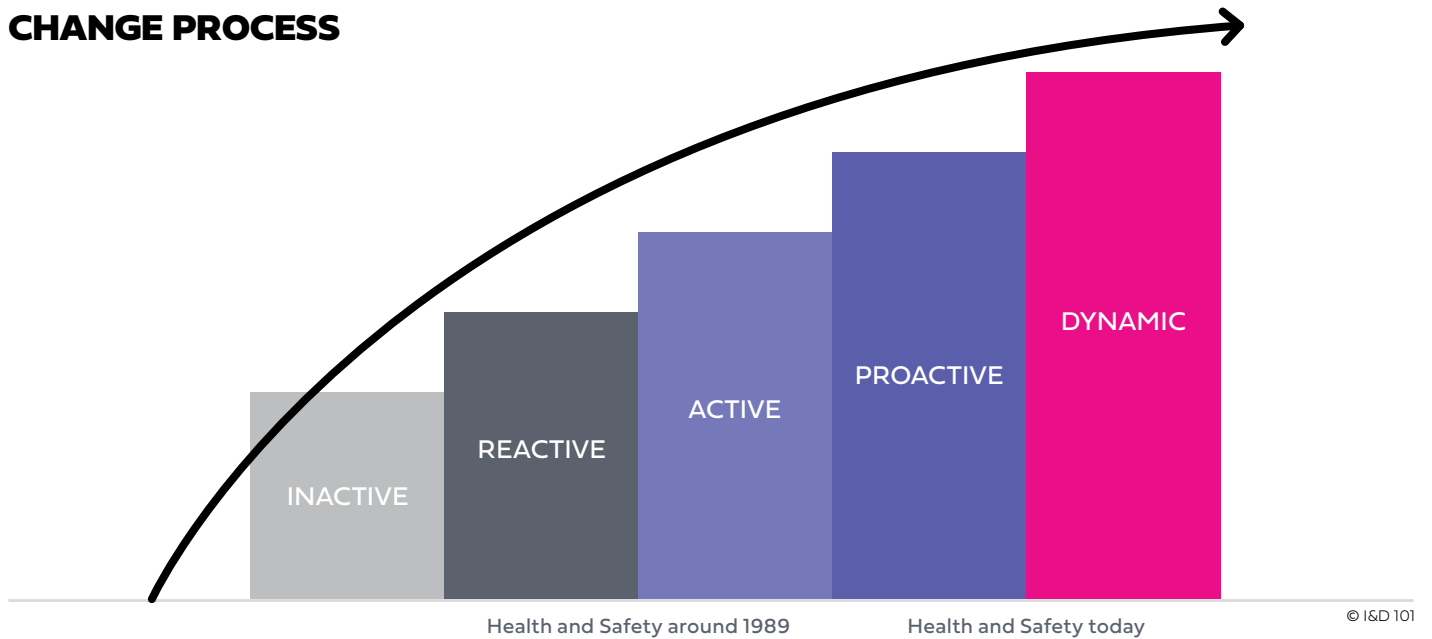
Inclusion is about building respectful work environments, where all members feel accepted, are treated fairly and equitably, and are inspired to participate at all levels and in all organizational processes. **The potential offered by diversity is only materialized when there is inclusion.**

Most organizations with diversity and inclusion goals focus on talent management (for example, hiring and managing people), to acquire

and grow diverse talent, and provide training on unconscious bias to prepare the workplace for the arrival of these new employees. But, most fail to approach inclusion with the same diligence. **And inclusion does not happen automatically when new people arrive at the workplace, a well-established engagement plan is needed to create inclusive work environments.**

Fortunately, there are many lessons in history that can be used to understand the type of

MATURITY CURVE – CHANGE PROCESS




effort required for the necessary change to be successful. **Inclusion and Diversity (I&D) are today, for example, where health and safety were in the industry 30 years ago:** in the reactive phase, with industry leaders emerging in the active stage. Health and safety are now incorporated into companies' strategies, and operational excellence (that is, safe and reliable operations) has become a natural way of working for industry leaders. This didn't happen by chance. It happened because industry leaders collectively addressed safety and quality as important business issues requiring the full attention of operations and support functions in tandem to orchestrate massive culture change.

To understand the lessons in the history of operational excellence, and to shape inclusive cultures that leverage diversity, organizations must be prepared to take steps that build a solid foundation for achieving results. These steps include:

1. Defining what "inclusion" means for the organization.
2. Building your factbase to find out your inclusivity baseline.
3. Integrating the D&I strategy, "inclusion culture", in the company's business plan.
4. Reviewing key inclusion metrics during routine business reviews - meetings about the company's performance.

5. Specifying what behaviors are expected of everyone to make inclusion a reality - and defining what behaviors need to be reviewed.
6. Activating all the roles to make change happen, including line leaders as owners, HR as enablers, and everyone through to the frontlines as key players.
7. Celebrating successes and learning from mistakes ... It's a learning journey!

"Organizations will know that they have achieved their goals when everyone in their work environment assimilates Diversity & Inclusion as a critical part of operational excellence and act with passion and purpose to make it happen".²⁷



EIGHT SYSTEMIC STRATEGIES

There are many guides, action plans, studies, advice and examples of policies and programs for gender inclusion in different types of industries. Such practices can help to create an environment in which women and men can be active participants in building businesses and defining their success. This plan presents a clear view of strategies needed to tackle gender inclusion in the mining industry. It shows examples of organizations that started their implementation journey and are leading the way to better working conditions and opportunities for women. Organizations involved

in creating this plan have realized that attracting and retaining more women in mining will require successful implementation of these strategies - and much more. Instead of a "quick fix", our organizations need systemic changes - in "how to work together" in the workplace.

An effective action to increase women's participation in the mining industry must also be collaborative – involving employers, educational systems, associations and other stakeholders. Employers have a responsibility to shape workplaces with inclusive cultures that fully engage women, benefiting from their contribution. Educators,

industry associations, women's groups, researchers, and many others have roles to play in encouraging women to seek opportunities in the mining industry.

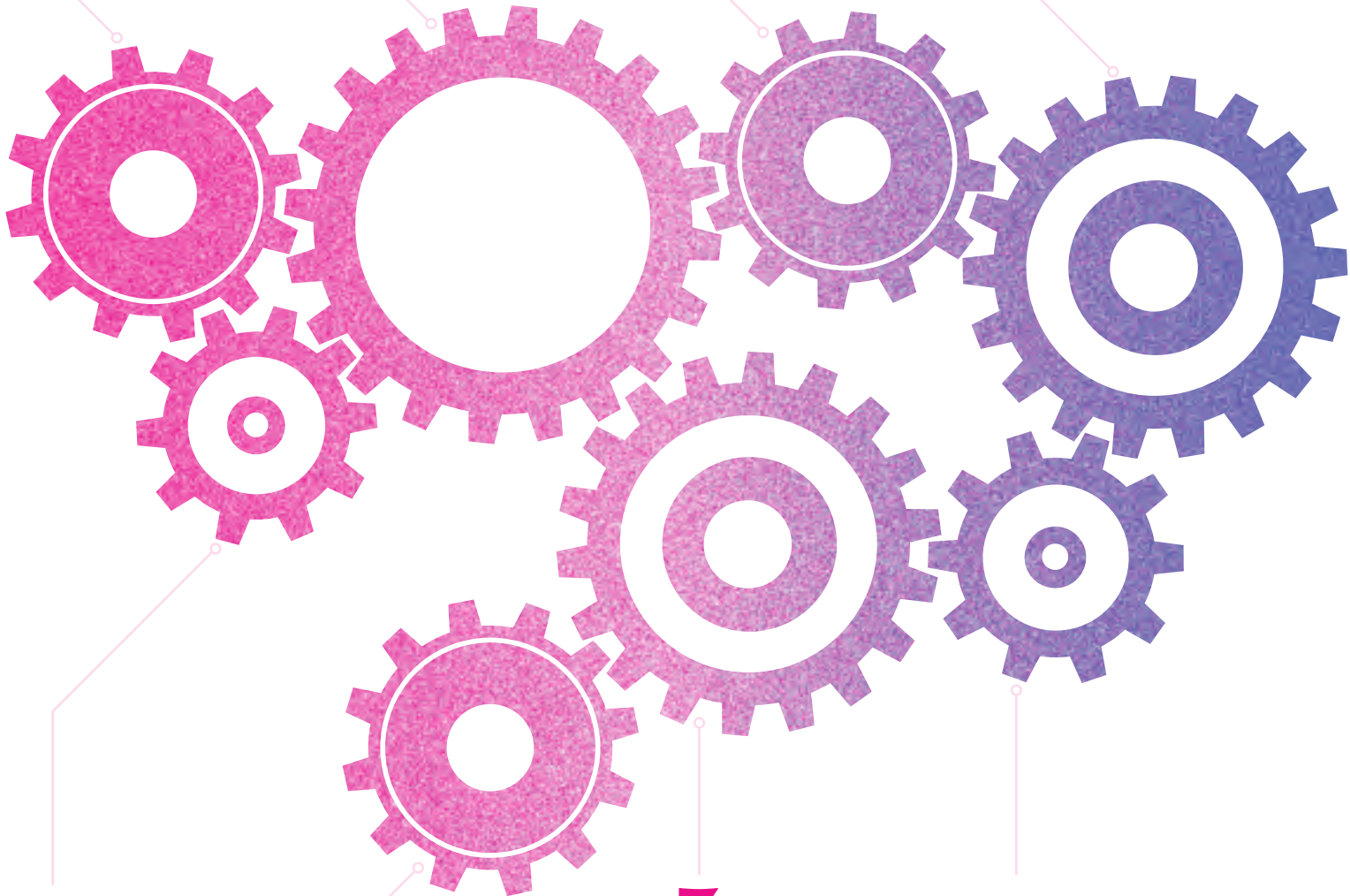
Out of the eight strategies presented in this Plan, five are inspired by the guide developed by the organization Women in Mining Canada. The three new strategies created complement this plan and provide a greater view of women, part of the ecosystem of this industry. These inclusive gender practices are not independent or mutually exclusive choices; they are complementary strategies that are more impactful when implemented together.

1 **Assess your talent management systems** to ensure inclusive practices of career opportunities, free from bias;

2 **Promote a culture of inclusion and respect**, with safe work environments from a physical and psychological point of view – with policies that guarantee an environment free from bullying, harassment and retaliation;

3 **Create flexible policies** that provide the ability to reconcile work and personal commitments;

4 **Eliminate signs and symbols of gender exclusion** in culture and the workplace;



5 **Communicate and engage the community** with the essence of mining activity, to show that mining can - and should - be a vector for development and innovation;

6 **Invest in the diversity of suppliers** and the hiring of companies led by and with the active participation of women;

7 **Promote activities for the development of the local community**, understanding how investments in women in these communities can add value to the community as a whole;

8 **Develop talent for the future** and help to increase the interest and representation of women in the STEM area, through partnerships with organizations focused on this mission.



© IBRAM

STRATEGY 1

INCLUSIVE PRACTICES FOR CAREER OPPORTUNITIES

Despite many advances, gender equality in the labor market is far from being a reality. **Women are still not represented equally in all sectors or at all levels of companies.** Data from the Labor Department²⁸ / Ministry of Economic Affairs reveal that, in 2017, women occupied 44% of the workforce, while men, 56%. They also remained a minority in leadership positions. In 2017, only 39.2% of the manager and director positions of Brazilian companies were occupied by women, as pointed out by data collected by Folha de S.Paulo²⁹ in RAIS (Annual List of Social Information), of the Ministry of Economic Affairs. And in 2018, according to the Brazilian Institute of Geography and Statistics (IBGE)³⁰, women still earned, on average, 20.5% less than men.

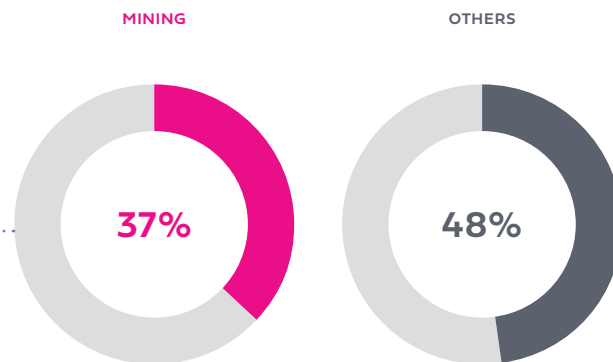
Within mining companies, the reality of women seems to be even worse. **The sector is among the industries with the lowest representation of women in the workforce.** In 2018, data from the McKinsey report Gender Diversity and Inclusion in Mining³¹ showed that **37% of people hired in mining companies were women, against the average of 48% for all industries.** Mining is also among the sectors in which women find it most difficult to ascend within their careers, with only 22% of them managing to advance to higher

positions compared to 40% in other sectors.

In addition to the low female representation in the work market, when they reach a good position, women still need to prove their potential twice as much, and often face microaggressions in their workplace. When they reach leadership positions, these barriers only increase. In 2019, a survey by the Ipsos Institute³², a research and market intelligence company, showed that 3 out of 10 people in Brazil felt uncomfortable about having a woman as their boss.

Changing this reality is possible, and necessary. Especially because, studies show that the positive impact of gender inclusion goes far beyond social benefits. Companies with gender diversity in leadership

roles have a positive impact on their financial performance. According to the report **"Women in business management: arguments for change"³³**, published in 2019, by the International Labor Organization (ILO): **which heard 13,000 companies in 70 countries, most companies that promote gender diversity in management positions say they have achieved a 20% increase in profits.** Other studies show that boards of directors with greater gender diversity are related to better results in sustainability and risk management metrics (environmental, social and governance). Therefore, to change the course of this story, gender inclusion practices are more than mandatory.



