

Diversity in mining 2025: Actual progress, persistent challenges

DEI Overview of the Brazilian mining sector – 5th edition (2019-2025)



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Introduction

The 5th edition of the Indicators Report was launched by Women in Mining Brazil (WIM Brazil), presenting an updated overview and the evolution of the mining sector in terms of Diversity, Equity, and Inclusion (DEI).

Based on research with organizations that support the movement, the report highlights the efforts of WIM Brazil since its creation in 2019 to emphasize the relevance of a more diverse and welcoming mining industry.

Over the years, the sector has recorded significant progress, with initiatives that promote female participation, racial diversity, generations, persons with disabilities, and the LGBTQIA+ community. Despite this progress, the results indicate that there is still considerable room for improvement.

WIM Brazil is driven by the engagement of professionals from different areas of the mining sector, all committed to placing diversity, equity, and inclusion at the center of the discussions and the analyses. The goal is for diversity, equity, and inclusion to become core values rather than just being items in an agenda.

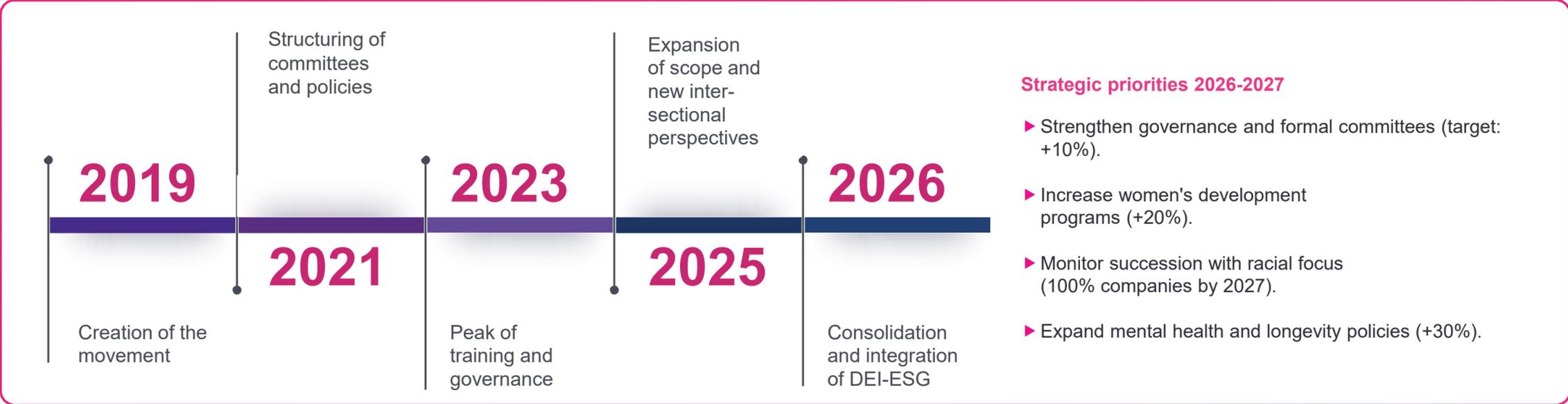
intrinsic to the companies. While this full integration does not happen spontaneously, WIM Brazil acts strategically and proactively, assisting the mining companies, product suppliers, and service providers in building diverse, inclusive, equitable, and safe work environments for all.

Although the debate on DEI goes beyond the limits of the mining sector, we are proud to contribute to this discussion. We constantly seek partnerships and knowledge exchange which can speed up transformations that should already be a reality.

Considering that, we invite everyone to read the WIM Brazil 2025 Indicators Report, promoting reflection on how we can drive significant changes in the sector.

We believe that, together, we can achieve our goals faster, more efficiently, and in a more sustainable way.

Sample and methodology



Our Purpose

To consolidate evidence of Diversity, Equity, and Inclusion (DEI) in the Brazilian mining sector and support a sustainable cultural transformation.

Sample and Methodology

- ▶ 57 signatory companies (2025): 13 new 2025, +256% since 2021.
- ▶ Profile of the respondents: Most in leadership positions, demonstrating greater strategic vision.
- ▶ Tool: Updated questionnaire in partnership with WIM Brazil and EY, with new questions on racial succession, women with disabilities, generations, parenthood, and LGBTQIA+.
- ▶ Comparability: Historical series preserved for key indicators since 2021.

Sense of Urgency

Despite significant progress, setbacks in governance, qualification, and succession show that progress does not mean consolidation.

Highlights 2025 VS. 2024

- ▶ Women in the workforce: 22% (↔ stagnated).
- ▶ Female executives in the senior leadership: 25% (+3 %).
- ▶ Female succession: 18% (↓ -13 %).
- ▶ Companies with a formalized DEI committee: 30% (↓ -8 %).
- ▶ Companies with regular inclusive training: 35% (↓ -35 %).



Image courtesy of: Lundin Mining

Executive summary

Evolutions and setbacks for women in mining

- ▶ Progress in inclusion: The mining sector has shown progress in the inclusion of women, with increased female presence in executive positions and boards.
- ▶ Persistent challenges: Despite the progress, the female participation in leadership positions is still low.
- ▶ Supervision of Declining DEI: The supervision of DEI has reached its lowest level in five years, with only 84% of companies implementing this supervision.
- ▶ Reduction in the training: There was a 35 % drop in the inclusive work training.
- ▶ Decrease in the participation in development programs: The female participation in development programs has fallen, with less than a third of the women participating compared to the years of highest growth.
- ▶ Racial representativeness: The representativeness of black, mixed-race, and indigenous women remains almost absent in the leadership pipelines.
- ▶ Need for planning and support: Without adequate planning and support from the senior leadership, progress in female inclusion can become episodic and unsustainable.

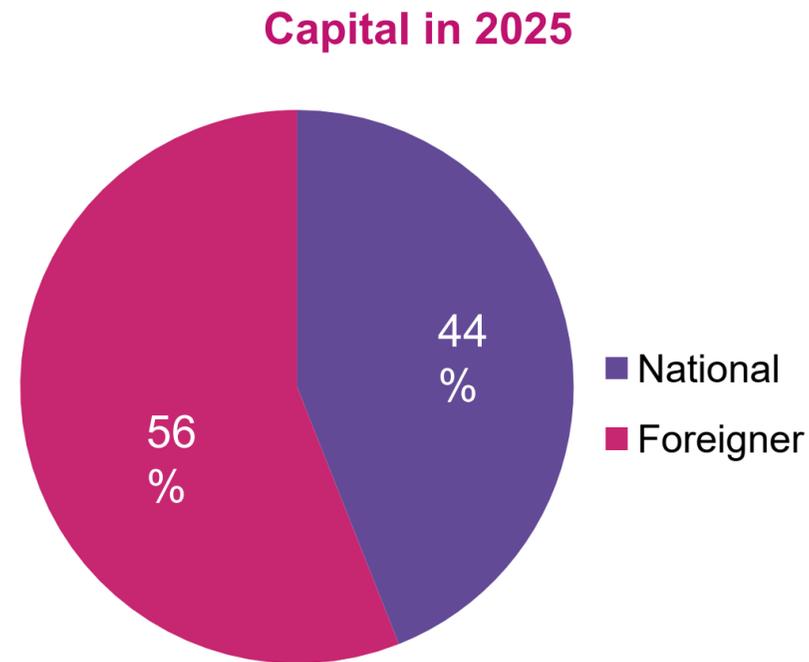
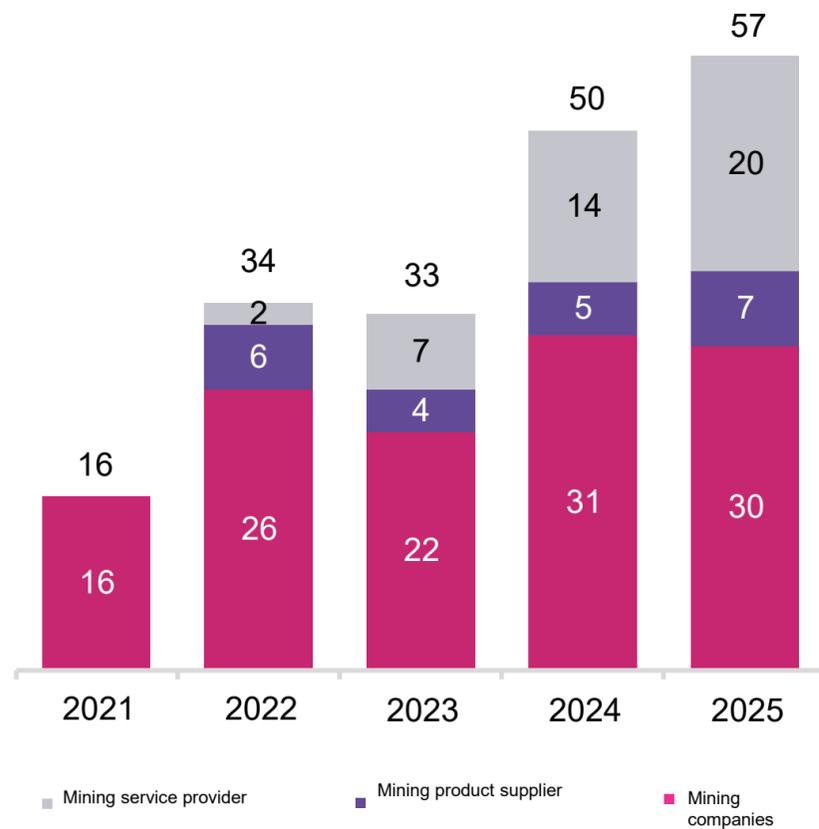
Challenges and opportunities in the inclusion of women in mining

