



It Starts With Us — Taking Action on Diversity, Equity and Inclusion

Updated December 2024

“The Everyday Respect Report showed that racism, bullying and assault remain unacceptably prevalent in our industry. This was a watershed moment, and presented a unique opportunity for our companies to face up to the reality of the challenge, acknowledge the role we as current leaders have played in not prioritising change fast enough, and take bold steps to change that reality for the better.” Rohitesh Dhawan, CEO and President, ICMM

15% of the global mining workforce are women

15%

18% of company boards have female representation

18%

74% of women in the Australian mining industry have experienced some form of sexual harassment in the last 5 years

74%

3% of mining CEOs are women

3%

30–50% of the global workforce in ASM are women

30–50%

Mining has the 2nd largest median gender pay-gap globally, only behind construction



Why Must We Continue To Build Momentum on DEI?

- **Diversity and inclusion is a health and safety challenge:** Mining companies need to have policies and mechanisms in place that put psychological safety on the same level as physical health and safety.
- **Ethical motivation:** To put it simply it is the right thing to do. Eliminating the barriers to entry and fair participation in mining employment for women, and other minority groups, is a right all responsible companies must respect and uphold.
- **Attracting and retaining talent:** Inclusive organisations attract a broader and more diverse pool of individuals and have higher retention rates and overall employee satisfaction. This is especially critical given competition for talent is growing across all sectors. Demonstrating inclusivity will be critical in attracting the talent of the future.
- **It makes business sense:** Diverse teams have proven to generate better business outcomes, driven by innovation and creativity. Diversity also improves organisational policy, by eliminating “blind spots” caused by assumptions based on personal experience.
- **Stakeholder momentum:** Stakeholders, including investors, are increasingly focused on companies’ approaches to creating more diverse cultures. ICMM, alongside several of our members, recently endorsed abrdn’s call for collaboration with the mining industry to improve working standards.

“If we don’t actively and intentionally include women, the system will unintentionally exclude them. The reason for this is that the systems in the mining industry were invented by men, for men and even today are largely run by men. Forcing women into systems and cultures designed for men is not an effective strategy to build greater levels of diversity and inclusion. The solution lies in shifting the systems rather than fixing the women.” Elizabeth Broderick, Special Rapporteur and Independent Expert for the UN Working Group on Discrimination Against Women and Girls

ICMM’s Collective Commitment

In June 2023, ICMM announced a collective commitment to improve diversity, equity and inclusion (DEI) in the mining and metals industry and positively influence the communities that companies are a part of.

To achieve this, ICMM members committed to **work together to improve the experiences of workers, and to eradicate discrimination, harassment, and assault in all its forms from workplaces**. They will do this by taking these four actions before the end of 2024:

1. **Accelerate Action** — Accelerate individual and collective action to eliminate harmful behaviours from our workplaces and communities. This includes developing a roadmap which will outline the direction of the actions being taken and set out key milestones to help achieve agreed goals.
2. **Set Goals** — Set individual and collective goals, relevant to operating contexts, to eliminate all forms of harassment and discriminatory behaviours. This will help to demonstrate progress.
3. **Increase Transparency** — Disclose aggregated performance against these goals in accordance with

ICMM’s Social and Economic Reporting Framework. This includes disaggregating data by gender and ethnicity, where possible, helping to assess the progress being made.

4. **Collaborate for Greater Effect** — Work together with companies, industry associations, underrepresented groups, communities, investors, and others to find and advocate for solutions to the challenges relating to DEI in the industry.



“I believe diversity is a fact, equity is an act, and inclusion is a choice. The scale of the DEI challenge is far reaching and complex, it’s not just about addressing representation gaps but also about changing deeply ingrained cultural norms, beliefs and behaviours, and in some cases institutional structure. Meaningful progress requires sustained effort, collaboration, combining of resources and a long-term commitment to shift organisational and societal norms.” Jackie Scales, Co-Chair of ICMM’s DEI Working Group and Chief Inclusion Officer at Teck Resources

A Collective Goal on Diversity, Equity, and Inclusion

Through ICMM’s 2023 DEI Position Statement, our members committed to set individual and collective goals and to disclose aggregated performance against these goals.

This collective goal, announced in December 2024, has the aim of driving more diverse, safe and inclusive mining workplaces by establishing a benchmark on gender representation and equality in the industry. The benchmark, focussed initially on gender, will enable members to track their progress in implementing equitable practices in hiring, pay and investment in training.

Progress towards the goal will then be reported in a biennial performance report commencing 2026. This will offer transparency and accountability for companies and stakeholders with the overall aim of improved performance on DEI across the wider industry.

ICMM members are united in the belief that discrimination, harassment and assault have no place in the industry or anywhere else in society. Members acknowledge their duty and the increased effort required to remove inequalities within the industry, and to help eliminate harmful behaviours that exist in society.