ACTIONS

Initiatives to increase gender diversity and ensure inclusive practices for career opportunities can involve:

- ◆ Preparation of internal communications that highlights women who are already part of the company's staff. The practice promotes representativeness and encourages other women to seek new paths within the company.
- ◆ Blind assessments - in which direct association with gender is eliminated from the selection process.
- ◆ Development of career plans that take into account parental leave, the extension of maternity leave, education and development assistance.
- ◆ Creation of talent development programs in order to prepare women to occupy positions of low female representation.
- ◆ Processes that use a promotion system in which everyone within a company is considered able to be promoted, without the need to present interest to their superiors ("Optout" instead of "Optin" system).
- ◆ Creation of talent development policies and hiring policies that are in fact gender inclusive. Transparency in promotion processes, in which factors that impact the selection of candidates are clear and objective.

EXAMPLES OF GOOD PRACTICES

© Jaguar Mining

Jaguar Mining establishes gender inclusion as a priority, through goals of representation and recognition of the importance of women in its operations

Until 2007, Jaguar Mining, a gold mining company with operations in Minas Gerais, had less than 8% of women in its staff. After a strategic review of the organization and reasoning on the positive impact that gender inclusion could bring to the business, it became clear that they needed to encourage the hiring of women. Considering the internal projection of turnover, analysis of the market segment and projection of business growth, the goal was set to almost double the percentage of women working within the company, by the end of 2020.

To achieve this goal, the company defined a strong inclusion strategy and continued with a sequence of actions that not only seek to increase representativeness, but also provide a more inclusive work environment, both for women who are already employees, and for those starting at the company.

The company has made significant advances in internal and external disclosure on the issue of diversity, gender equality and, also, in sharing female leadership models, with the purpose of enhancing the role of women as leaders in mining. Furthermore, Jaguar also invests in adapting its infrastructure to support the growth in hiring women, reviewing structures for dressing rooms, uniforms and

personal protective equipment (PPE). Other fundamental points of adjustment are in its people management policies, with the adoption of more flexible working hours and the extension of maternity leave by two more months (women) and another fifteen days (men).

Managers also received training and were invited to discussion forums to expand the practice of inclusion. The Human Resources area, in turn, has worked on a recruitment and selection model without bias. The methodology was sought in the United States of America (USA), in the Silicon Valley, by the area manager. In parallel, the company also uses this methodology in the development of suppliers and requests the inclusion of women in the list of professionals in its contracting stages. Jaguar also invests in the creation of courses in the community, for the training of women and subsequent hiring.

The actions for diversity in the workforce have a very clear purpose: the investment in the direct guarantee of increasingly better results, as explains Cassiana Machado, Corporate Manager of People & ADM at Jaguar. **“Having more women on the team has expanded the perception and practices of dignity and respect**

(our values) in all areas, allowing us to access an extremely capable and qualified workforce, until then disregarded as a highly valuable asset”, says Cassiana.

PHYSICALLY AND PSYCHOLOGICALLY SAFE WORK ENVIRONMENTS



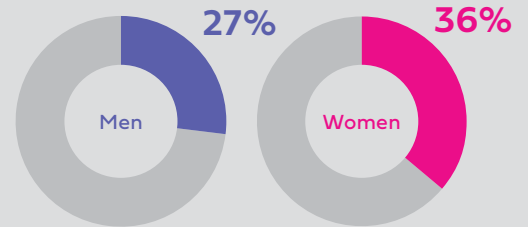
A safe work environment is not just about physical aspects, especially when it comes to women's safety. Much more than equipment that guarantees the physical integrity of an employee while performing her job, a safe workplace for a woman is also an environment free from harassment and aggression.

McKinsey's survey "Women in the Workplace"³⁴ showed that most women still face microaggressions in the workplace. And they can happen daily. These are situations such as having your judgment questioned, having to prove twice as much your ability to perform the same function as a man, listening to degrading comments or even being harassed by a co-worker.

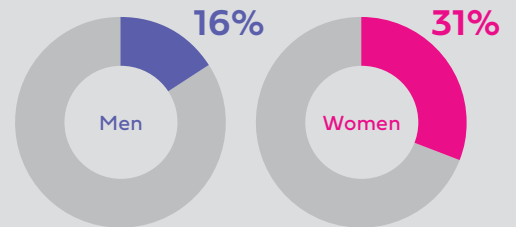
MICROAGGRESSIONS IN THE WORKPLACE

Percentage of employees who have these experiences during the normal course of work

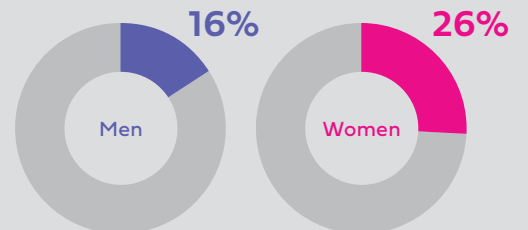
Have your opinion questioned in your area of expertise



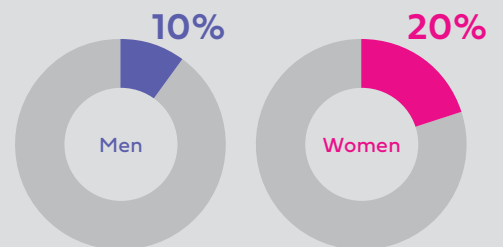
Need to prove your performance more than others



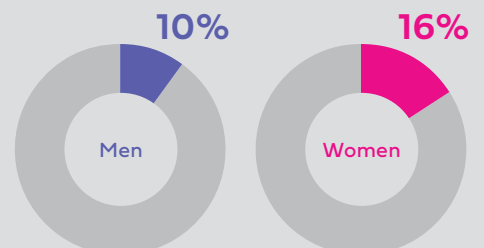
Be approached in an unprofessional way



Be mistaken for an employee who occupies a position way below yours



Listen to degrading comments about you or people like you





© LIBRARY OF CONGRESS

Belgian workers pose for a photo near a coal mine between 1910-1915

INTERNATIONAL CONVENTION BANNED THE EMPLOYMENT OF WOMEN IN UNDERGROUND MINES

In 1935, the International Labor Organization (ILO) created the convention "Employment of Women in Underground Mining Work"³⁶, which prohibits the employment of women in these places. The text, signed by 98 countries³⁷, including Brazil, states that no female person, regardless of age, may be employed in underground mining work, except for women who do not carry out manual labor, that is, those employed in health service and social services, or who are doing internships in

these sectors. Today, 85 years after the treaty was created, more than 68 countries, such as Afghanistan, Argentina, Bolivia, China, India, Japan, Switzerland and Brazil, are still part of the convention. Created with the intention of protecting women from heavy work, since in the past the work inside mines was practically all done manually, such law became outdated and disrespectful with the principle of professional equality between men and women, considering the mechanization and automation of much of the work.

When we look directly at the work of women in mining, we need to be even more aware of issues that involve gender inclusion. The environment within these organizations comes from a predominantly male culture, reinforced by an inadequate but common legislation in many countries, including Brazil, which limits the participation of women.

When analyzing the behavioral changes that support a more inclusive work environment, it is critical to stop denying the existence of exclusionary attitudes.

This means that when an employee presents a case where disparity in treatment is noticed, or that demonstrates privileged treatment of an individual or group within the organization, one must listen carefully, acknowledge the experience of that employee, listen to the proposed solution and define an action plan. The process begins with an investigation of what happened and must be followed by concrete actions to correct the real problems encountered.

It is essential that not only leaders, managers and the human resources department of

companies know and guarantee the safety of everyone, it is also important that the employees themselves are aware of these rights and feel safe to demand that they be exercised.

A work environment that promotes the physical and mental health of its employees is also a work environment with less turnover (decreasing recruitment costs), with less time spent in conflict resolution (better employee engagement) and with much more productivity (more effort from each employee for feeling part of the team). In addition, when there is a greater demonstration of more inclusive behaviors within companies, there is also the development of an inspired and engaged workforce, driving an increase in the creation of value and innovation.

VIOLENCE AGAINST WOMEN

Data from Relógio da Violência³⁸, a project by the Maria da Penha Institute, showed that in 2019, every 4.6 seconds a woman was a victim of sexual harassment at work. The alarming number makes it essential to understand and recognize what constitutes this type of aggression in the corporate environment. The most common examples are:

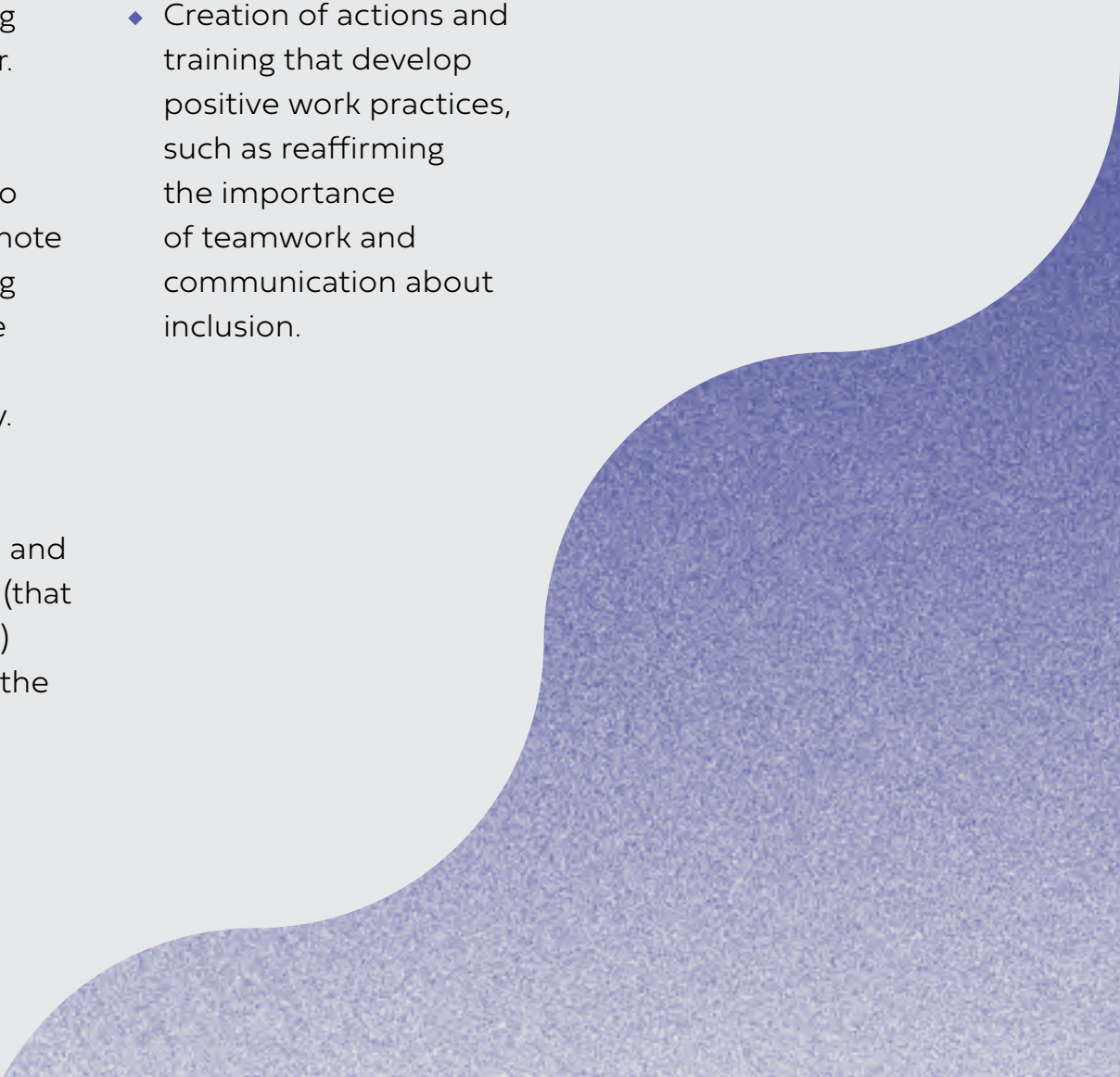
- **Jokes or expressions of sexual content**
- **Unwanted physical contacts**
- **Request for sexual favors**
- **Inconvenient invitations**
- **Pressure to attend meetings**
- **Gestures or words of a sexual nature, written or spoken**
- **Promises of differentiated treatment**
- **Hints, explicit or veiled, of a sexual nature**
- **Blackmail for permanence or promotion in employment**
- **Threats, veiled or explicit, of retaliation, such as losing the job**
- **Disturbance, offense**
- **Creation of a pornographic environment**

SOURCE: Federal Senate³⁹

More than the attention to the harassment cases that happen inside the organizations, companies also need to worry about the violence against women outside their work environment, since both forms of violence generate social and economic impacts inside organizations. A survey carried out by Agência Patrícia Galvão, in 2017, "Impact of domestic violence on the labor market and the productivity of northeastern women"⁴⁰, showed that women who reported suffering domestic violence missed an average of 18 work days in a year. Still according to the research, considering the hourly wage amount of R\$ 8.16 (nominal values of 2016) and an 8-hour workday, it was estimated that approximately R\$ 64.4 million of the payroll was lost as result of absence from work caused by domestic violence against women in northeastern capitals of Brazil.