- ▶ Significant challenges: Women in mining
 - ▶ face an organizational culture resistant to change and invisible barriers to inclusion, hindering their progress in the sector.
- ▶ Lack of structuring policies: The lack of clear policies on parenthood and qualification, along with the need for improvements in infrastructure and equipment, represents obstacles to be overcome.
- ▶ Promising opportunities: The acceleration of inclusion, focusing on policies that promote diversity, can transform representation into a strategic imperative for innovation and resilience in the sector.
- ▶ Review of safety practices: The formalization of mental health and flexibility policies is essential to creating a safe and welcoming work environment, promoting the employees' well-being.
- ▶ Work-life balance policy: Structured policies that promote a balance between work and personal life can increase the satisfaction and retention of female talent.
- ▶ Role of the leadership: To realize these opportunities, it is crucial that the leadership actively promotes a culture of diversity and inclusion, assuring access to consistent career opportunities for women and underrepresented groups.

Direction of future goals (2026-2027)

- ▶ Strengthening of the governance: Establish and formalize committees dedicated to diversity, with the target to increase female representation by 10 percent by 2027.
- ▶ Increase in development programs: Expand the women's development programs by 20%, assuring that women have access to growth and leadership opportunities.
- ▶ Monitoring of the succession with racial focus: Implement monitoring of the succession with racial focus, with the target 100% of the companies to conduct this monitoring by 2027, promoting actual diversity in leadership.
- ▶ Expansion of mental health policies: Expand mental health and longevity policies by 30%, creating a work environment that values the well-being and safety of all employees.
- ▶ These actions aim not only to consolidate the progress already made but to assure that the mining sector becomes an example of inclusion and equity as well. By reflecting the diversity of society, the sector can contribute to sustainability and competitiveness, setting a standard to be followed by other industries.

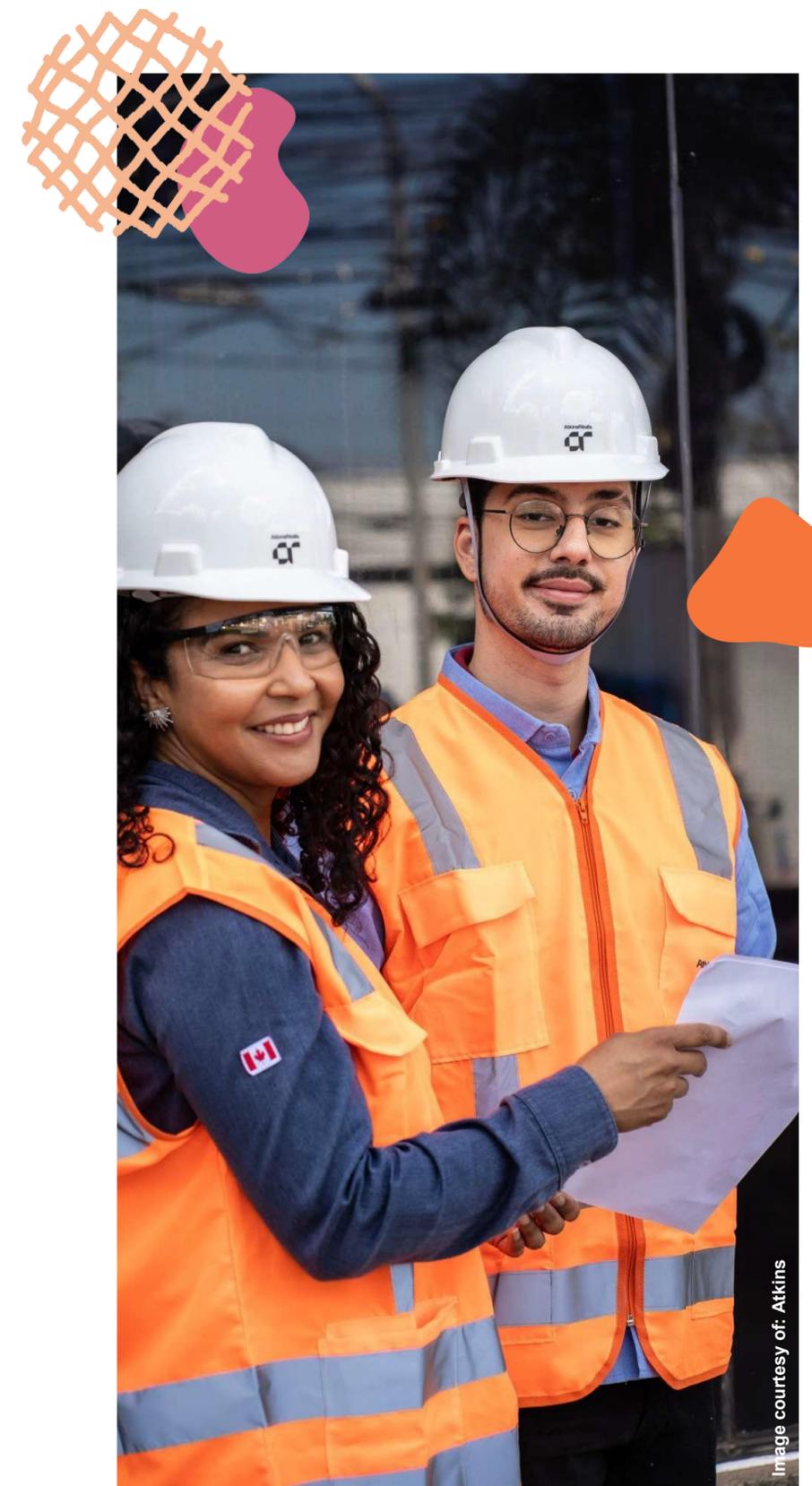
Profile of the respondents



	2021	2022	2023	2024	2025 ¹
1	Manager or Analyst*	Manager*	Manager*	Director*	Director*
2	Supervisor/Coordinator*	Director*	Director*	Manager*	Manager*
3	Director*	Supervisor/Coordinator*	Supervisor/Coordinator*	Supervisor/Coordinator*	Other*

The adherence of 81.4% in the participation among sponsors and signatories, added to **256% increase in the number of respondents** since the first edition, highlights **the strength and relevance of the DEI Panorama of the Mineral Sector - WIM Brazil**.

The rise of the seniority level among the people responsible for the completion assures more qualified data and an increasingly more strategic view of the sector.



* TOP 3 Positions of survey respondents.

¹18 new in the process.

Profile of the respondents

Mining companies			Service providers		Product suppliers
AMG BRASIL	Equinox Gold Brasil	MGLIT Empreendimentos	AFRY Brasil LTDA	Manucci Advogados	Ausenco
Anglo American	Fosnor Fosfatados do Norte e Nordeste	Mineração Jundu Ltda	Almeida, Rotenberg e Boscoli Sociedade de Advogados	MIP ENGENHARIA LTDA.	DNA Blast Group
AngloGold Ashanti	Gerdau Mineração	Mineração Rio do Norte	APOAN ENGENHARIA	NANO BIZTOOLS	HEXAGON MINING TECNOLOGIA E SISTEMAS LTDA
Anglo American	HOCHSCHILD MINING BRASIL	Mineração Serra Verde	Arcadis Logos S.A	Orica	IBQ Indústrias Químicas SA Enaex Brasil
ArcelorMittal	JACOBINA MINERAÇÃO E COMERCIO	Nexa Resources	ATKINS REALIS	Parex Engenharia	LLK Engenharia
AURA MINERALS	Kinross Brasil Mineração S.A	Norsk Hydro Brasil	BRIDGE HOLDING	Progesys International B LTDA	Metso Brasil
Bahia Mineração S.A.	LGA Mineração	RHI Magnesita	Construtora Aterpa S.A.	Prominas Projetos e Serviços de Mineração	Sandvik Rock Processing
Bemisa	Lhoist	Rio Tinto (do Brasil)	Copelmi Mineração LTDA	Tractebel Engineering Ltda	
BHP	LGA Mineração	SAMARCO	Hatch	Veirano Advogados	
Brazilian	Lhoist	The Mosaic Company	Lefosse	William Freire Advogados Associados	
CMOC BRASIL	Lundin Mining Brasil	VALE S/A			