Tools and roadmap to build a safe and respectful workplace

To support mining companies embed DEI policies and practices into their strategies and operations, ICMM has

developed six practical tools. These resources provide guidance on:

1. Using inclusive language
2. Integrating DEI in business strategy and governance
3. Designing inclusive workplaces
4. Addressing workplace psychological and psychosocial safety
5. Recognising local nuances and adopting inclusive language
6. Using a maturity matrix to assess progress.

Underpinning this work is a DEI roadmap which outlines the steps already taken by ICMM and its members, sets out future milestones towards achieving our DEI aspirations and aims to inspire other companies to also take positive DEI action.



“We must ask ourselves the question — what more can I personally do and what more can we do together? Working collectively as a membership and with others to overcome the barriers to diversity, equity and inclusion, we can eliminate harmful behaviours from our workplaces, and influence positive cultural change in communities and across society.” Tom Palmer, Chair of ICMM’s Council

Mining Principles in Practice

Rio Tinto — Everyday Respect

In 2022, Rio Tinto published the Everyday Respect report, highlighting alarming rates of bullying, sexual harassment, and racism. In 2024, an external review of their cultural change programme found that progress has been made, with 17 of the report's 26 recommendations fully implemented and work underway on the remaining nine.

While the review showed perceived improvement in relation to bullying, sexual harassment, and racism, the study showed that people continued to experience of harmful behaviours in Rio Tinto's workplaces. Building on these findings, the next stage of Rio Tinto's plan will focus on three priority areas - equipping frontline leaders to drive change, building buy-in for change across all areas of their workforce and securing and retaining diverse talent.

Anglo American — Living with Dignity

In 2022, Anglo American established the Living with Dignity Hub in South Africa, guided by its Living with Dignity framework to address gender-based violence (GBV). The Hub provides employees and contractors affected by sexual harassment, domestic violence, bullying, and other forms of harm with access to support services.

Informed by a deeper understanding of GBV complexities, the company developed a Protection from Sexual Exploitation

and Abuse Policy, Guidance Tool, and safeguarding protocol in 2023 to protect vulnerable groups, particularly children, from violence. A gender-transformative syllabus was also developed to train community-based partners in identifying and addressing GBV, challenging harmful gender norms and fostering long-term change within communities.

Teck Resources — Talent Without Limits

Teck is committed to fostering a workplace that values diversity and supports persons with disabilities. By the end of 2023, the number of employees with disabilities at Teck's Quebrada Blanca and Carmen de Andacollo Operations in Chile had tripled since 2020. This progress was driven by initiatives providing reasonable adjustments to meet individual needs, equipping leaders with resources to support employees, and delivering specialised disability inclusion training for HR teams.

To raise awareness, Teck also held webinars, online training, communication campaigns, and talks, while distributing inclusion guides to promote understanding of both visible and invisible disabilities and the importance of collective support.

Alcoa — Nurturing Community & Belonging

Alcoa is committed to fostering a diverse and welcoming workplace, supported by employee-led inclusion groups (IGs), each

sponsored by a member of the Executive Leadership Team. These groups promote equity, respect, and belonging through educational sessions, events, and initiatives. The inclusion groups include:

- ABLE - Alcoans Moving Beyond Limited Expectations.
- AWARE - Alcoans Working Actively for Racial-Ethnic Equality.
- AWN - Alcoa Women's Network.
- EAGLE - Employees at Alcoa for LGBT+ Equality.

Alcoa's employee engagement survey scored 77 out of 100 for inclusion, diversity, and equity (IDE), exceeding the industry benchmark of 75, reflecting the positive impact of these groups across the company.

BHP — Making Progress on Gender Equality

In 2016, BHP announced its ambition to achieve gender balance globally by FY2025. To achieve this, BHP addressed gender pay gaps, introduced flexible working policies, enhanced training and talent retention programmes, and adapted operational infrastructure.

By November 2024, women represented 37.1% of BHP's workforce, up from 17.6% in 2016, with its Chile operations reaching 40.4%, more than double the national industry average. Female representation in leadership also rose to 29.7% by FY2023. These efforts reflect BHP's commitment to diversity, and the company remains confident in achieving its gender balance goal by the end of FY2025.



What Comes Next?

- We will continue to provide the platform for members and external voices to come together to share better practices.
- By tapping into the expertise of others, we will work with members to develop a workplan that aims to solve problems common to the industry.

“We cannot afford to lose the momentum we’re already seeing across the industry on DEI. By showing leadership, demonstrating collective action, and by having open and honest conversations on what needs to change we can raise the bar on performance and eliminate abhorrent behaviour. This is an opportunity to drive change not only in our own workforces but also in host communities and society more broadly.” Danielle Martin, Director of Social Performance, ICMM

About ICMM

ICMM stands for mining with principles. We bring together a third of the global metals and mining industry, along with key partners to drive leadership, action and innovation for sustainable development, ultimately delivering a positive contribution to society.

Through collaboration, ICMM member companies set the standard for responsibly produced minerals and metals in a safe, just and sustainable world.

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