ACTIONS

A safe work environment - physically and psychologically - should include:

- ◆ Establishment of an inclusive organizational culture and a commitment that guarantees respect among all employees, where there are objective definitions of the behaviors associated with the company's values, and that what constitutes harassment, bullying and violence is clear.
 - ◆ Zero tolerance policies in relation to behaviors that promote harassment, bullying and violence, where consequences are applied consistently.
 - ◆ Guarantee that the selection processes and promotions are fair (that biases are removed) and are in line with the inclusion policies.
 - ◆ Establishment of processes that make women safe and supported to report any type of harassment or violence that they have suffered within the work environment - without the possibility of retaliation on the part of the aggressor.
 - ◆ Creation of actions and training that develop positive work practices, such as reaffirming the importance of teamwork and communication about inclusion.
 - ◆ Creation and implementation of policies and training programs for leaders that ensure that they can model the behaviors to be multiplied within the organization and that they are defenders of diversity and inclusion.
- 

EXAMPLES OF GOOD PRACTICES



© Anglo American

Anglo American and diversity and inclusion as a business strategy

Diversity and inclusion are strategic priorities for Anglo American. The company's goal is to promote a safe work environment so that everyone can fully develop their potential. And the company is working towards this goal, always with the premise of involving all employees in this process. To this end, it invests in communication and engagement plans among employees, such as the creation of resource groups formed by people from different hierarchical levels, locations, ages and genders. These groups intend to develop action plans and projects aimed at further improving diversity and inclusion. Anglo also promotes training for the entire leadership team to ensure everyone's commitment to the maintenance of these projects.

In addition, the company is also concerned with maintaining a safe work environment, with facilities adapted to receive any employee, and in ensuring an environment free from any type of harassment. In the company's latest global survey on inclusion and diversity, focus groups indicated the need to implement actions to create an environment free from bullying, harassment and retaliation. To help achieve this, the company has developed a global policy against bullying, harassment and victimization, which will be implemented in all areas of the company, supported by communication and training strategies involving all employees. **Providing an environment where people feel confident in reporting harassment and, above all, demonstrating to everyone that**

the company's approach is zero tolerance for disrespecting this policy and its values, are critical points in this inclusion journey.

Anglo American's work has not only been ensuring a consistent advance in representation, talent retention and development, but has also been gaining approval outside the company. Its commitment to ensuring the inclusion of women was recognized in 2019, when Anglo American became a signatory to the UN Women Empowerment Principles. Signatory companies are committed to making a difference for women in the workplace, in the market and in the community. And to further strengthen this commitment, the mining company aims to ensure that 33% of leadership positions are held by women, by 2023.

“

A company that defends the formation of diverse teams, with a truly inclusive environment, is a company focused on social responsibility, but which also shows management intelligence. At Anglo American, this has been understood and carried out since the end of 2017, when we started to work hard on the themes of Inclusion and Diversity, in all our units around the world, fostering a culture of inclusion and creating practical actions that guarantee this on a daily basis. Among several initiatives, we started to have goals for the participation of women in leadership positions and changed our recruitment process, starting to proactively seek a larger number of women in the labor market.

”



ANA SANCHES
CFO
Anglo American Brasil

© PERSONAL ARCHIVE



© Canva

STRATEGY 3

ABILITY TO RECONCILE WORK AND PERSONAL COMMITMENTS

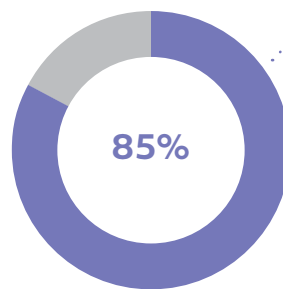
The workforce is constantly changing and, as a result, people's relationship with work has also been changing. The search for a balance between professional and personal life is no longer seen as the privilege of a few or an issue only for women. Society now finds itself reviewing traditional gender roles: men want to be more active at home, as parents and partners, and women are increasingly looking for professional achievements. In other words, people are realizing that they play multiple roles and that professional life is just one of them.

These changes make the traditional work model, with a structure of fixed hours and long working days, be questioned and need to be reviewed so that the hiring and retention of new talent is sustainable.

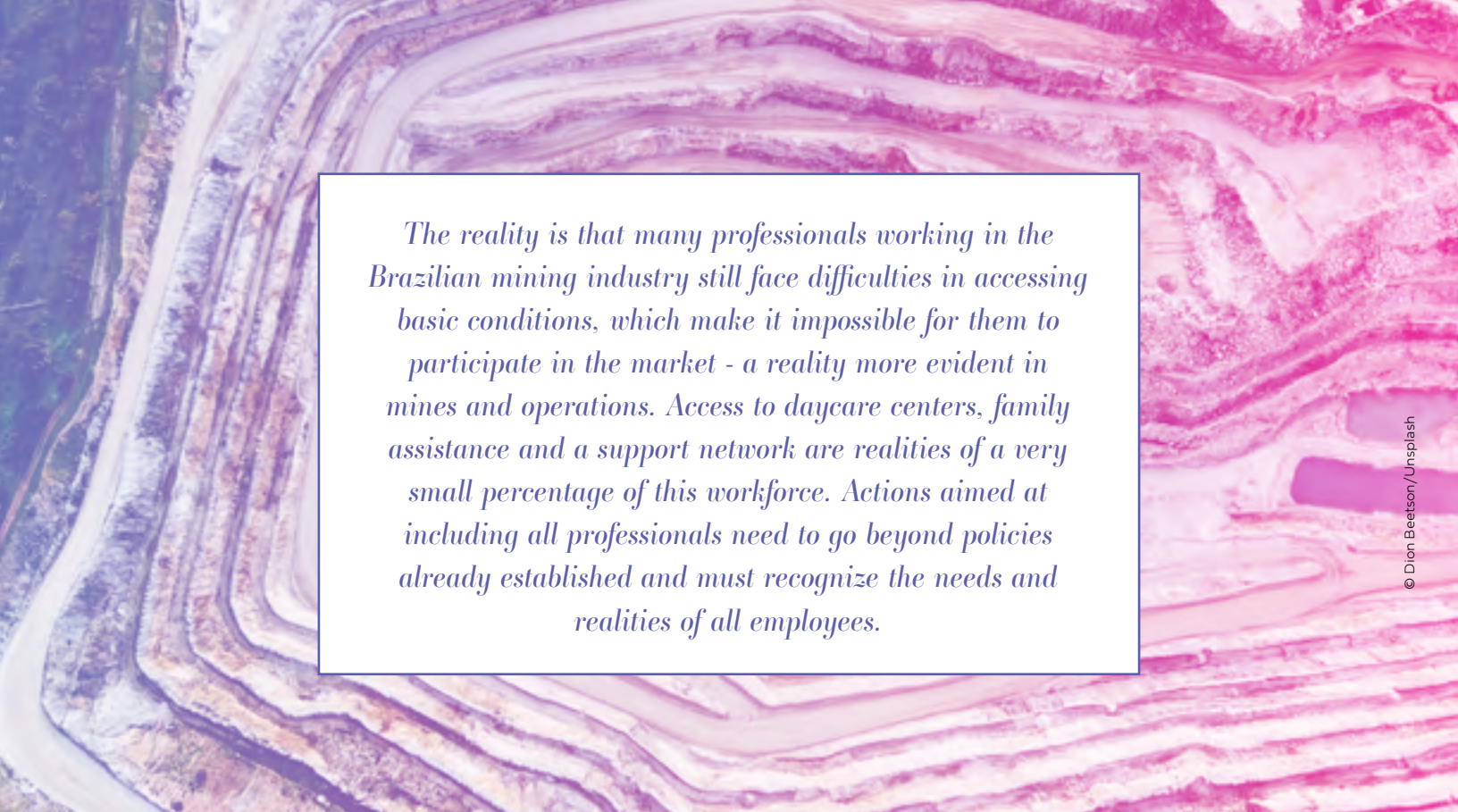
A survey carried out by the International Workplace Group (IWP)⁴¹, in 2019, with fifteen thousand professionals from more than 80 countries, found that 83% of the interviewees consider flexibility at work a decisive factor when looking for a job and that when deciding between two similar job offers, would rule out a company that does not have more flexible policies.

The understanding of flexibility at work can vary. For some it has

to do with the ability to choose the workplace, for others, the possibility of reduced hours or the ability to organize the workload differently. **Regardless of the format, 85% of respondents in the IWP survey reported an increase in productivity after adopting a workday more adapted to their needs.**



This flexibility is even more necessary when we consider the employees who are mothers. The routine of taking children to the doctor, participating in school life and wanting to monitor the child's daily life more closely, balancing everything with their aspirations and professional responsibilities, makes many women rethink the traditional work model and reconsider their professional choices. A survey by the British platform Werk⁴², which helps companies improve their employees' experiences through flexibility, found that 70% of women who left the corporate world would not do so if there were more options in their schedules



The reality is that many professionals working in the Brazilian mining industry still face difficulties in accessing basic conditions, which make it impossible for them to participate in the market - a reality more evident in mines and operations. Access to daycare centers, family assistance and a support network are realities of a very small percentage of this workforce. Actions aimed at including all professionals need to go beyond policies already established and must recognize the needs and realities of all employees.

© Dion Beeton/Unsplash

and different ways of working.

In Brazil, when this scenario does not lead to dismissal, many women rethink their relationship with work. A research carried out by Fundação Getúlio Vargas⁴³, in 2017, showed that 24 months after coming back from maternity leave, almost half of the women had left the labour market. In 2018, a study by Rede Mulher Empreendedora, a platform to support female entrepreneurship, published in *Veja*⁴⁴ magazine, revealed that the **lack of flexibility in the corporate environment is one of the main reasons for a woman to open her own business**. According to this study, 75% of the women interviewed started a company after becoming mothers.

The implementation of more inclusive policies, such as access to daycare centers in or around operations, the introduction of parental leave and the option of home office, are examples of companies' commitment to these changes, which help everyone, men and women, create a new culture.

In the mining area, BHP made news in 2009, when it introduced a parental leave policy guaranteeing a minimum of 18 weeks of paid leave for employees, men and women, in all regions where it operates. According to Marius Kloppers, CEO of the company during the period of implementation of the new policy, the benefit helped employees in a practical way and brought benefits

to the company.

This type of action contributes to changing the perception of the role of men and women within and outside companies, helping to reduce biases related to career commitment and increase the diversity of the workforce. However, in the mining industry, and in many others, the adoption of these policies by employees is still low due to fear of reprisals and of being seen as less committed to their work. Companies need to go beyond the implementation of these policies, with the creation of awareness campaigns, in which they declare their commitment to zero tolerance for retaliation and value the leaders who are a reference in this process.

ACTIONS

Supporting employees to balance their professional and personal lives includes:

- ◆ Creation of business policies that involve a flexible workday - possibility of home office, leave of absence for personal reasons, different working hours and locations.
- ◆ Review of shift schedules - to complement the local services offered to employees, facilitating the routine of parents.
- ◆ Extended parental leave policies, available to men and women - According to Convention 156, of the International Labor Organization, "the rights and practices that recognize the fundamental need and responsibility for parenting of women and men reinforce each other and are crucial for obtaining quality of opportunity and treatment"⁴⁵
- ◆ Planning and clear definition of working hours, so that everyone can participate.
- ◆ Development of internal communications that encourage employees to use the benefits offered by the company.
- ◆ Rotation or sharing of functions, creating access to critical functions for employees who work part-time.
- ◆ Review of routines that often include meetings outside working hours or that require appointments outside business hours, which directly interfere with an employee's personal commitments.
- ◆ Evaluation of local and federal government programs, that support the extension of parental leave and that can either be implemented by the company or serve as a model for the business strategy. Like the Citizen Company program, which aims to promote a better quality of life for workers, by providing incentives to contracting companies, and its main focus is the extension of maternity and paternity leave⁴⁶.



EXAMPLE OF GOOD PRACTICE



RHI Magnesita innovates with the implementation of a flexible working day

In 2018, RHI Magnesita implemented the new “Flexible Working” program, with the purpose of helping its employees to reconcile their personal and professional routines. The proposal is to help them reduce the level of stress generated by traffic in their daily commuting between home and work. The “Flexible Working” regulates working hours outside the company’s domains. According to Matheus Oliveira, People and Culture Manager at RHI Magnesita, the project is consistent with practices already adopted informally by managers in some areas of the company. “Many managers endorsed the adoption of this work flexibility for employees in their areas, but others did not. In this context, the company lacked a clear positioning. In addition, we want to position ourselves as a competitive and attractive employer brand, and it is not possible to do this without flexible practices and policies. Therefore, this is another initiative that aims to make the company

consistent and aligned with market practices”, he explains. Not all company employees can participate in the program yet. Therefore, the type of activity performed needs to allow working from a home office and the person needs to have the equipment and tools required to perform their work. To help to adapt to the new routine, the company developed training, with information ranging from how to access work content safely to ergonomic guidelines, and how to make the best use of the home office. The results of the program are still being evaluated, but a survey carried out by the company found that more than 90% of the interviewed employees stated that the new practice brought an increase in productivity. “In this survey, we also evaluated the average time that our employees spend commuting to work and found an average of 70 minutes a day, so we were able to make that time available for them to do whatever they like”, comments Matheus.



© IBRAM

STRATEGY 4

SIGNS AND SYMBOLS OF GENDER INCLUSION IN THE WORKPLACE CULTURE

An organization's culture is critical in the configuration of a work environment.

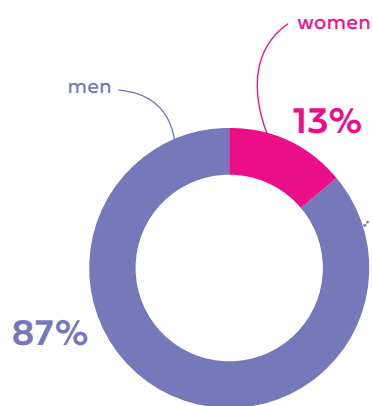
This culture is responsible for determining habits, behaviors, beliefs, ethical and moral values and it regulates internal and external policies of a company. Many aspects of the work culture are not easy to identify, but there are some that are easily observed: the symbols and signs that the company presents.

There are cultures and organizational policies in sectors or industries, as in the case of mining, which are still considered traditionally male or which directly or indirectly hinder the full participation of women in this work environment. This is because most of these organizations, as we know them today, were created, or developed, at a time when women did not have an expressive participation in the workforce. But this is no longer the reality in most organizations and the organizational culture needs to keep up with this change.