30 mining company 7 provider 20 supplier

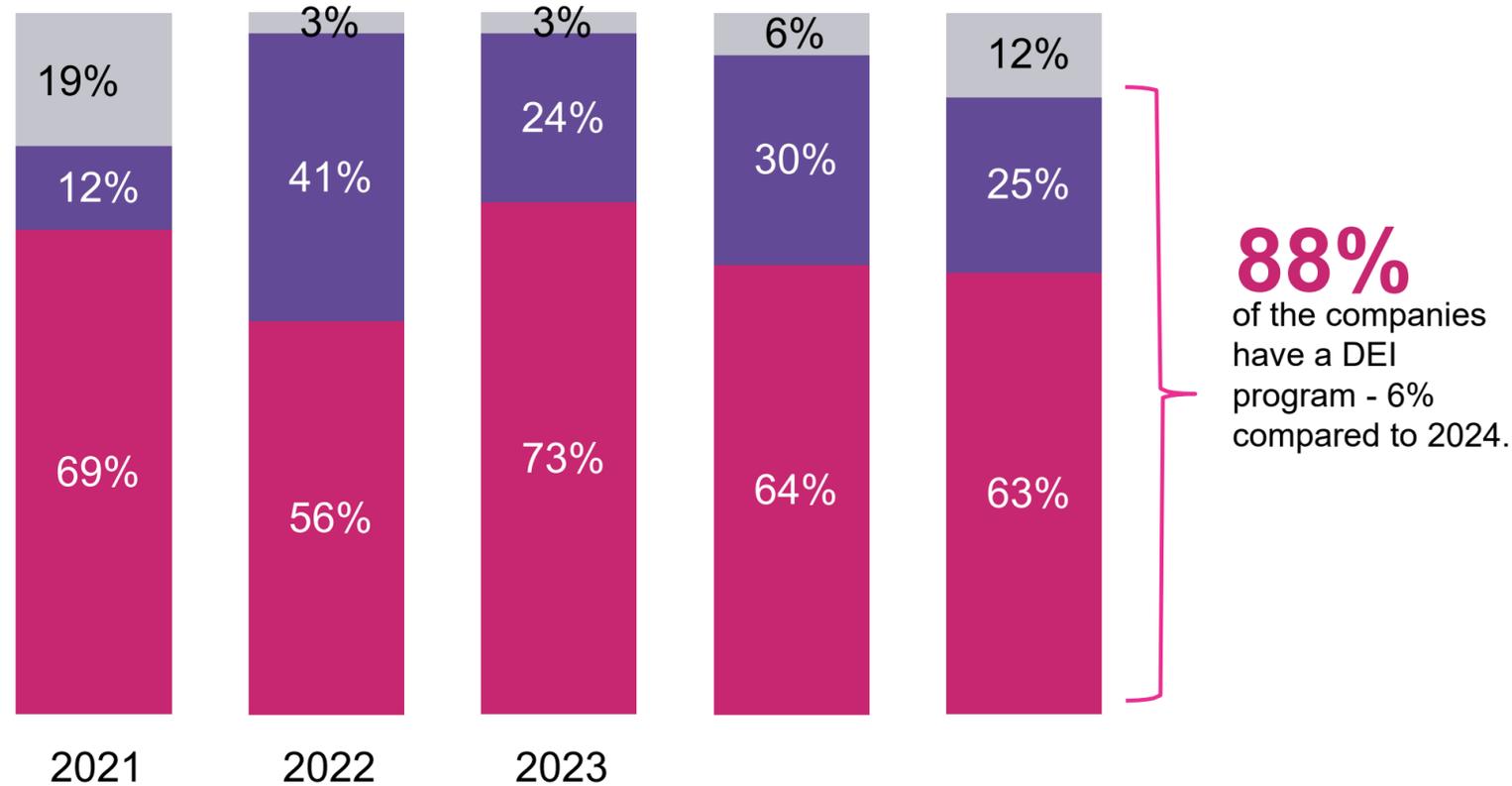


Governance

Image courtesy of: Equinox Gold

Diversity and inclusion programs

All respondents

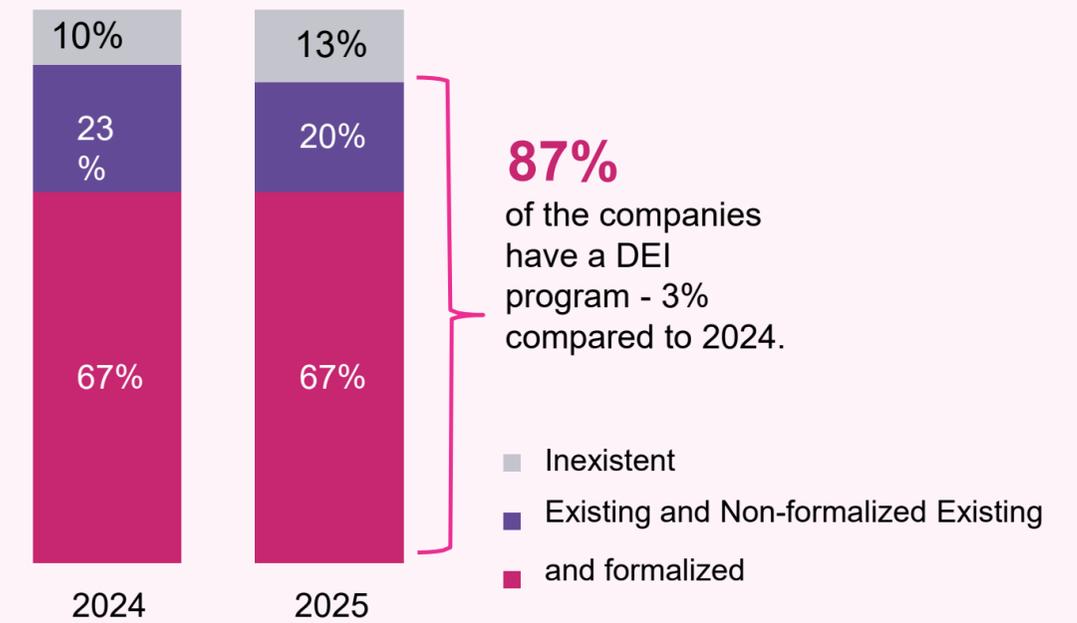


There has been a slight decrease in the number of companies with DEI, and this alerts us to the importance of maintaining and strengthening these programs to avoid setbacks in strategic areas of diversity and inclusion.

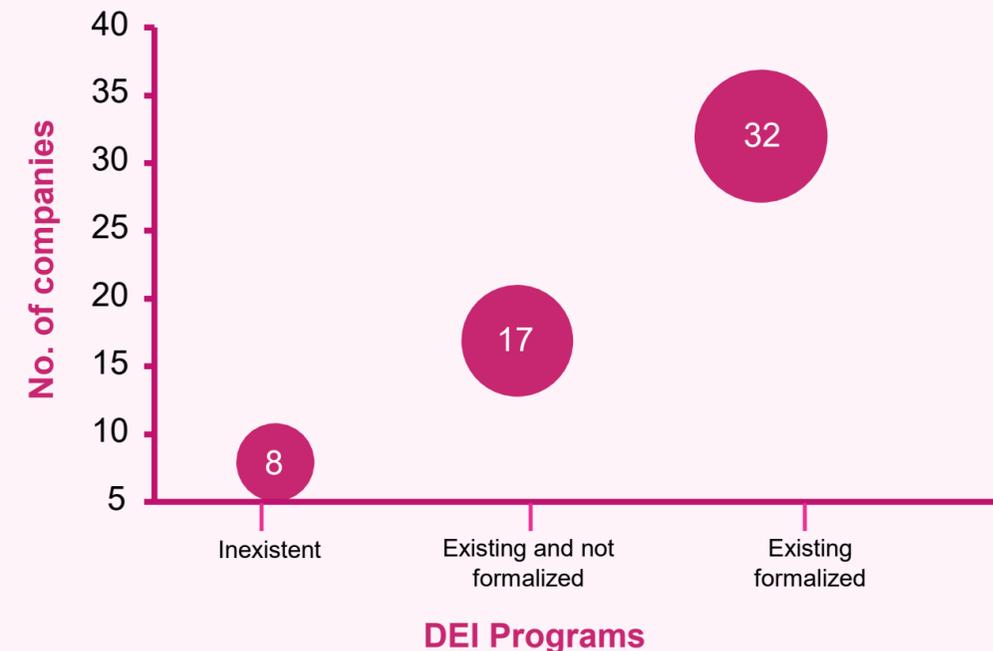
Senior leadership must understand the causes of the decline and act to leverage the results and assure the consistency and the continuity of these initiatives over time.

- ▶ Are previously formalized programs inexistent now?
- ▶ Has the leadership in DEI programs in the companies been changed?
- ▶ Are there other factors that impacted this result?

Mining companies

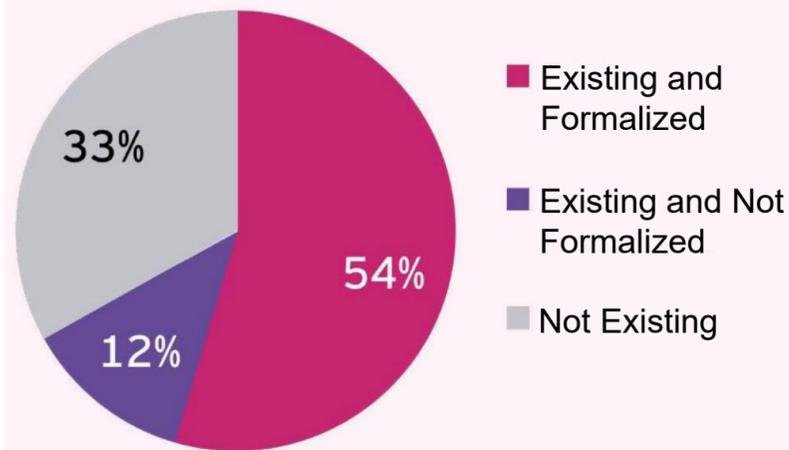


% of representation vs. formal programs



Irregular and narrowly focused diversity census

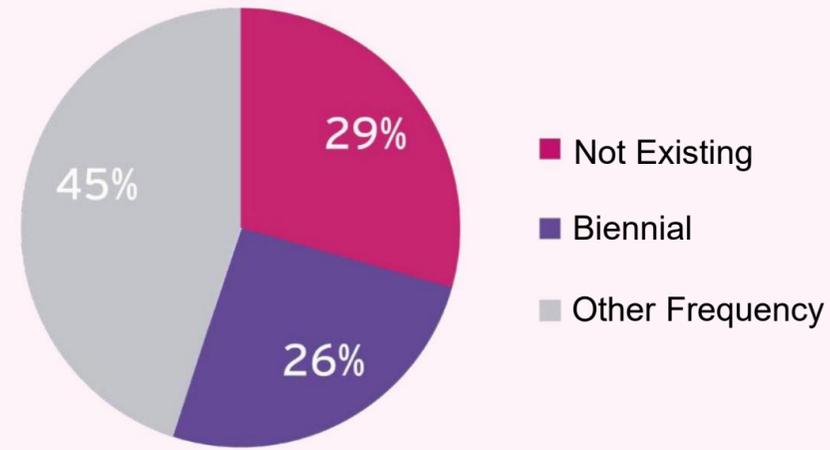
Diversity Census



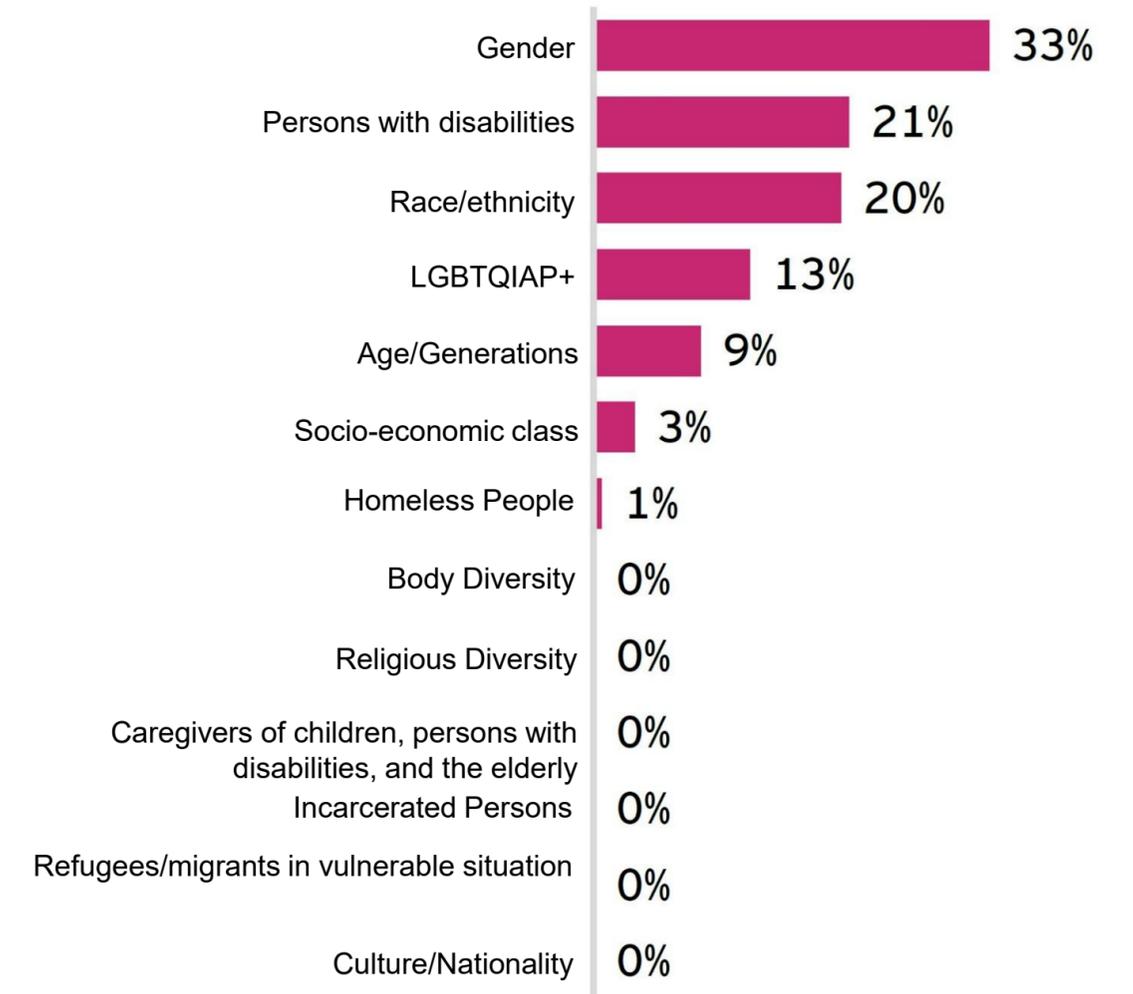
Less than a third conduct annual censuses, while most adopt less frequent or irregular formats, which limits the monitoring of the progress and the effectiveness of the DEI actions.

The best governance practices recommend annual reviews to assure understanding of the evolution and agile responses.

Conduction of the Census



Focus of the DEI Programs



Although gender, persons with disabilities, and race still concentrate the organizational efforts, we now see attention to generational groups and LGBTQIAP+. However, none yet consider religious diversity, caregivers, etc., demonstrating selectivity which limits the effectiveness of the inclusion actions.

Why Does the Census Matter?

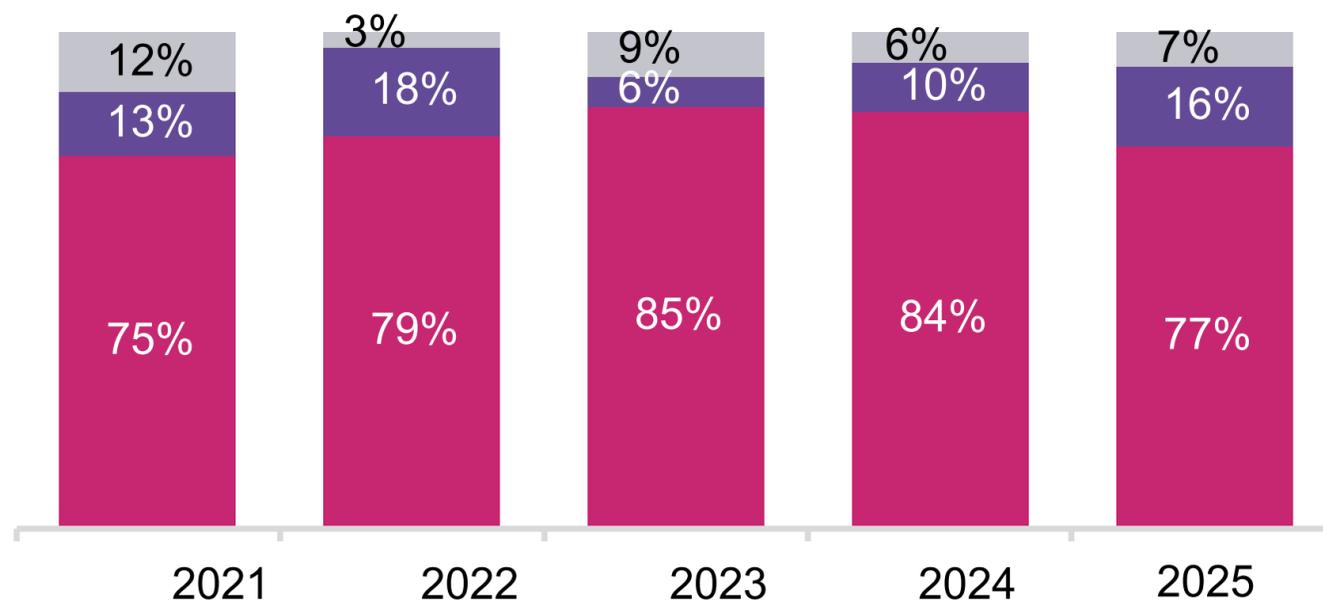
- ▶ It generates a reliable database to guide DEI policies.
- ▶ It allows us to track progress and identify setbacks.
- ▶ It makes visible inter-sectionalities which are often made invisible (race, gender, persons with disabilities, generations).
- ▶ Strengthens credibility and transparency with society, investors, and employees.
- ▶ Contributes to more consistent results in representativeness and equity.