When terminologies, signage, names and job descriptions evoke the male figure, or even more obvious conditions, such as the lack of female toilets in operations or the absence of appropriate uniforms and safety equipment, women automatically feel that

they don't belong there. The result is the exclusion of the female figure from this work environment.

In Brazil, it is estimated that only 13% of the workforce in mining companies is represented by women, according to an estimate made based on research conducted by IBRAM and information published by mining companies operating in the country in 2019.



Despite the low participation of women in the industry, the good news is that there is a desire for change and many of these companies operating in Brazil are already adopting new working habits. Actions already implemented by some of them include: the adoption of a gender-neutral language in communication and the use of appropriate personal protective equipment for men and women. **All this may seem small and is even quite basic, but it directly reflects on the creation of a more inclusive and egalitarian culture.**



ACTIONS

Actions to be taken by companies that can directly impact the daily lives of women present in their operations, and the perception of future employees in the sector, include:

- ◆ Creation of gender-neutral language in the name and descriptions of jobs. For example, avoid using the name Maintenance Workman, use Maintenance Technician instead. That makes it clear that women and men can apply for a job.
- ◆ Offering protective and safety equipment suitable for female and male use.
- ◆ Facilities suitable for women and men in all operations, such as separate bathrooms and changing rooms, as well as breastfeeding rooms.
- ◆ Equipment terminology, work expressions and internal communications that include gender-neutral language.

EXAMPLES OF GOOD PRACTICES

Suitable Personal Protective Equipment

In 2016, Canadian mining company Cameco, one of the largest uranium producing companies in the world, decided to review its corporate policies and practices. The main objective of the change was to eliminate barriers that prevented the participation and representation of minority groups, including women, from being part of the company, or from performing their jobs in the best possible way. This critical look at long-established processes has ensured changes within Cameco. One of these changes was the establishment of a goal to ensure the adoption of adequate personal protective equipment (PPE) for all company employees, a focus that emerged from a survey conducted by Cameco itself, in which employees said that PPE was an area that needed improvements. With this, company employees now have access, for example, to helmets, goggles, shoes and uniforms in appropriate sizes, thus ensuring better protection during the execution of their work.

The case of Cameco is just one example of something that has been gaining momentum among companies. Proof of this is the space that companies, such as Canada's Covergalls, specializing in the creation of protective products designed for women, are obtaining in the industry. According to Alicia

Woods, CEO of Covergalls, many of the companies are using the products as an incentive to attract and retain women interested in jobs in these non-traditional sectors for women.

With other mining companies reviewing their policies and processes, and adapting more inclusive practices, such as Yamana Gold, in its operations in South America, it is expected that, very soon, the use of suitable protective equipment will no longer be a concern among women who choose to develop their careers in the sector. "The reality is that gender inequality is a structural issue in our society, as women's dignified access to the labor market is still a relatively recent phenomenon", says Lucyanna Yang, Yamana's director of operational excellence. The mining company launched the Women in Mining Program, in Jacobina (BA), in 2019 - which was developed by a Diversity Committee, made up of employees from across the company, with the aim of raising awareness on gender issues in mining.

"In Jacobina, we have a team of 104 women, which is 5 times greater than in 2015. Our goal is to continue to increase this number, to ensure that women are part of the selection process and to offer opportunities for them to work in any function of the mine",

says Sandro Magalhães, Yamana's vice president of operations in Brazil and Argentina. "It is possible to identify that, due to the cultural aspect, many women feel intimidated and, therefore, are reluctant to seek leadership positions or operational functions in mining. Initiatives such as the Women in Mining Program consolidate Yamana Gold's commitment to promoting a more just and equal society, in which women can occupy any position they desire", explains Lucyanna Yang.



© Israel Palacio/Unsplash

AN INDUSTRY THAT IS A MAGNET FOR TALENT



© Gabriel Jimenez/Unsplash

Interest in the mining industry has been decreasing. This is shown by data from the Ministry of Education (MEC) on enrollments in Higher Education⁴⁷, between the years 2014 and 2018. According to MEC, **there are fewer and fewer students starting courses in the area of Mining Engineering.** In 2014, out of the total number of students enrolled in higher education, 0.3% enrolled in courses in the area of Mining and Extraction. Five years later, in 2018, the proportion dropped to 0.14% enrollments. And the account is clear, a present with fewer students interested in mining generates a future with fewer professionals and less talent to replace the workforce within companies.

Mining is made up of professionals from many disciplines, in addition to mining engineering, but the figures

above indicate the interest and attractiveness of the sector in today's reality. Data from the report by Universum Global, World Most Attractive Employers 2018⁴⁸, reinforce this idea. The company surveyed Engineering/Information Technology students about the sectors and organizations most attractive to them. Companies like Google, Microsoft and Apple are among the five most desired, while no mining company is mentioned in the ranking.

The reason for this lack of interest has no exact explanation. But a widely discussed issue within the sector is the negative perception that young people have today regarding the mining field. For many, mainly due to the recent events, the mineral sector is closely linked to negative social, economic and environmental

impacts. In addition, we have a new generation much more concerned with the environment and with healthy consumption habits, ranging from a change of diet to the choice of careers that make it possible to create a more sustainable way of living.

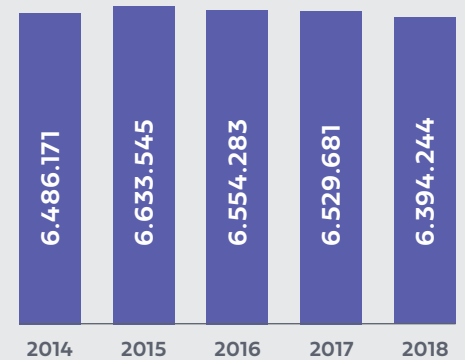
Therefore, for the mining industry to be able to retain new talents, it is essential that, in addition to maintaining its growth, it works actively in changing the perception of the sector. It is important to create ways of communicating the essence of mining activity and show that mining can - and should - be a vector for development, a promoter of technological transformation, an active contributor to a balanced and inclusive way of life, a key player in encouraging the circular economy and agent of care for the environment.

ACTIONS

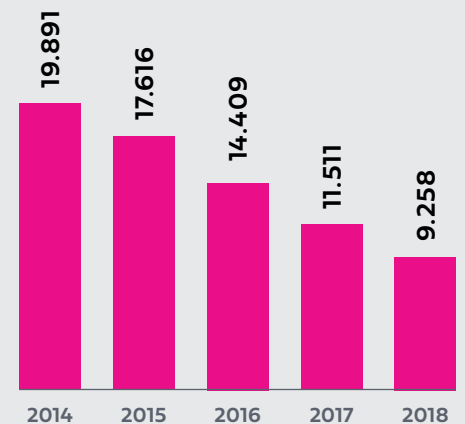
For the sector to continue growing and being a magnet for talent, the following is necessary:

- ◆ Creation of materials that disseminate how mining is present in our daily lives, showing the importance of the sector's activity and the agenda of diversity and inclusion as a strategic priority.
- ◆ Development, in conjunction with schools in the local communities, of fairs and presentations, in which companies can show their processes and activities and, thus, create interest in the industry.
- ◆ Creation, or expansion, of internship or trainee programs, which enable undergraduates or recent graduates to experience the work in the sector up close, generating not only interest, but a greater guarantee of future talent.
- ◆ Creation of concepts and ways of developing innovative solutions, with the participation of a new generation of talents - innovation centers, support for research in universities, accelerators of startups.

TOTAL ENROLLMENT

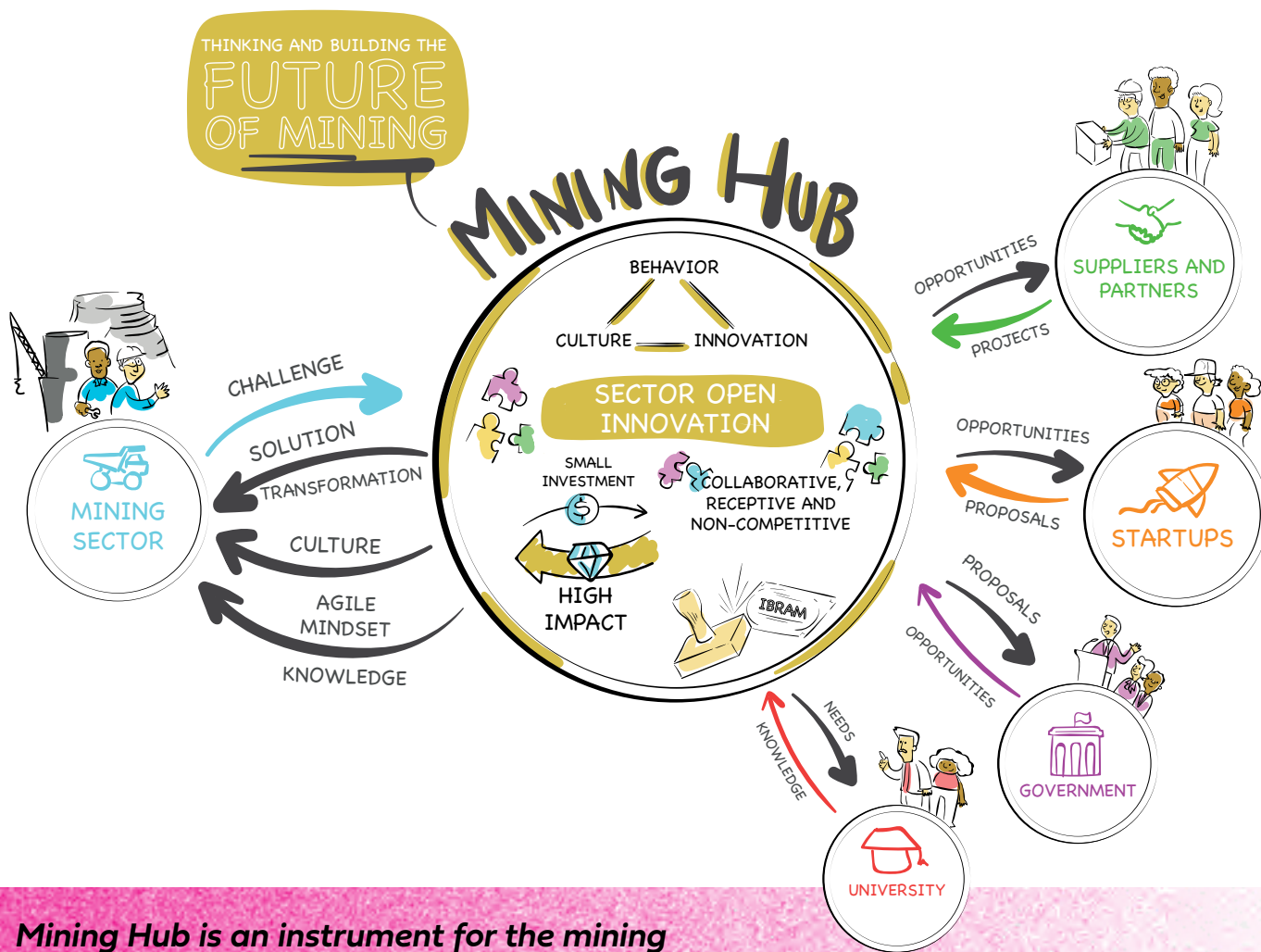


TOTAL ENROLLMENT IN MINING AND EXTRACTION COURSES



SOURCE: Inep 2018⁴⁹

EXAMPLE OF GOOD PRACTICES



Mining Hub is an instrument for the mining sector to build the trust and get closer to society

The Mining Hub is an initiative formed by mining companies, suppliers and startups, in partnership with the Brazilian Mining Association (IBRAM), and its main objective is to be a direct channel for open innovation, industry trends and relationships

between mining companies, suppliers and startups. The project was created considering the need for mining companies to use innovation as a pillar for transformation in the sector, to approach society positively and have a closer dialogue with several

generations in a collaborative environment.

The development of projects is done in rounds. In the first round, companies select challenges related to the sector. In 2019, these challenges included concerns such as water management, waste

management, operational safety and occupational health, operational efficiency and alternative energy sources. After defining challenges, companies sponsor startups that presented solutions to the proposed issues. In the first year of the project, 10 startups were sponsored and the result was the development of projects such as the monitoring of water use, with the objective of reducing consumption during the process of mining the ore and the development of new technologies to use mine tailings in civil construction.

In the first year of operation of the Mining Hub, the numbers demonstrated the need for this collaboration in the search for innovative solutions for the sector and the benefits that these partnerships can bring. There were 29 challenges launched, more than 500 registrations and 16 proofs of concept of solutions designed with the purpose of generating positive impact for operations and stakeholders.

Another impacting activity of the Mining Hub was the addition of a social development challenge, in which startups are invited to present solutions for the area of social responsibility, which, in 2019, focused on inclusion and diversity. The Hub also serves as the physical headquarters of the Women in Mining Brasil events, providing an open space for workshops and engagement sessions with the industry, as well as discussions about actions that help advance the participation of women, whether within organizations, in their communities, as entrepreneurs, or in the education and development of a new generation of inclusive leaders.

In an article published by the Mining Portal, in June 2019, former CEO of Ferrous Resources do Brasil, Jayme Nicolato Correa, said that "the greatest success is having the community seeing innovations applied, in practice, in mining, and being able to

evaluate how many contributions we can present, because, before, it was (as if there was) a 'closed gate', a gated community to which no one had access (to the mining companies). **With the Mining Hub, we were able to interact with society, with the new generation, the millennials (those born after the beginning of the 1980s until the end of the 1990s); attract, again, talent to mining, which we were losing by maintaining a distance from society.** The Mining Hub has a great potential for changing this game, evolving and becoming more transparent and closer to communities".

With this way of presenting mining to a new generation of leaders and entrepreneurs, the Mining Hub opens the doors of the sector, reintroducing it to society in a more open and transparent way, making this interaction more attractive and aligned, in tune with innovative collaboration models.

Open Innovation = the innovation process in which industries and organizations promote open ideas, thoughts, processes and research in order to improve the development of their products, provide better services for their customers, increase efficiency and reinforce added value.



© Sergey Nivens/Shutterstock

STRATEGY 6

SUPPLIER DIVERSITY: HIRING COMPANIES LED BY WOMEN

Encouraging gender equality is not just a matter of offering equal opportunities to everyone in the company, developing diverse teams, having women in leadership or creating internal policies that guarantee inclusive career opportunity practices. Practicing gender inclusion also includes how and with whom the company does business, and how it impacts the entire supply chain.

According to WEConnect International, a group that identifies, certifies and connects companies led by women to opportunities in the market, "for large corporations, diversifying the profile of their suppliers often means enabling a major cultural change that, naturally, takes time and requires effort to raise awareness. It also needs support from the leadership, disclosure of goals and, above all, deconstruction of unconscious biases and stereotypes. **A stereotype that needs to be deconstructed, for example, is that women's companies are necessarily small and uncompetitive.** In the national average, it is a fact that the enterprises led by women are in sectors of lower productivity, due to the sexist history of the productive relations of the country. However, **there are thousands of them working in cutting-edge sectors and with full capacity to meet the**



demands of multinationals".

According to the International Finance Corporation (IFC)⁵⁰ guide, "Unlocking opportunities for women and businesses, tools and strategies for oil, gas and mining companies", published in 2018, the diversification of suppliers, especially when it includes companies led by women, under-represented groups and people in the community, has been increasingly recognized as fundamental. This study discusses **the direct impact on companies that prioritize the multiplicity of suppliers, presenting returns of 133% on procurement investments, spending 20% less on buying operations and enabling procurement teams** considerably smaller than those with less diversity in their suppliers.

133%

of returns



-20%

buying operations

In the same direction, the United Nations (UN) emphasizes that the diversity of the supply chain can:

- Increase competition, and thus lower costs;
- Facilitate innovation and collaboration with smaller suppliers on more personalized products;
- Improve corporate reputation and relationships with the community.

In addition to positive impacts for the company itself, support for supplier diversity brings benefits to local communities, which generates growth for the economy as a whole. A survey carried out by McKinsey⁵¹ shows, for example, that **if women started to play an**

equal role with men, that is, if in fact they led more companies and competed in a similar position to companies led by men, the world **GDP could have an increase of US\$ 12 trillion, or 11%, by 2025, compared to the scenario analyzed in 2015.**

Despite all the advantages, women-owned businesses find it difficult to thrive, as mentioned in the guide "The Power of Procurement: How to Source from Women-Owned Businesses", launched by UN Women in 2017⁵². One of the examples mentioned is the fact that typically, in addition to the normal barriers that small businesses face, women-owned businesses still face barriers ranging from lack of business recognition -

by gender discrimination - to greater difficulties in obtaining financing when compared to men-owned businesses. This double challenge causes many women to give up on entrepreneurship. Which, in the end, helps to further increase gender inequality.

However, this reality may be different, as shown by the survey carried out by IBRAM with mining companies operating in the Brazilian market. Among those who responded to the survey, about 40% of companies said they made some kind of investment to strengthen local entrepreneurs who can serve their operations. This figure shows that there is a willingness to connect with women-owned businesses.

STEP-BY-STEP TO INTEGRATE WOMEN AND DIVERSE LED COMPANIES IN THE SUPPLY CHAIN

1 ASSESS AND PREPARE



Assess your organization's ability to understand and act on the lack of gender diversity in your supply chain, and put resources, structures and plans into practice to address gender issues.

2 ACTIVATE



Take practical, specific actions to increase gender equality opportunities in your supply chain.

3 MONITOR AND SUSTAIN



Monitor progress and institutionalize mechanisms to ensure continuous improvement in your engagement with companies led by women and underrepresented groups.

ACTIONS

Among the investments to foster business in the local community and strengthen trade with companies led by women are:

- ◆ Review of the organization's supply chain model, so that companies led by women, and even small companies, have access to it.
- ◆ Implementation of supplier development policies to improve their performance. These policies may consist of support and training programs, technical assistance, financial assistance and business mentoring, among others.
- ◆ Inclusion of companies that have gender inclusion programs or a clear definition of diversity requirements during the supplier selection process.
- ◆ Division of large contracts into smaller ones, allowing small and medium-sized companies, specialized in some products and services, to participate in its processes in a competitive way.
- ◆ Simplification and rationalization of the application, selection and contracting processes, to reduce the time and workload of smaller suppliers that do not have teams dedicated to the development of proposals.
- ◆ Increased circulation of communications about your organization's processes and services/products requested in local media. Search for organizations focused on promoting women or other underrepresented groups in the communities where it operates and in the national industry.

WHERE TO START?

IDENTIFYING WOMEN-OWNED BUSINESSES

Platforms, organizations and accelerators function as a source of information and certification of entrepreneurship led by women, assisting companies in their search for innovation and diversification

Artemis

ARTEMIS PROJECT

In 2018, a commission formed by representatives of the companies Deloitte, Women on the Move and Barrick Gold created the “The Artemis Project”, an accelerator of mining enterprises in Canada. In its value proposal, the project aims to insert new ways of thinking and new perspectives in the sector, diversify its supply chain, reduce its costs, add untapped value to the market and the industry.

With the finding that Canadian entrepreneurs are the fastest growing segment within the world of startups, according to the report developed for the project, Artemis established itself with the goal

of creating capabilities for these enterprises to negotiate with large companies in the sector.

Currently, Artemis has a network of entrepreneurs with more than 35 registered companies, operating collaboratively to serve the sector with solutions that meet their needs. Most women in the leadership of these companies have decades of experience in the industry, and are focused on creating fast and innovative solutions to solve the greatest challenges in the industry today. Another differential of the project is its alignment with the UN agenda for 2030, with many of these

projects focused on helping large organizations to achieve their goals in accordance with the Sustainable Development Goals.

With many of the participants already executing international contracts with mining companies operating in several regions, Artemis tries to have a greater international impact, helping women entrepreneurs in several countries, including Brazil, to expand their business and define a successful network, in which female entrepreneurship is a symbol of technical quality in execution, knowledge and innovation.

WECONNECT INTERNATIONAL

WEConnect International is a global alliance of 97 multinationals, created by a group of corporations with the objective of joining efforts and creating tools to identify qualified diversity providers. Ten years after its creation, the institution supports large corporations in more than 47 countries to identify, train, certify and connect with companies owned and controlled by women. The organization currently has a database of 9,000 suppliers, in various sectors, with the capacity and availability to offer services and products to large corporations.

With more than 254 suppliers registered in Brazil, WEConnect database has a strong presence of small and medium-sized companies in the sector of communication services, marketing, human resources, civil construction, engineering, electrical systems, design, production of events, corporate education, legal services and architecture.

To support its corporate members, it offers a virtual search tool in real time, through which all the purchasing teams of its members can access and

identify potential suppliers in the category and market sought. It also promotes meetings, business rounds, benchmarking and training for businesswomen and buyers.

The network of corporate members of WEConnect International in Brazil today has 17 large active corporations - such as Bayer, Johnson & Johnson, Procter & Gamble, Dell, IBM, Accenture, EY, among others -, that meet periodically to share good practices, cooperating to strengthen the ecosystem of diversity & inclusion of suppliers in the country.

REDE MULHER EMPREENDEDORA (ENTREPRENEURIAL WOMEN NETWORK)

Created in 2010, Rede Mulher Empreendedora (RME) is the first, and the largest platform, to support female entrepreneurship in Brazil. The business has more

than 57 thousand registered entrepreneurs. In addition to helping promote these companies, RME offers courses, training programs and brand activation,

among others. The Network's priority is integration, training and knowledge exchange among women who own or seek their own business, spread across the country.





© Fundação Vale

Participants of the Women
in Maranhão Network
(Rede Mulheres Maranhão)

STRATEGY 7

INVESTMENT IN WOMEN PRESENT IN COMMUNITIES

When discussing the mineral sector and its relationship with society, there is much to be done, both to advance cooperation agreements and to change the way the industry relates and invests, especially in the communities where it operates. The adoption of a proactive engagement structure, which offers opportunities for continuous dialogue and enables a long-term vision, is fundamental to the success of initiatives with communities.

Policies and tools that guide and improve anti-corruption, human rights and sustainability processes encourage the development and improvement of social actions. They establish that organizations must contribute to the management process of all groups impacted by their operations (so-called "local stakeholders"), ensuring the identification, engagement and monitoring of the relationship with this audience.

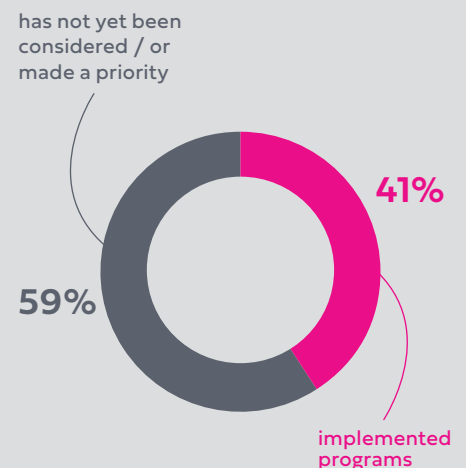
But, why have management practices focused on social responsibility? In addition to sealing a commitment to society, securing operating licenses and providing greater development for the local community, the adoption of these practices has a direct consequence on the results of organizations. They help, for example, creating a positive image and greater alignment with the community, facilitating the management of operations and, thus, providing more sustainable growth for the company. Current studies also demonstrate that understanding and respecting gender dynamics in relationships with communities promotes even better results.

Part of these investments in Social Responsibility, which respect gender dynamics, involves strengthening the financial power and decision of women in the communities where companies are, which start with the promotion of a system of guarantee of rights and also favor the creation of direct and indirect jobs.

It is important to point out that, when discussing "gender dynamics" in these communities, the women there are mostly black and poor, and this segment is

In Brazil, however, companies in the sector still do not prioritize actions with local communities that place women as the focus of their work. In a survey of mining companies operating in the country, the majority, or 59% of respondents, said that social responsibility investment focused on women in the communities in which they operate has not yet been considered/or made a priority by the company in which they work. Another 41% said their companies implemented:

- **Programs to reduce violence against women.**
- **Training programs for girls, youth and women so that they can get the necessary training for hiring in our operations.**
- **Women's empowerment programs.**
- **Investment programs for local entrepreneurs who can offer services to operations.**



the most vulnerable, both in terms of employability and with regard to a series of other social statistics, such as education, average salary, domestic and sexual violence. Directing the focus to black women is an essential part of this discussion, since they represent approximately half of the Afro-descendant population in Brazil, around 60 million, according to data from the IBGE's National Household Sample Survey (PNAD) 2019. These are the women who

suffer most from unemployment. According to PNAD 2019, 16.6% of black women in Brazil do not have a job, against an unemployment rate of 8% among white men, in a text published by Folha de S.Paulo⁵⁵.

The increase in the participation of women in the labor market, with greater capacity to manage their finances and exercise their citizenship, directly influences the quality of life of these women and all those around them, with repercussions on strengthening the

economy. A publication made by the United Nations (UN)⁵⁴, shows that women in emerging countries spend up to 90% of their income on "human resources", such as education, health and nutrition. In comparison, men allocate only 30 to 40% of their income for these purposes. With this, it is possible to conclude that an economically active woman promotes a greater return to the community and, as a consequence, to the well-being of a country.



ACTIONS

In view of this reality, we need to promote activities for the development of local communities. Actions that companies can develop for greater investment in women present in communities include:

- ◆ Creation of programs - or establishment of partnerships with existing local programs - for professional development aimed at training women in careers in high demand within the organization, in the local community or in the region.
- ◆ Encouraging female entrepreneurship through training courses and access to microcredit.
- ◆ Use of a community engagement process that recognizes and takes into account gender dynamics.
- ◆ Encouraging the consumption of products developed by women in the region, strengthening local female entrepreneurship.
- ◆ Creation or support of educational campaigns, such as those to inhibit violence against women and to value women.
- ◆ Increased visibility for leaders who work to strengthen communities, especially in the context of initiatives to value inclusion and diversity and the fight against poverty.
- ◆ Investment in social dialogue, establishing a connection with local social promotion and protection networks, which have listening spaces where women in the community can present their demands and opinions.
- ◆ Creation of reporting channels in the workplace. Education on the local social protection and promotion network, to help employees who experience this reality at home.

EXAMPLE OF GOOD PRACTICES

*Support Program for the Generation and Increase of
Income in the Carajás Railway Assists Local Entrepreneurs*

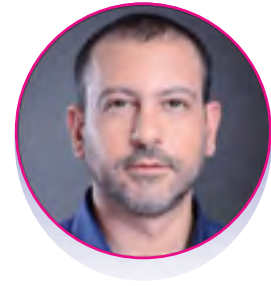
In 2013, the Vale Foundation created the Agir EFC⁵⁵ Program (Support to the Generation and Increase of Income on the Carajás Railway), which is present in more than 20 municipalities in Brazil and has the mandate of incubating and accelerating social businesses, primarily family businesses and community collectives. The program offers training for businesses to thrive in an autonomous and sustainable manner and has been fundamental for the community that lives along the Carajás Railway. It originated after operational changes that Vale implemented in the region, such as the modernization of the train that runs along the local railway. Before this modernization, families who lived close to the region sold from chestnuts to coconut sweets and oils all over the railroad, at the train windows. With the modernization of transportation (which now has air conditioning and closed windows), this type of informal commerce could no longer happen. Aware of this issue, the Vale Foundation understood the need to create alternative income for these families: "What we did was, in fact, to develop economic alternatives with these families. We supported, incubated, accelerated and elevated these ventures" says Marcus Finco, AGIR EFC Coordinator, at Vale Foundation. About 400 informal salespeople were mapped, the vast majority of

whom were low-income women, with little or no schooling and aged between 20 and 35 years old. After a long mobilization effort, today there are 23 social businesses being incubated and generating income and development for the local community.