Discourse trumps practice: 77% declare DEI

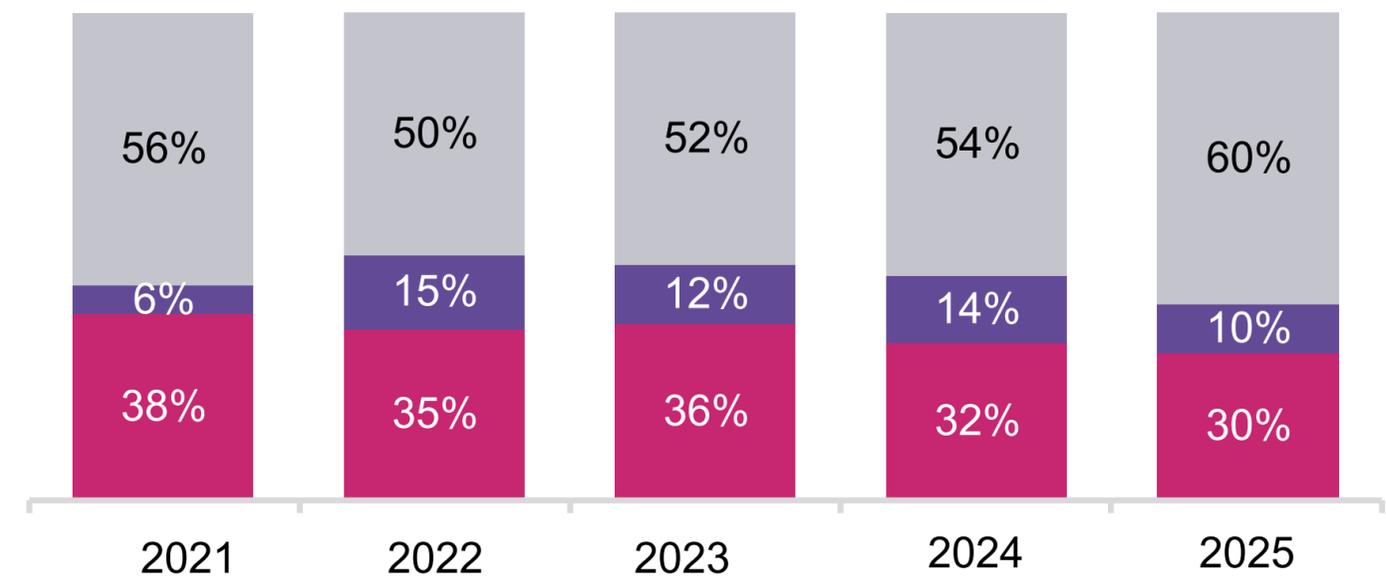
as a value, but only 30% have formal committees.

- Inexistent
- Existing and not formalized
- Existing and formalized

DEI declared as an organizational value and expressed in the Code of Conduct



DEI Committee established to deal with specific budget and FTEs*



The lack of governance structures reached 60%, the highest level in the last five years. This gap between intention and practice jeopardizes the sustainability of the diversity initiatives in the sector and raises a number of questions:

- ▶ **Is the commitment to diversity rooted in the organizational culture or does it remain at a symbolic level, focused on reputation and compliance?**
- ▶ **Does the reduction in structured committees indicate a possible regression or complacency compared to the initial progress?**

Without clear governance, with leadership, budget, indicators, and dedicated professionals, DEI initiatives tend to be sporadic, disconnected from the business strategy, and unsustainable.

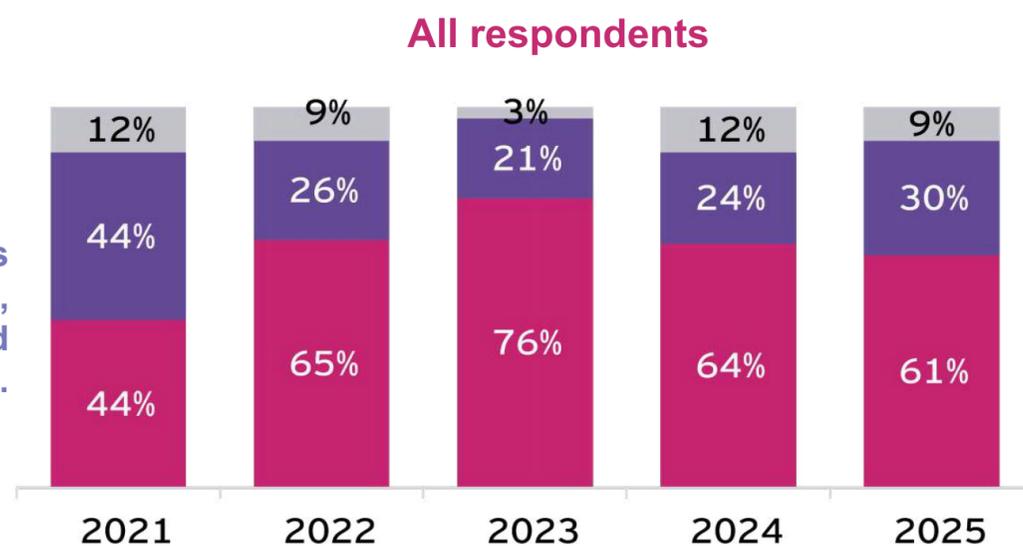
- ▶ Who is responsible for DEI in the organization?

- ▶ What is the level of influence and decision-making power of these people?
- ▶ Is there accountability?

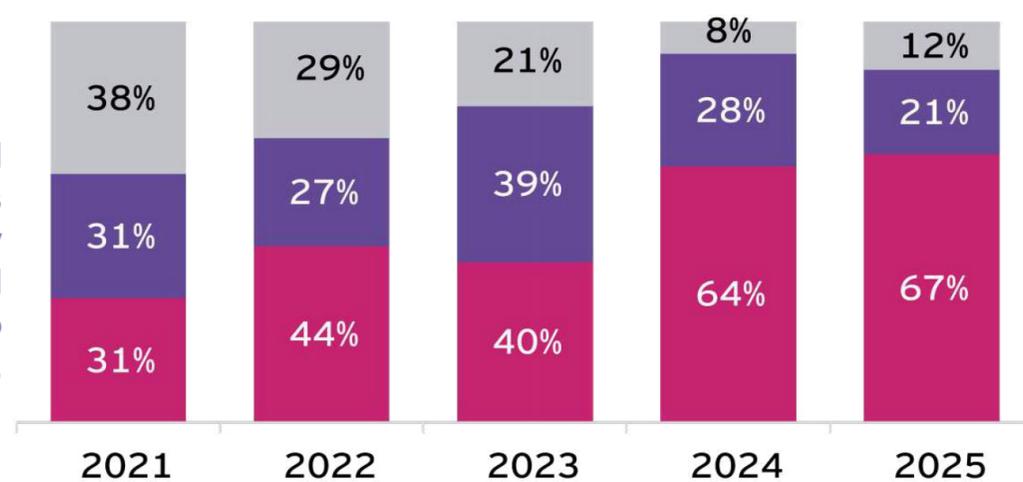
To move forward requires to go beyond intention. It is necessary to treat DEI with the same rigor with which financial, safety, or operational goals are managed. To set formal committees, assure resources, define targets, and monitor results should be understood as part of the core strategy. After all, without structure, values remain on paper. Although the governance structure weakened in 2025, some of the progress seen in female representation reflects the effect of programs and policies implemented in previous cycles. The decline in formalization does not necessarily imply loss of immediate results, but it signals a risk of regression if there is no institutional reinforcement.

Mining companies drive the average, but there are still critical gaps.

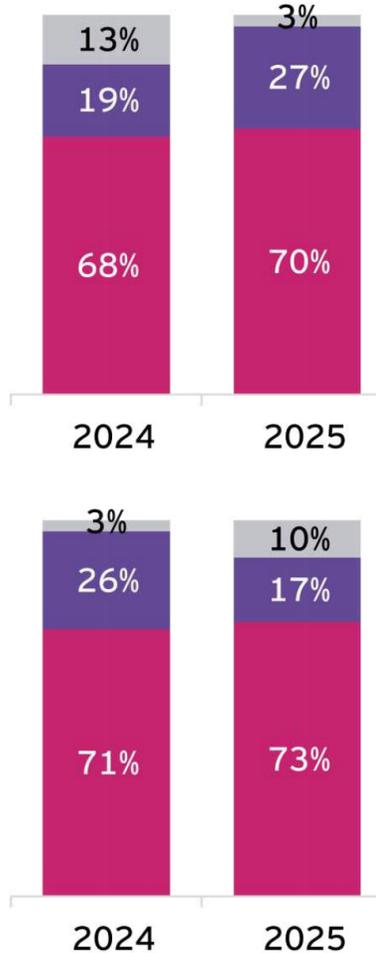
Publicly communicates its DEI commitment, goals, targets, and actions.



Analyzes and monitors remuneration by gender, area, and hierarchical level to assure equity.



Mining companies



■ Inexistent ■ Existing and not formalized ■ Existing and formalized

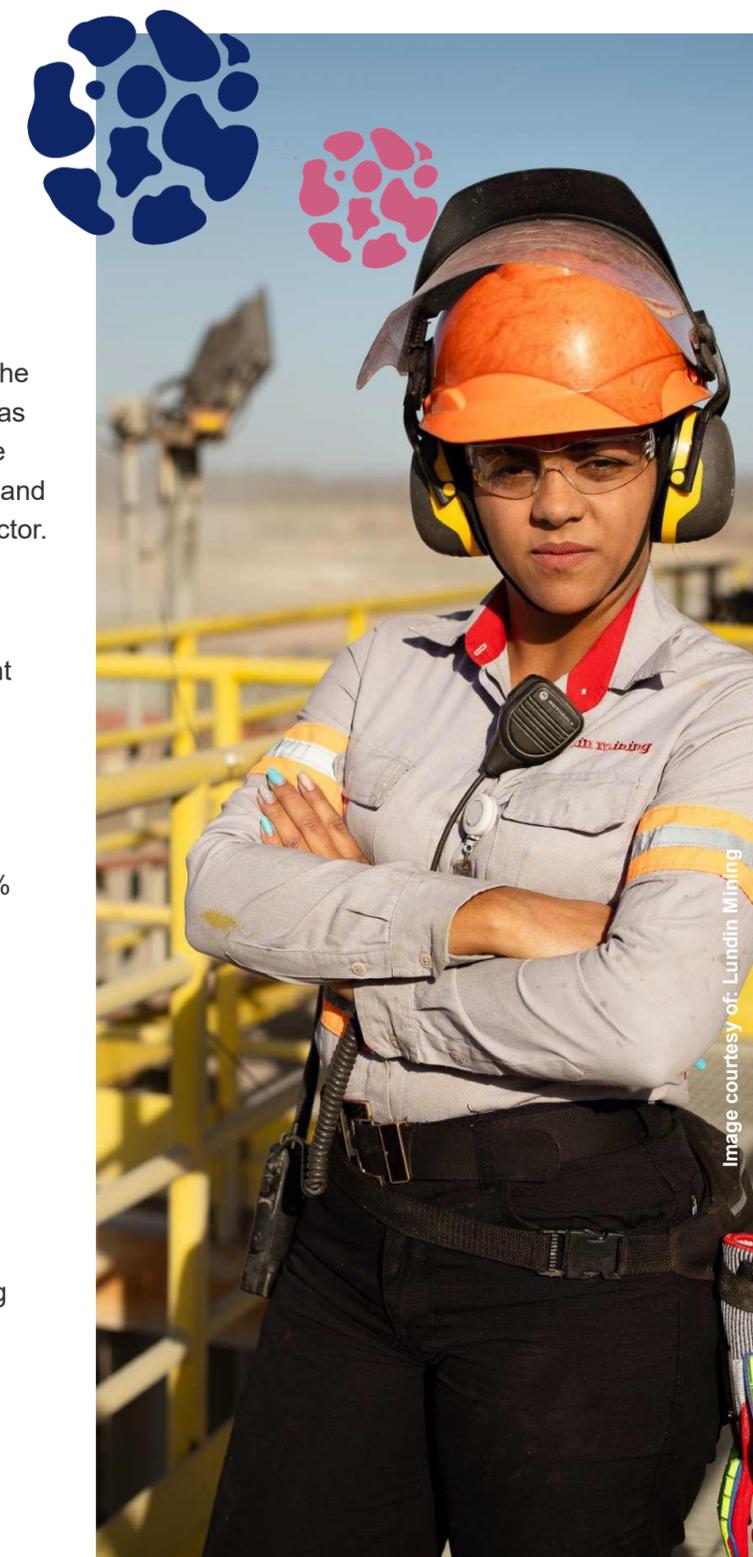
To enable more precise comparison of the profile of social investments, the data was presented in two different segments: the total number of responding companies, and specifically, companies in the mining sector.

The mining companies show higher levels of formalization and public communication of their social investment commitments when compared to the general group.

By 2025, 70% of the mining companies already have formalized practices (compared to 61% of the total), and 73% monitor remuneration in a structured way (versus 67% in the set of companies).

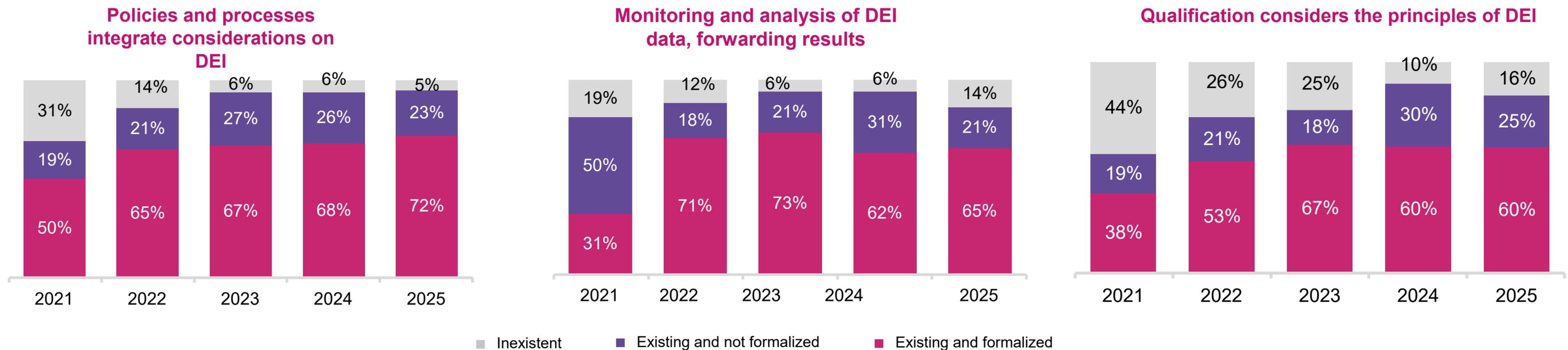
This shows that the mining sector has been one of the engines driving up the overall social investment indexes, demonstrating the capacity to structure more consistent policies.

The challenge now is to transform this formalization into real impact, increasing transparency, assuring measurable results, and avoiding that progress becomes merely a static indicator.



Sustainability threatened

setback in monitoring and qualification



Despite gradual progress, DEI data still reveal **instability**. In 2025, **72% of the organizations will have formalized policies, but almost a quarter will still lack an adequate structure**, raising doubts about the real incorporation of these practices in the daily routine.

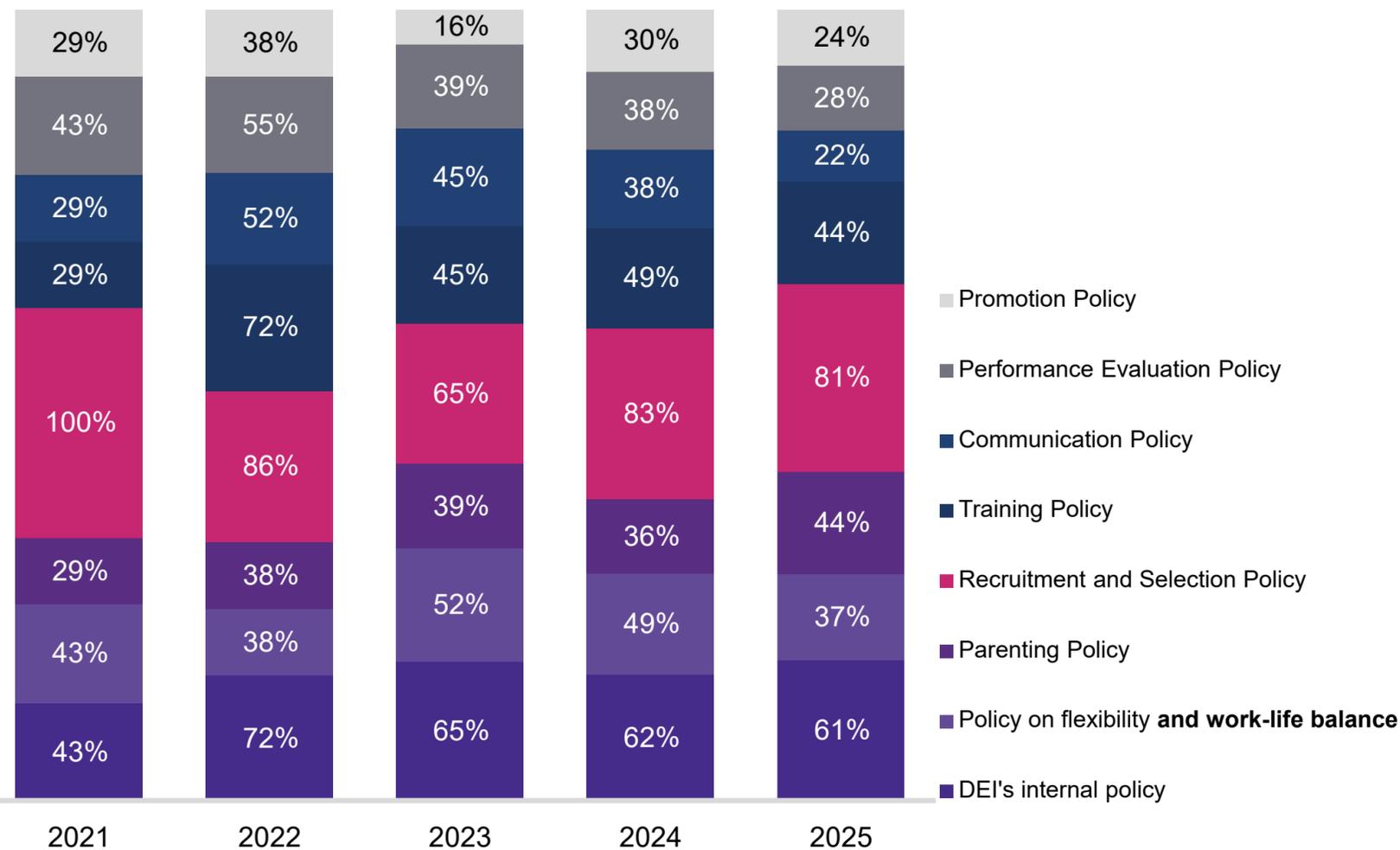
There was a 7 % drop in the qualifications considering DEI and 6 % increase in the companies that do not offer any DEI qualification. **Amid the discourse on inclusive culture, the people qualification is losing space.**