Among the beneficiaries is the Sabor de Todo Dia project, located in the inland of the city of Vitória do Mearim, in Maranhão. Driven by the Agir EFC Program, the small company, formed by 13 people, produces coconut sweets, olive oil, oil, pies and candies made from babassu coconut. "The AGIR Program was a turning point in the community.

Before, we had no self-esteem, we were selling on the train track, under the sun and rain. Now, with AGIR, we learned how to create cash books, produce with quality, work in groups and sell the products in an organized way. Now we are entrepreneurs.", says Maria Dalva de Oliveira, entrepreneur of the social business Sabor de Todo Dia (Vitória do Mearim/MA).

In 6 years, the program has benefited more than 120 entrepreneurs, mostly women, who represent 90% of these entrepreneurs. Some of these companies have even obtained international certifications, such as Babaçu Boa Vista, which won the organic products seal, granted by the Ecocert certifying agency.



© Arquivo Pessoal

“

What we did was, in fact, to develop economic alternatives with these families. We supported, incubated, accelerated and elevated these ventures.

”

MARCUS FINCO

Coordinator of Program AGIR EFC, Vale Foundation



© Vale Foundation

“

The AGIR Program was a turning point in the community. We learned how to create cash books, produce with quality, work in groups and sell the products in an organized way. Now we are entrepreneurs.

”

MARIA DALVA DE OLIVEIRA

Entrepreneur

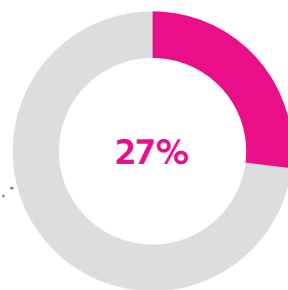
TALENT DEVELOPMENT FOR THE FUTURE



The mining industry is facing the problem of an aging workforce. Worse, it has been losing attractiveness among recent graduates, with studies showing that no mining company appears among the 10 most desired to work among university graduates, as discussed in strategy five.

If we look only at girls and women, and the possibility of them choosing to work in the mining industry in the future, this scenario gets even more complicated. This is because most of them do not even consider a higher education in science and technology. Data from the United Nations Educational, Scientific and Cultural Organization (Unesco), show that within the world student population of women in higher education, only 30% choose fields of study related to careers in science and technology. **Among students enrolled in Engineering, Industrial Production and Construction courses worldwide, only 27% are women**, as shown by the UNESCO report "Cracking the code: girls' and women's education in science, technology, engineering and mathematics (STEM)"⁵⁶, 2018.

The lack of interest of women in the STEM area starts early. Also according to Unesco, a study carried out in the United Kingdom showed that, between 10 and 11 years old, boys and girls have the same interest in the area of science. But as they grow up, girls end up losing that interest. At the age of 18, the proportion of boys and girls who are interested in science and technology drops dramatically, with 33% of boys interested in the subjects, compared to only 19% of girls.



This change does not happen by chance and is closely linked to the construction of stereotypes that differentiate boys and girls. In general, girls receive less incentive to dedicate themselves to STEM subjects and grow up believing that science and technology are "boy stuff". These stereotypes end up gaining strength, too, due to the

lack of representativeness. **Women do not feel represented when it comes to science and technology.** And they have reasons for that. One example, only 17 women have received a Nobel Prize in physics, chemistry or medicine, since Marie Curie (the first woman to receive the prize, in 1903), against 572 men. **Currently, only 28% of researchers worldwide are women.** The fewer women in the scientific fields, the greater the discrimination against those who want to break the barriers of prejudice and the more difficult it becomes to change this reality.

To help change this scenario and train professionals for the future, it is necessary to act firmly. And that action has already started. Aware of the lack of representation of women in STEM careers, Brazilian mining companies have developed talent inclusion and development programs. A study carried out through a survey answered by 57 companies active in the sector in Brazil showed that **31 of these companies have some type of program that not only develops young talents, but encourages women to have a greater interest in working in a mining company.**

ACTIONS

With the aim of developing talent for the future, and increasing the interest and representation of women in STEM, companies can:

- ◆ Opening of the company's doors, "open house", to show university students and high school students the work developed.
 - ◆ Development of projects between the company and the local communities, with lectures by employees who bring knowledge about the work developed in the company.
 - ◆ Investment in actions that highlight the women who work in the company, helping to improve the representation of women in STEM.
 - ◆ Development of materials to help educate a new generation of people interested in mining, and to help break stereotypes: creating campaigns with videos, articles, and technical presentations with women leaders in different areas of the operation.
- 

EXAMPLE OF GOOD PRACTICES



© Canva

ABMGeo and the fight for greater inclusion of women in geosciences

The Brazilian Association of Women in Geosciences (ABMGeo) was created on August 21st, 2018. The association emerged as a way to continue a conversation initiated at a national meeting of women, held at the Brazilian Congress of Geology, in 1978, which had as the main agenda the claim of women's freedom to carry out fieldwork. In a new discussion meeting, held more than 40 years later, the participants concluded that there was little progress in relation to the difficulties faced by women in the labor market, in the academic environment and in public bodies, and decided to expand the agenda discussed by their predecessors. ABMGeo was created with the purpose of:

- promoting the professional or academic growth of women in geosciences;
- providing for the exchange of educational, professional and technical information;
- promoting opportunities for women to exercise leadership skills in regional commissions, or at the association level, as members of the ABMGeo board, as well as in work committees and conferences;
- encouraging the association of students and young professionals in Geosciences.

Formed by women from different areas of geosciences (geology, geography, geophysics, environmental engineering, geotechnics, etc.), ABMGeo is nationwide. It operates through a national board composed of 17 members and has almost 200 members. It currently has eight local centers, which have their own boards, established in the cities of Belo Horizonte (MG), Ouro Preto (MG), Alegre (ES), Rio de Janeiro (RJ), Campinas (SP), Manaus (AM), Boa Vista (RR) and Salvador (BA).

Since its formation, ABMGeo has held more than 40 meetings, in which lectures and discussions on sexism and harassment, racism in Geosciences and the relationship between motherhood and career were promoted, in addition to round tables on diversity and inclusion, among other topics. In its next steps, ABMGeo includes the promotion of rounds of conversations on mental health, basic courses in programming, public speaking, software development and also mentoring. **Its mission is to promote the integration of women in Geosciences in Brazil and to fight for gender equality, whether in the industry, university or government agencies.** "It has been very rewarding to be part of this change that we are looking for with ABMGeo. **The Association goes beyond**

professional and geoscientific issues, constituting a support, safety, learning, empathy and sorority network. The encouragement of female geoscientists, the dissemination of professionals, and the opening for discussions about more inclusive and diverse spaces, in addition to discussions about personal issues, are essential for the construction of a more equal space", says Júlia Mattioli, Vice President of the Association.



© Personal Archive

“
The encouragement of female geoscientists, the dissemination of professionals, and the opening for discussions about more inclusive and diverse spaces, in addition to discussions about personal issues, are essential for the construction of a more equal space.
”

JÚLIA MATTIOLI
Vice President, ABMGeo

EXAMPLE OF GOOD PRACTICES

© Cambrian College

Cambrian College helping young people to discover a future in the industry

The offer of courses aimed at training mining professionals, such as technology and engineering, is part of the educational ecosystem that we need for the development of future talent, but it is not enough. As shown in the studies discussed earlier, mining is not the first choice for many young students. Cambrian

College, a college of technical and higher education, located in Sudbury - a region in Canada with a long history in mining and a concentration of operations -, in addition to offering specialized courses in the industry, also organizes several events that help young people discover the sector and recognize the career options.

Programs, hackathons and conferences are developed in partnership with local institutions, which understand and have access to the community. These actions focus on presenting to young women emerging and non-traditional careers, and, at the same time, highlighting ways to build confidence, resilience

and self-esteem. Participants in these programs are accompanied by mentors, learn about career prospects and are encouraged to imagine themselves in successful professions in the future.

Examples of these initiatives include one-day conferences, which connect young people, between 12 and 17 years of age, with professors and industry experts. Women of the Future, Mining Day and Mining Innovation Day are the themes of some of these events. They are organized annually by Cambrian, often in partnership with other institutions present in the region and always with the support of companies in the sector. Topics such as: changes in search of improvements in health and safety, technological advances in operations, reduction of operating costs and environmental impacts, attract students and specialists to the discussion tables, providing young participants with the opportunity to understand the reality of the sector and their own potential to contribute to a sustainable future, following market trends so that they grasp a good understanding of future challenges.

Cambrian College also has partnerships with organizations like Women in Science and Engineering (WISE), which aims to encourage young women

to consider careers in Science, Engineering and Technology, and to offer a support network for women within these sectors. The breaking of paradigms so that technical courses in electronics, mining, welding, carpentry, HVAC, among others, start to be typical choices regardless of gender is one of the goals of the Cambrian College and all its partners in the community.

This program is one of those that the college intends to take to other countries, such as Brazil, through partnerships with local institutions and the sharing of experiences, programs and curricula. The objective is to multiply this strong concept of joint investment in communities, with a view to increasing the participation of women and the sustainable generation of talents for the future of the industry. "We take a leading role on the issue of gender inclusion, as there are few women in STEM-related disciplines. Once given the opportunity to listen to successful students, engage with industry leaders and role models, and work with support teachers, these young women are more inclined to pursue their post-secondary studies in areas they previously ignored. They are breaking new grounds and fighting for a change of fundamentals, because they have the knowledge

and skills to make a difference in our society. We are honored to be part of this critical work", explains Paula F. Gouveia, PhD, Vice President, Academic Programming and Education at Cambrian College.



© Personal Archive

“

Once given the opportunity to listen to successful students, engage with industry leaders and role models, and work with support teachers, these young women are more inclined to pursue their post-secondary studies in areas they previously ignored.

”

PAULA F. GOUVEIA
PhD, Vice President, Academic Programming and Education, Cambrian College.



©Braden Collum/Unsplash

WHERE TO START

When exploring what organizations are doing to address diversity and inclusion, it is difficult to find a clear and certain set of best practices, but it is possible to draw two conclusions: Diversity & Inclusion (D&I) is a business strategy and nothing changes until that behaviors change. These same conclusions were clearly identified in other cultural changes that accompanied the mining sector, such as its journey with regard to health and safety, quality, or processes of

operational excellence, in which there has been a drastic change in the last 30 years. **“There are ways to deal with complex issues in the business environment, the sector has already had these experiences and has the knowledge to face these challenges and create effective solutions”**, said Laura Methot, PhD in the area of behavior, in her analysis of the best practices to establish inclusive and diverse work environments⁵⁷.

Regarding strategy, Josh Bersin, author and leader in

the corporate development area, defined precisely in his article “Diversity and inclusion is a business strategy, not an HR program⁵⁸”. HR is an essential part of the organizational system, but it cannot, and should not, own the Diversity & Inclusion strategy, just as it should not own the quality or operational excellence strategy. HR professionals are facilitators and coaches. Operational leaders should be responsible for implementing and maintaining D&I strategies, said Bersin.



© Canva

DIVERSITY & INCLUSION AS A STRATEGY

Supporting the idea of Diversity & Inclusion as a strategy, there are many examples of how organizations can make this a reality. Emma Wolmsley, CEO of GlaxoSmithKline (GSK), for example, was very assertive in saying that “until you put the money where you say your strategy is, it’s not your strategy”⁵⁹. GSK has taken a multi-pronged

approach to inclusion and diversity⁶⁰. In business, they used technologies, such as Artificial Intelligence, to have a better understanding of the diversity of their patient population and to improve the effectiveness of their clinical tests. Internally, they are addressing board diversity and have launched several initiatives such as the Inclusion Champions

Network and the Global Inclusion Council, to promote D&I throughout the organization.

To make D&I a reality, organizations must take steps to enable any leadership team that sets out to advance this strategy. Here are some steps companies can take to define a successful strategy, incorporating D&I into their business objectives:

1

ASSESS THE ORGANIZATION'S CULTURE AND USE DATA TO UNDERSTAND THE COMPANY'S D&I PROFILE AND ESTABLISH A VISION/OBJECTIVE. DATA ANALYSIS HELPS TO IDENTIFY TRENDS, AREAS WITH CRITICAL CHALLENGES AND OPPORTUNITIES:

- A) Use the tools available** to structure your initial assessment:
- I) **Global Diversity and Inclusion Benchmark (GDIB)** – developed by the Center for Global Inclusion - whose mission is to serve as a resource for research and education for individuals and organizations in their quest to improve diversity and inclusion practices worldwide⁶¹.
 - II) **Gender-Based Analysis Plus (GBA+)** – an analytical process used to assess how different groups of women, men and non-binary people can experience policies, programs and initiatives⁶².
 - III) **Action Plan published by Women in Mining Canada** - offers an evaluation framework, in which companies can make a quick analysis of their progress towards gender inclusion. This assessment helps organizations to understand their current state and generate ideas for the next steps⁶³.
- B) Hire a diversity and inclusion specialist** to guide the organization through this new approach.

2

SET GOALS TO BRIDGE DIFFERENCES AT THE GLOBAL, NATIONAL, REGIONAL AND LOCAL LEVELS.

3

DEFINE A PLAN WITH ACTIONS DESIGNED TO FILL THE GAPS FOUND IN THE ASSESSMENT (USE THIS ACTION PLAN TO FIND A SAMPLE OF SOLUTIONS THAT CAN SERVE AS A BASIS FOR IT).

4

ENGAGE THE LEADERSHIP IN THE IMPLEMENTATION OF THIS PLAN AND APPLY A PERFORMANCE ANALYSIS MODEL, WHICH INCORPORATES THE INCLUSION AND DIVERSITY PROGRAM AS PART OF ITS METRICS.

5

ANALYZE RECRUITMENT PROCESSES TO FIND AREAS THAT ARE DOING WELL AND THOSE THAT ARE NOT PROGRESSING.

6

RETHINK THE SUCCESSION PLAN TO BUILD A DIVERSE PIPELINE OF TALENTS ABLE TO ASSUME LEADERSHIP POSITIONS.

7

MONITOR METRICS AND SUBMIT A MONTHLY REPORT SHOWING HOW THE ORGANIZATION IS PROGRESSING.

8

CONDUCT ENGAGEMENT SURVEYS TO UNDERSTAND PERCEPTIONS AND FIND DEMOGRAPHIC DIFFERENCES IN THE VARIATION OF EXPERIENCES.

By taking these steps, and managing the company's efforts in Inclusion and Diversity, leaders can have a clear view of their current state and create a responsible and diverse structure in talent management.



©Hunters Race/Unsplash

ENGAGING MEN

When the discussion is about gender inclusion, the focus can often be on women only and the responsibilities for creating programs and improving working conditions presented to them may also end up being left only to women. But it shouldn't be like that. Men have a very important and unique position in carrying out actions necessary for the progress of gender inclusion. They can set an example for other men, which is a critical and essential point in this change.

Catalyst, a global NGO that aims at building gender-inclusive work environments, launched a campaign listing actions that men can take to develop the knowledge needed to become agents of

change and role models for other men⁶⁴. These actions include:

- **Speak openly of your commitment to gender equality and invite others to participate;**
- **Take responsibility for your own learning, don't wait for your co-workers to teach you about gender inclusion;**
- **Use the company's flexible benefits (parental leave, remote work, etc.) to demonstrate that not only women are trying to reconcile work and personal commitments, among others.**

Another global campaign that seeks everyone's commitment to gender equality is the United Nations (UN) HeForShe. According

to the UN, this is a turning point for the world. People everywhere on the planet understand and support the idea of gender equality. They know that this is not an issue that involves only women: it is a human rights issue. HeForShe is an invitation for men, and people of all genders, to show sympathy towards women, thus forming an ambitious, visible and united front towards gender equality⁶⁵.

The challenge of creating a culture of inclusion is not just for women, not just for men, but for EVERYONE. What is discussed when the issue involves inclusion and diversity, not only in relation to gender, is the need to promote fair treatment and equal access to opportunities for all.



EVERYONE'S RESPONSIBILITY

In building a culture of inclusion, everyone must understand that they need to review their behaviors and increase their efforts in search of more unity, humanization and empathy in their relationships; whether in the workplace, with their families or in social interactions.

The modeling of inclusive behaviors and the demonstration of respect in all activities that define the culture of an organization are fundamental elements to overcome the challenges that women face in traditionally male work environments.

It is important to analyze everyday behaviors through

the lens of inclusion, review words and actions that promote discrimination and difference, and focus on necessary changes. Where to start? Follow these 5 steps in the practice of inclusion:

- 1. Listen carefully** – sometimes just by listening it is possible to make space for someone who may not otherwise have the space to use their voice.
- 2. Consider everyone's opinions and perspectives** – this will help you to accept new ideas and also to expand your concepts.
- 3. Speak up** – don't watch someone being mistreated and walk away without doing something about it. Lend your voice when the victim can't find their own.
- 4. Check your beliefs and prejudices** – Are you making assumptions based on the individual you met or based on a stereotype?
- 5. Be authentic** – when you present yourself truthfully to others, you encourage them to be authentic as well.

REFERENCES

- 1** Carta compromisso do IBRAM perante a sociedade. Instituto Brasileiro de Mineração – IBRAM, 2019. Available at <<http://portaldamineracao.com.br/ibram/carta-compromisso-do-ibram-perante-sociedade/>>. Retrieved on: 02/13/2020.
- 2** Insight Report: Global Gender Gap Report 2020. World Economic Forum, 2020. Available at <http://www3.weforum.org/docs/WEF_GGGR_2020.pdf>. Retrieved on: 02/13/2020.
- 3** Em dez anos, cai diferença entre homens e mulheres no mercado de trabalho. Secretaria de Trabalho, 2018. Available at: <<http://trabalho.gov.br/noticias/5497-em-dez-anos-cai-diferenca-entre-homens-e-mulheres-no-mercado-de-trabalho-2>>. Retrieved on: 1/02/2020.
- 4** Welcoming to Women AN ACTION PLAN FOR CANADA'S MINING EMPLOYERS. Women in Mining Canada, 2016. Available at: <<https://wimcanada.org/wp-content/uploads/2019/07/WIM-NAP-book-full.pdf>>. Retrieved on: 13/02/2020.
- 5** THE POSITIVE IMPACT OF DIVERSITY ON MINING IN DEBATE AT BRAZIL-CANADA AT PDAC. Brazil-Canada Chamber of Commerce, 2019. Available at: <<https://brazcanchamber.org/2019/03/01/the-positive-impact-of-diversity-on-mining-in-debate-at-brazil-canada-at-pdac/>>. Retrieved on: 13/02/2020.
- 6** Mulheres Ganham Espaço na Mineração. Brasil Mineral, 2019. Available at: <<https://www.brasilmineral.com.br/revista/mulheres/2019/>>. Retrieved on: 13/02/2020.
- 7** Políticas de inclusão de gênero são mais um desafio para a indústria da mineração. Portal da Mineração, 2019. Available at: <<http://portaldamineracao.com.br/en/politicas-de-inclusao-de-genero-sao-mais-um-desafio-para-industria-da-mineracao/>>. Retrieved on: 13/02/2020.
- 8** NEAL, Ryan W. BlackRock, Thomson Reuters launch new diversity and inclusion ETF. Investment News, 2018. Available at: <<https://www.investmentnews.com/blackrock-thomson-reuters-launch-new-diversity-and-inclusion-etf-76190>>. Retrieved on: 13/02/2020.
- 9** Responsible Mining Index 2018. Responsible Mining Index, 2018. Available at: <<https://responsibleminingindex.org/en>>. Retrieved on: 13/02/2020.
- 10** Objetivo 5. Alcançar a igualdade de gênero e empoderar todas as mulheres e meninas. Nações Unidas Brasil, S.D. Available at: <<https://nacoesunidas.org/pos2015/ods5/>>. Retrieved on: 13/02/2020.
- 11** Investors are waking up to the power of women. Bloomberg, 2020., Available at: <<https://www.bloomberg.com/gei/about/>>. Retrieved on: 13/02/2020.
- 12** Few miners on new gender-equality index. Mining Journal, 2020. Available at: <<https://www.mining-journal.com/leadership/news/1379468/few-miners-on-new-gender-equality-index>>. Retrieved on: 13/02/2020.
- 13** A diversidade como alavanca de performance. McKinsey & Company, 2018. Available at: <<https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity/pt-br>>. Retrieved on: 13/02/2020.
- 14** Delivering through Diversity. McKinsey & Company, 2018. Available at: <https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Organization/Our%20Insights/Delivering%20through%20diversity/Delivering-through-diversity_full-report.ashx>. Retrieved on: 17/02/2020.
- 15** MITCHELL, Paul. Top 10 business risks and opportunities – 2020. EY, 2019. Available at: <https://www.ey.com/en_gl/mining-metals/10-business-risks-facing-mining-and-metals>. Retrieved on: 13/02/2020.
- 16** Em dez anos, cai diferença entre homens e mulheres no mercado de trabalho. Secretaria de Trabalho, 2018. Available at: <<http://trabalho.gov.br/noticias/5497-em-dez-anos-cai-diferenca-entre-homens-e-mulheres-no-mercado-de-trabalho-2>>. Retrieved on: 1/02/2020.
- 17** FRAGA, Érica. Aumenta a participação de mulheres em cargos de chefia. Folha de S.Paulo, 2019. Available at: <<https://www1.folha.uol.com.br/mercado/2019/03/aumenta-a-participacao-de-mulheres-em-cargos-de-chefia.shtml>>. Retrieved on: 2/02/2020.
- 18** Diferença cai em sete anos, mas mulheres ainda ganham 20,5% menos que homens. Agência IBGE de Notícias, 2019. Available at: <<https://agenciadenoticias.ibge.gov.br/agencia-noticias/2012-agencia-de-noticias/noticias/23924-diferenca-cai-em-sete-anos-mas-mulheres-ainda-ganham-20-5-menos-que-homens>>. Retrieved on: 17/02/2020.
- 19** MCKINSEY & COMPANY. Diversidade e Inclusão na indústria da mineração. 2019.
- 20** Innovation, Diversity, and Market Growth. Center for Talent Innovation, 2013. Available at: <<http://www.talentinnovation.org/publication.cfm?publication=1400>>. Retrieved on 17/02/2020.
- 21** Waiter, is that inclusion in my soup? A new recipe to improve business performance. Deloitte, 2013. Available at: <<https://www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-diversity-inclusion-soup-0513.pdf>>. Retrieved on: 17/02/2020.

- 22** A empresa somos nós. Anglo American, S.D. Available at: <<https://brasil.angloamerican.com/pt-pt/sustentabilidade/nossas-pessoas>>. Retrieved on: 13/02/2020.
- 23** Jaguar Mining - Visões e Valores. Jaguar Mining, S.D. Available at: <https://www.jaguarmining.com/site/assets/files/2119/missao_visao_e_valores_2017.pdf>. Retrieved on 13/02/2020.
- 24** Our people. Vale, S.D. Available at: <<http://www.vale.com/esg/en/Pages/OurPeople.aspx>>. Retrieved on: 13/02/2020.
- 25** Nexa Relatório Anual 2018. Nexa Report, 2018. Available at: <<https://www.nexareport.com/2018/diversidade/>>. Retrieved on: 13/02/2020.
- 26** ROBERTSON, Dan. Big question: What role should quotas play in promoting diversity in the workplace?. Transform, 2019. Available at: <<https://transform.iema.net/article/big-question-what-role-should-quotas-play-promoting-diversity-workplace>>. Retrieved on: 13/02/2020.
- 27** Inclusion by Design - lessons from operational excellence. I&D 101, 2019. Available at: <<https://ind101.com/blog/f/inclusion-by-design---lessons-from-operational-excellence>>. Retrieved on: 16/02/2020.
- 28** Em dez anos, cai diferença entre homens e mulheres no mercado de trabalho. Secretaria de Trabalho, 2018. Available at: <<http://trabalho.gov.br/noticias/5497-em-dez-anos-cai-diferenca-entre-homens-e-mulheres-no-mercado-de-trabalho-2>>. Retrieved on: 1/02/2020.
- 29** FRAGA, Érica. Aumenta a participação de mulheres em cargos de chefia. Folha de S.Paulo, 2019. Available at: <<https://www1.folha.uol.com.br/mercado/2019/03/aumenta-a-participacao-de-mulheres-em-cargos-de-chefia.shtml>>. Retrieved on: 2/02/2020.
- 30** Diferença cai em sete anos, mas mulheres ainda ganham 20,5% menos que homens. Agência IBGE de Notícias, 2019. Available at: <<https://agenciadenoticias.ibge.gov.br/agencia-noticias/2012-agencia-de-noticias/noticias/23924-diferenca-cai-em-sete-anos-mas-mulheres-ainda-ganham-20-5-menos-que-homens>>. Retrieved on: 17/02/2020.
- 31** MCKINSEY & COMPANY. Diversidade e Inclusão na indústria da mineração. 2019.
- 32** International Women's Day 2019 - Global attitudes towards gender equality. Ipsos. Available at: <<https://www.ipsos.com/sites/default/files/ct/news/documents/2019-03/international-womens-day-2019-global-attitudes-towards-gender-equality.pdf>>. Retrieved on: 2 de fevereiro de 2020.
- 33** Women in Business and Management: The business case for change. International Labor Organization (ILO), 2019. Available at: <https://www.ilo.org/global/publications/books/WCMS_700953/lang--en/index.htm>. Retrieved on: 9 de fevereiro de 2020.
- 34** Um panorama atual das mulheres no mercado de trabalho. McKinsey & Company, 2018. Available at: <<https://www.mckinsey.com/featured-insights/gender-equality/women-in-the-workplace-2018/pt-br>>. Retrieved on: 2/02/2020.
- 35** Um panorama atual das mulheres no mercado de trabalho. McKinsey & Company, 2018. Available at: <<https://www.mckinsey.com/featured-insights/gender-equality/women-in-the-workplace-2018/pt-br>>. Retrieved on: 2/02/2020.
- 36** C045 - Emprego de Mulheres nos Trabalhos Subterrâneos das Minas. Organização Internacional do Trabalho, S.D. Available at: <https://www.ilo.org/brasil/convencoes/WCMS_235114/lang--pt/index.htm>. Retrieved on: 2/02/2020.
- 37** Ratifications of C045 - Underground Work (Women) Convention, 1935 (No. 45). International Labor Organization, S.D. Available at: <https://www.ilo.org/dyn/normlex/en/f?p=1000:11300:0::NO:11300:P11300_INSTRUMENT_ID:312190>. Retrieved on: 2/02/2020.
- 38** Relógios da Violência. Relógios da Violência, S.D. Available at <<https://www.relogiosdaviolencia.com.br/>>. Retrieved on: Retrieved on: 2/02/2020.
- 39** Assédio Moral e Sexual no Trabalho. Senado Federal, S.D. Available at <<https://www12.senado.leg.br/institucional/procuradoria/publicacoes/cartilha-assedio-moral-e-sexual-no-trabalho>>. Retrieved on: Retrieved on: 2/02/2020.
- 40** Impacto da violência doméstica sobre o mercado de trabalho e a produtividade das mulheres nordestinas. Agência Patrícia Galvão, 2017. Available at: <<https://dossies.agenciapatriciagalvao.org.br/violencia-em-dados/impacto-da-violencia-domestica-sobre-o-mercado-de-trabalho-e-a-produtividade-das-mulheres-nordestinas/>>. Retrieved on: 2/02/2020.
- 41** The annual iwgc global workspace survey: welcome to generation flex - the employee power shift. International Workplace Group, 2019. Available at <<https://www.iwgplc.com/global-workspace-survey-2019>>. Retrieved on: 2/02/2020.
- 42** A flexible future is here, but companies have a long way to go. Werk, S.D. Available at <<https://werk.co/research>>. Retrieved on: 2/02/2020.
- 43** MACHADO, Cecília. Mulheres perdem trabalho após terem filhos. Fundação Getúlio Vargas, 2016. Available at <<https://portal.fgv.br/think-tank/mulheres-perdem-trabalho-apos-terem-filhos>>. Retrieved on: 2/02/2020.
- 44** BABADOBULOS, Tatiana. Dia das Mães: mulheres trocam carteira assinada por negócio próprio. Veja, 2018. Available at <<https://veja.abril.com.br/economia/dia-das-maes-mulheres-trocam-carteira-assinada-por-negocio-proprio/>>. Retrieved on: 2/02/2020.