These signs reinforce **the urgency to professionalize the DEI agenda: policies and intentions become real value only when supported by solid processes, reliable metrics, and continuous people development.**

Some mining companies are already linking internal policies to global commitments (SDGs/ICMM), moving towards the international best practices.

Structural policies in decline for the third consecutive year

Policies related to DEI



Structural DEI policies have shown a decline for the third consecutive year in critical areas, such as communication, performance assessment, promotion, and work-life balance.

The only evolving policy is that of parenthood. Recruitment remains at a high level, despite strong fluctuations over time.

The scenario reinforces the urgency to expand formal and integrated policies, assuring sustainability and long-term impact.

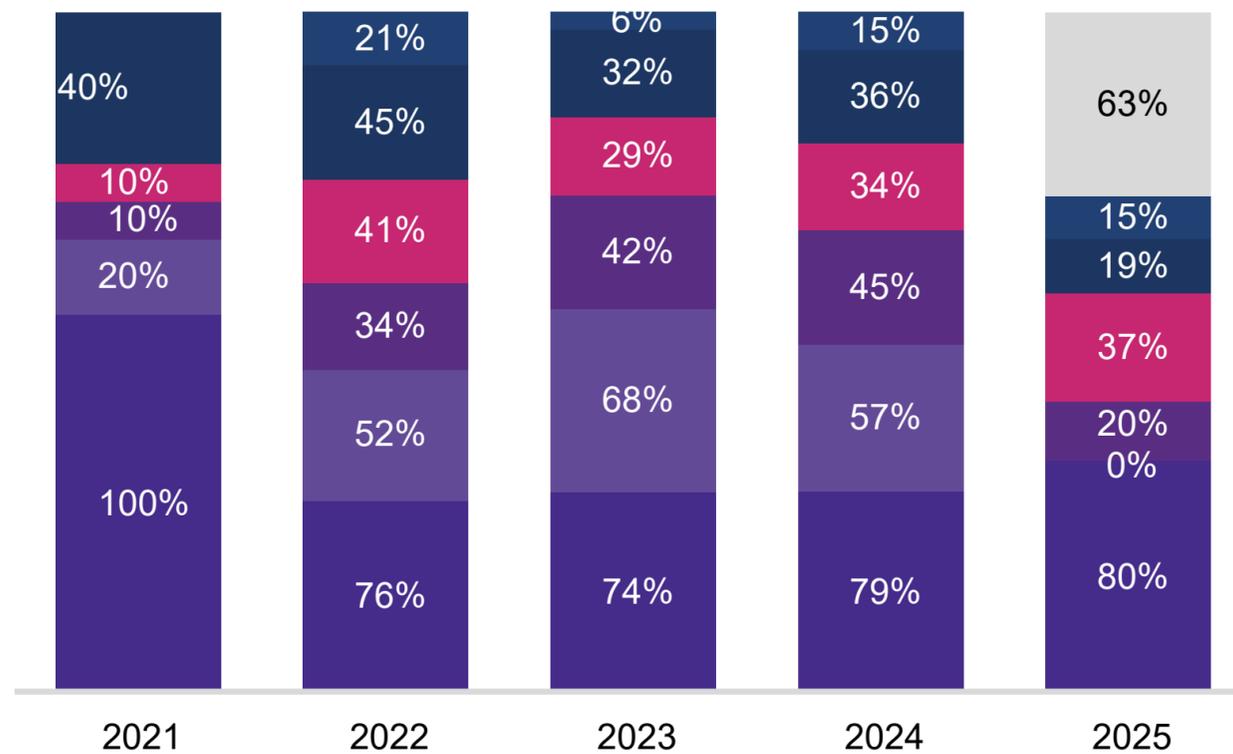


Stagnation in structuring

DEI practices



Existing processes related to DEI



- Continuous improvement of administrative and operational infrastructures, such as furniture, tools, and equipment, to assure accessibility for diverse professional groups to all work environments.
- Promotion is done with the mandatory participation of diverse groups in decision-making committees, in order to reduce the risks of unconscious bias.
- Succession map composed of a pipeline, considering criteria of diversity, equity, and inclusion.
- Performance assessment is composed of diverse evaluators.
- Salary adjustment based on decisions based on data analysis and monitoring, considering potential salary gaps, mandatory participation of diverse groups in decision-making committees.
- Qualification, guidance/mentoring programs aimed at the development underrepresented groups with high potential.
- Recruitment and selection includes mechanisms for impartiality and neutrality, such as interview scripts, job description templates, and asynchronous activities.

In 2025, stagnation in DEI practices and regression in structural initiatives are observed. While impartial selection remains present, qualification and mentoring programs for underrepresented groups have lost ground, raising doubts about the continuity of the investments in development.

There has also been a decline in the use of data for salary decisions and in the participation of diverse groups in committees. Despite some progress, such as higher attention to accessibility, the focus on structural changes has decreased.

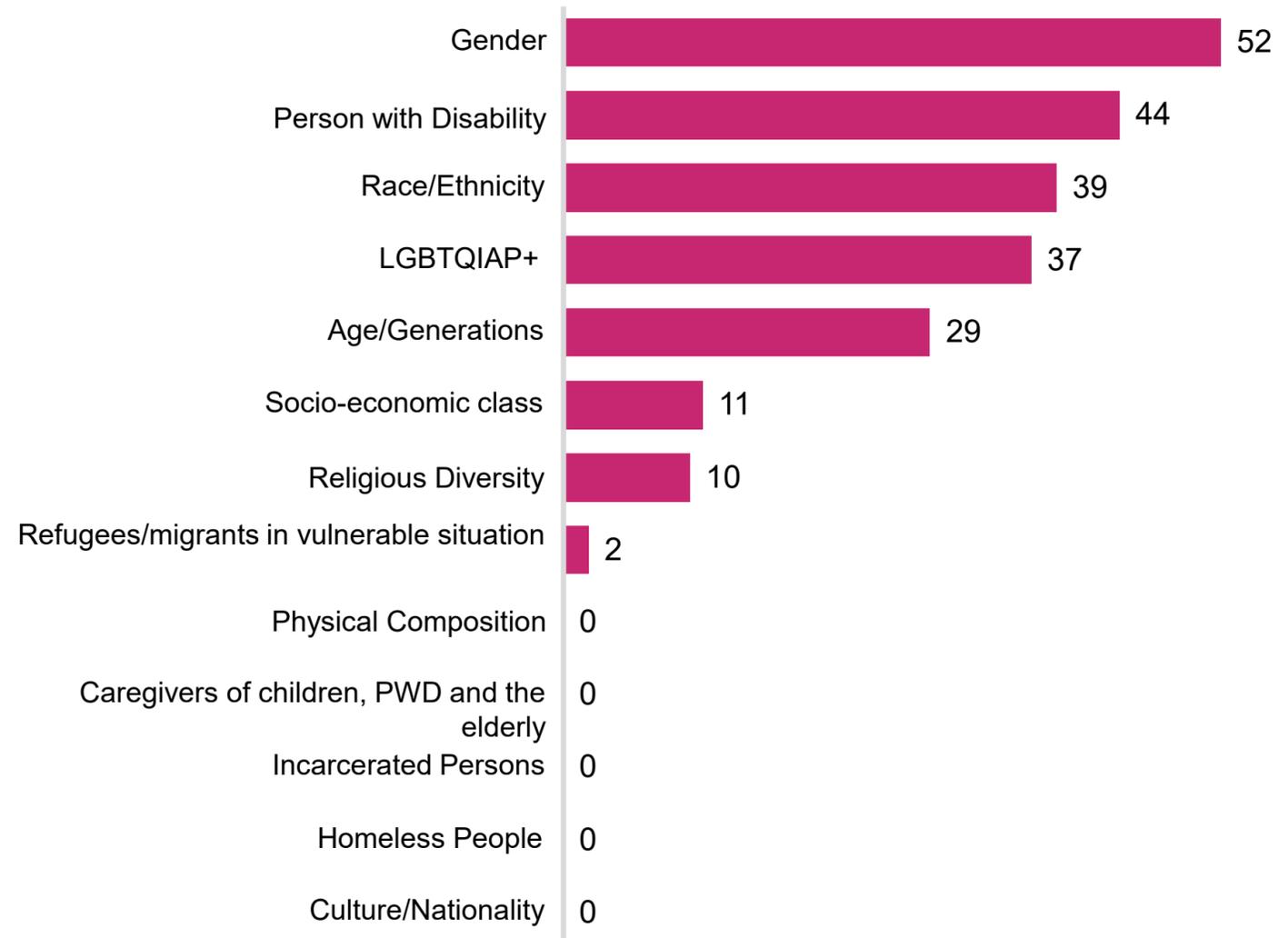
The reflection that emerges is clear: **Are we prioritizing actions which are easy to maintain or those that actually generate transformation?**



Image courtesy of: CMOC

Diversity remains limited: four dimensions concentrate almost all attention

Number of Companies with Actions by Dimension



In 2025, DEI internal policies and processes remain heavily focused on gender, persons with disabilities, race/ethnicity, and the LGBTQIA+ population.