- 45** C156 – Sobre a Igualdade de Oportunidades e de Tratamento para Homens e Mulheres Trabalhadores: Trabalhadores com Encargos de Família. Organização Internacional do Trabalho (OIT), S.D. Available at: https://www.ilo.org/brasil/convencoes/WCMS_242709/lang--pt/index.htm>. Retrieved on: 13/02/2020.
- 46** Programa Empresa Cidadã. Receita Federal, 2019. Available at <<http://receita.economia.gov.br/orientacao/tributaria/isencoes/programa-empresa-cidada/orientacoes>>. Retrieved on: 17/02/2020
- 47** Sinopses Estatísticas da Educação Superior – Graduação. Instituto Nacional de Estudos e Pesquisas Educacionais Anísio Teixeira (INEP), 2018. Available at <<http://portal.inep.gov.br/web/guest/sinopses-estatisticas-da-educacao-superior>>. Retrieved on: 2/02/2020.
- 48** World Most Attractive Employers 2018. Universum Global, 2018. Available at: <<https://universumglobal.com/blog/worlds-most-attractive-employer-rankings-2018/>>. Retrieved on: 2/02/2020.
- 49** Sinopses Estatísticas da Educação Superior – Graduação. Instituto Nacional de Estudos e Pesquisas Educacionais Anísio Teixeira (INEP), 2018. Available at <<http://portal.inep.gov.br/web/guest/sinopses-estatisticas-da-educacao-superior>>. Retrieved on: 2/02/2020.
- 50** UMBRELLA FACILITY, COMMDEV, WORLD BANK GROUP & INTERNATIONAL FINANCE CORPORATION. WOMEN-OWNED BUSINESSES AND THE SUPPLY CHAIN. World Bank, 2018. Available at <<http://documents.worldbank.org/curated/en/731411532465604455/pdf/128789-WP-v2-IFC-Gender-Report-2018-Tool-Suite-2-Women-owned-businesses-PUBLIC.pdf>>. Retrieved on: 2/02/2020.
- 51** How advancing women's equality can add \$12 trillion to global growth. McKinsey & Company, 2015. Available at <<https://www.mckinsey.com/featured-insights/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth>>. Retrieved on: 2/02/2020.
- 52** O PODER DE COMPRAS: COMO ADQUIRIR DE NEGÓCIOS LIDERADOS POR MULHERES: Guia Corporativo de Compras Sensíveis a gênero. ONU Mulheres, 2017. Available at <http://www.onumulheres.org.br/wp-content/uploads/2017/08/OPoderDeCompras_final.pdf>. Retrieved on: 2/02/2020.
- 53** ESTARQUE, Marina & CAMAZANO, Priscila. Negras ganham menos e sofrem mais com o desemprego do que as brancas. Folha de S.Paulo, 2019. Available at <<https://www1.folha.uol.com.br/mercado/2019/10/negras-ganham-menos-e-sofrem-mais-com-o-desemprego-do-que-as-brancas.shtml>>. Retrieved on: 2/02/2020.
- 54** ONU: 16 fatos sobre desigualdades entre homens e mulheres. Nações Unidas Brasil, 2017. Available at <<https://nacoesunidas.org/onu-16-fatos-sobre-desigualdades-entre-homens-e-mulheres/>>. Retrieved on: 2/02/2020.
- 55** Programa AGIR: resultados expressivos por meio de negócios de impacto social. Fundação Vale, 2018. Available at: <<http://fundacaovale.org/Paginas/News-Programa-AGIR-resultados-expressivos-por-meio-de-neg%C3%B3cios-de-impacto-social.aspx>>. Retrieved on: 2/02/2020.
- 56** Decifrar o código: educação de meninas e mulheres em ciências, tecnologia, engenharia e matemática (STEM). United Nations Educational, Scientific and Cultural Organization (Unesco), 2018. Available at: <<https://unesdoc.unesco.org/ark:/48223/pf0000264691>>. Retrieved on: 2/02/2020.
- 57** Best practices for establishing inclusive and diverse workplaces. I&D 101, 2019. Available at: <<https://ind101.com/blog/f/best-practices-for-establishing-inclusive-and-diverse-workplaces>>. Retrieved on: 13/02/2020.
- 58** JOSH BERSIN. Diversity and Inclusion Is A Business Strategy, Not An HR Program. JOSH BERSIN, 2018. Available at: <<https://joshbersin.com/2018/08/diversity-and-inclusion-is-a-business-strategy-not-an-hr-program/>>. Retrieved on: 13/02/2020.
- 59** FRY, Erika & ZILMAN, Claire. Science 'Mojo' and an Executive Dream Team: CEO Emma Walmsley's Bold Prescription for Reviving GlaxoSmithKline. Fortune, 2018. Available at: <<https://fortune.com/longform/gsk-glaxosmithkline-ceo-emma-walmsley/>>. Retrieved on: 13/02/2020.
- 60** Annual Report 2017. gsk, 2017. Available at: <<https://www.gsk.com/media/4751/annual-report.pdf>>. Retrieved on: 13/02/2020.
- 61** The Centre For Global Inclusion, S.D. Available at: <<http://centreforglobalinclusion.org/>>. Retrieved on: 13/02/2020.
- 62** What is GBA+?. Status of Women Canada, S.D. Available at: <<https://cfc-swc.gc.ca/gba-accs/index-en.html#what>>. Retrieved on: 13/02/2020.
- 63** Welcoming to Women AN ACTION PLAN FOR CANADA'S MINING EMPLOYERS. Women in Mining Canada, 2016. Available at: <<https://wimcanada.org/wp-content/uploads/2019/07/WIM-NAP-book-full.pdf>>. Retrieved on: 13/02/2020.
- 64** Infographic: Actions Men Can Take to Create an Inclusive Workplace. Catalyst, 2017. Available at: <<https://www.catalyst.org/research/actions-men-can-take-to-create-an-inclusive-workplace/>>. Retrieved on: 13/02/2020.
- 65** MOVIMENTO GLOBAL DE SOLIDARIEDADE PELA IGUALDADE DE GÊNERO. He for She, S.D. Available at: <<https://www.heforshe.org/pt-br/movement>>. Retrieved on: 13/02/2020.

ACKNOWLEDGEMENTS

Many professionals participated directly or indirectly and contributed with their experiences during the development of this project, including all those who were in the workshops and sessions that helped in the validation of the strategies and in the formation of Women in Mining Brasil:

- Adriana Correa
- Adriana Gonçalves
- Alejandra Badillo
- Aleteia Araujo
- Amanda Fraga
- Amanda Ribeiro
- Amanda Sousa
- Ana Clara Pereira
- Ana Cristina Sanches Noronha
- Ana Luiza Teixeira Serva
- Ana Paula Mendes
- Ananda Leeuwen
- Andre Xavier
- Andreza Silva
- Anita Baggio
- Anna Mkrtchyan
- Anna Sofia Pace
- Aricely Lamontanha
- Augusto Pires
- Barbara Schmitz
- Beatriz Nardy
- Beatriz Nardy
- Bianca Reis
- Brunna Farace
- Candida Bicalho
- Carla Campelo
- Carolina Albernaz
- Carolina Gomide
- Cassiana Machado
- Cinthia Rodrigues
- Claudia Diniz
- Cristina Ho
- Cristina Sadi
- Daniela Garcia Pinheiro
- Daniele Câmara Alexandre Morais
- Danielle Crescêncio
- Darlene Lobo
- Debora Rosário
- Debora Vasconcelos Oliveira
- Deborah Ferreira Lima
- Denise Maciel
- Edineia Marques
- Elisa Nolli
- Elisa Terra
- Elise Racicot
- Erica Figueiredo
- Erica Monteiro
- Fernanda Bartoli
- Frances Botelho
- Franz Brandenberger
- Gislane Ganda
- Giulia Dias
- Grasyelle Ferreira
- Grazielle Fonseca
- Heather Gamble
- Isabel Biaggi
- Izabela Alves Camisassa
- Izabella Mendes
- Jackie Daitchman
- Janaina Silva
- Jessica Andrade
- Jhenne Brito
- Jocelyn Peltier-Huntley
- Joe Ashum
- Joseli Soares
- Joyce Alves
- Joyce Barrancos
- Juliana Silva
- Juliana Xavier
- Junia Rocha
- Jussara Januario
- Karla Vieira de Carvalho Gouvêa
- Koko Yamamoto
- Laís Andrade
- Lana Ramôa
- Larissa Santos Almeida e Barbosa
- Laura de Morais A. Coutinho
- Laura Scur
- Leandra Valadares
- Leila Cunha
- Letícia Fernandes
- Letícia Helen de Rezende
- Lidia Melo
- Lila Costa Queiroz
- Lilia Sant'Agostino
- Lorenza Neves
- Lorraine Caroline Silva Amorim
- Lucia Carlos
- Luciana Francisco
- Luciana Lloyd
- Luciana Marques
- Luiza Rezende
- Marcela Alves de Castro
- Marcela Silva
- Maria da Graça Montalvão
- Maria das Graças Tavares
- Maria de Lourdes Bahia
- Maria Eduarda Tomich
- Maria Eugênia Monteiro de Castro
- Maria Luqueze
- Mariana Bacil
- Marina Ferrara
- Marta Ribeiro dos Santos
- Michael Grant
- Natalia Alfenas
- Natalia Leão
- Natalia Torres
- Nathalia Buscarino
- Nilce Alves dos Santos
- Paola Saad
- Patrícia Horta
- Patricia Monteiro Montenegro
- Patrícia Rosado
- Paula Lopes Braga Querido
- Peter Hawkins
- Poliana Estefane Sanches
- Priscila Almeida Chagas Santos
- Priscila Machado
- Prof. Roberto Xavier
- Raissa Figueiredo
- Randy McMeekin
- Raphaëlle Lapierre-Houssian
- Raquel Passos
- Rayala Serpa
- Renata Antunes
- Renata Torres
- Rinaldo Mancin
- Roberta Rodrigues
- Rolf Georg Fuchs
- Rosemarcia Almeida
- Sabrina Rocha
- Silvia Prado
- Simone Alexeeff
- Taynara Gregório
- Thiego Gonçalves
- Vania Andrade
- Vania Ferreira
- Vera Lucia da Silva
- Walquiria Felizardo

ACKNOWLEDGMENTS

This Action Plan was developed through the joint effort of people representing the organizations that support this project. Among them are: Claudia Salles & Elena Renovato (IBRAM), Ives Rocha (Vale and Vale Foundation), Patrícia Procópio, Júlia Mattioli, Cláudia Diniz & Gláucia Cuchierato (directors of Women in Mining Brasil), and all the members of the board of Women in Mining Canada. This document would not be concluded without the dedication of Mariana Nadai, in the research and development of content, Elvira Nadai, in the review and Bernardo Borges, with his mastery in graphic design.

IBRAM and the authors thank all the companies and organizations that shared their stories to exemplify and complement the strategies: Jaguar Mining, Anglo American, RHI Magnesita, Yamana Gold, Covergalls, Mining Hub, The Artemis Project, WEConnect International, ABMGeo and Cambrian College; and recognize the work of everyone who participated in the creation of the National Action Plan for Women in Mining Canada, and who inspired this project.

This English version was only feasible due to the commitment of our partners: the Chamber of Commerce Brazil-Canada (CCBC) and the Canadian Consulate in Rio de Janeiro.

Special thanks to Dr. Laura Methot for the partnership and technical contribution; to Angelina Mehta, for believing in this idea, and making the partnership with Women in Mining Canada possible, to Andreia Rabetim, who sought all the necessary support to make this project a reality, to the Consul of Canada in Rio de Janeiro, Evelyne Coulombe, who supported and illuminated each stage of this journey, and to Jamile Cruz, for the direction and technical structuring of this project, and for sharing her vision and purpose through the work of I&D 101.

Finally, we need to acknowledge and thank all men who are allies and leaders in equity and, especially, women who sought a space within this industry and who inspired the creation of this movement.

Brazilian Mining Association (IBRAM) is the national entity representing companies and institutions operating in the mining sector. It is a private, non-profit association with a high articulation capacity, which brings together about 130 members, responsible for more than 85% of Brazilian Mineral Production.

IBRAM seeks to bring together, represent, promote and publicize the Brazilian Mineral Industry, defending its interests and contributing to its competitiveness. It also seeks to promote sustainable development, good practices and the improvement of Mining performance.

Institutional Commitment of IBRAM: to represent the Brazilian Mineral Industry institutionally, at national and international levels, being the promoter for the improvement of its operational safety, competitiveness, and the relationship with communities and society.