Dimensions, such as generational diversity, socioeconomic class, and religion are much less represented, while emerging topics, such as refugees, incarcerated individuals, caregivers, and cultural/national diversity remain absent.

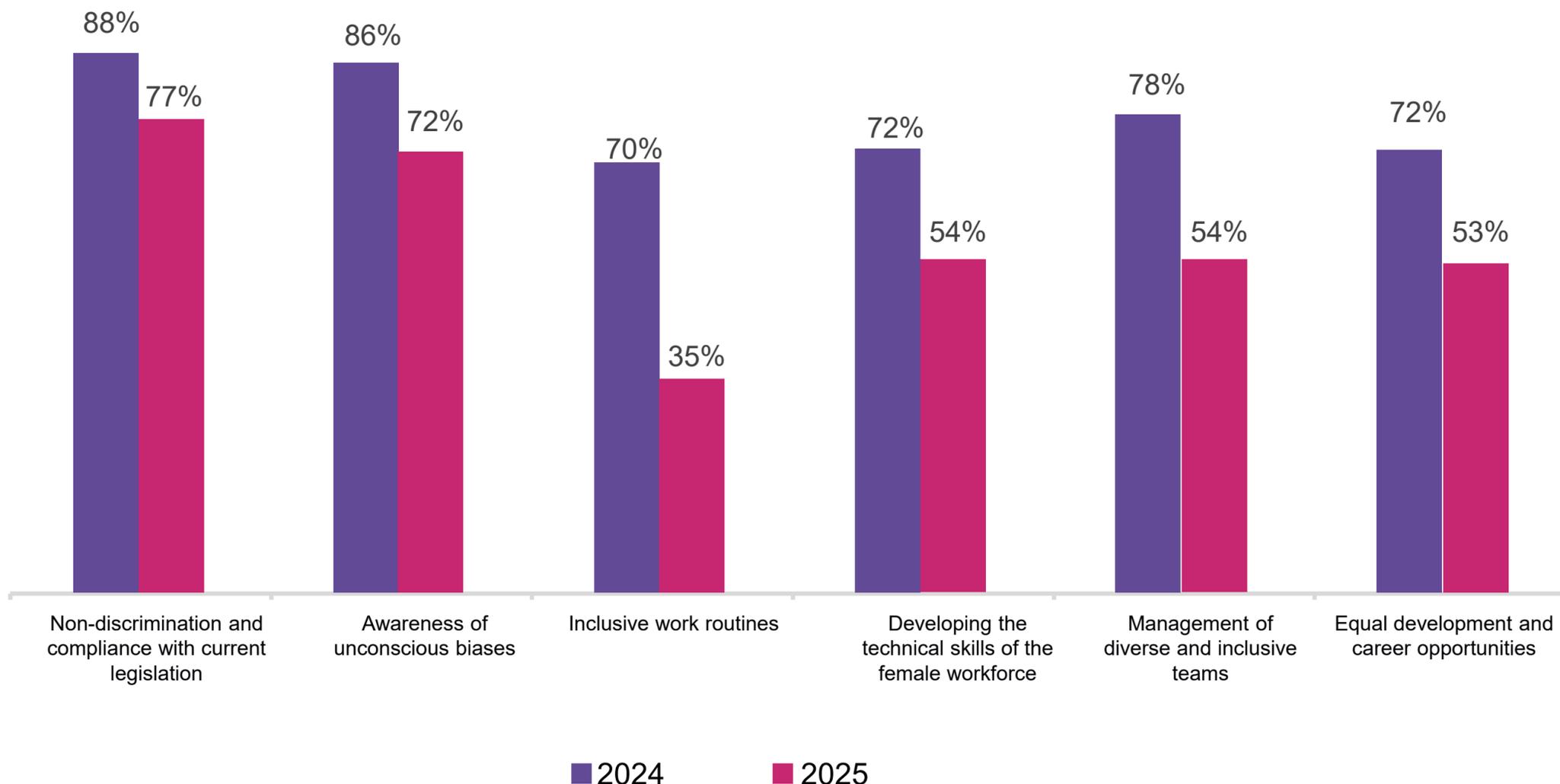
This selective focus reinforces the urgency to broaden the diversity agenda, incorporating inter-sectional perspectives to assure real and sustainable inclusion.

To move towards actual and comprehensive inclusion, it is fundamental to broaden our perspective to include other inter-sectionalities which also demand recognition and structured actions.

Training Offer:

Widespread Decline Across All Categories

Training offered*



In 2025, all categories of DEI training suffered decline compared to 2024.

The biggest drop occurred in inclusive performance in the work routines (70% 35%). Training on unconscious biases, development of women's skills, and equal opportunities have also declined.

This movement indicates reduction in the strategic investment in qualification practices, which impairs the consolidation of inclusive and equitable organizational cultures in the long term.

The variation of -35 % reflects the actual reduction in training, as well as the change in the composition of the sample of companies, with 13 new respondents in 2025 — some of them in the initial stages of DEI maturity.

*Target audience: leaders and other employees.

Focus on Senior Leadership Increases,

Widespread Decline across All Categories

Who is being trained in aspects of Diversity and Inclusion?



In 2025, the senior leadership received more DEI training (85%, ↑ 6%), but there was decrease in the qualification of managers (-6% ↓) and supervisors (-4% ↓).

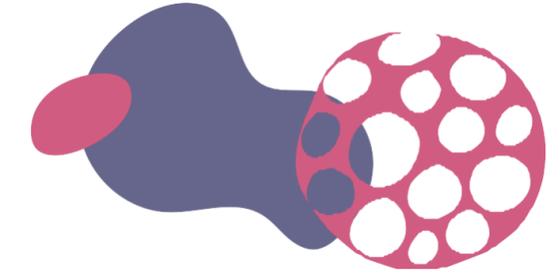
In this edition, two new categories were included: "Other levels" and "No level trained". Only 21% of the companies reached other hierarchical levels, and 4% did not offer any training.

The concentrated focus on leadership, while important, can limit the reach and effectiveness of an inclusive culture if it is not expanded throughout the organization.

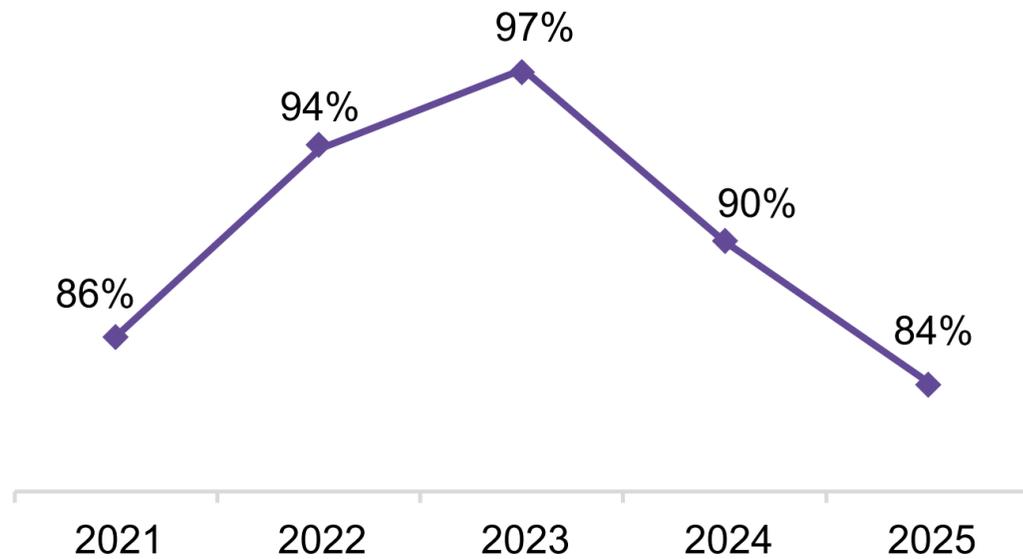


Image courtesy of: Atkins

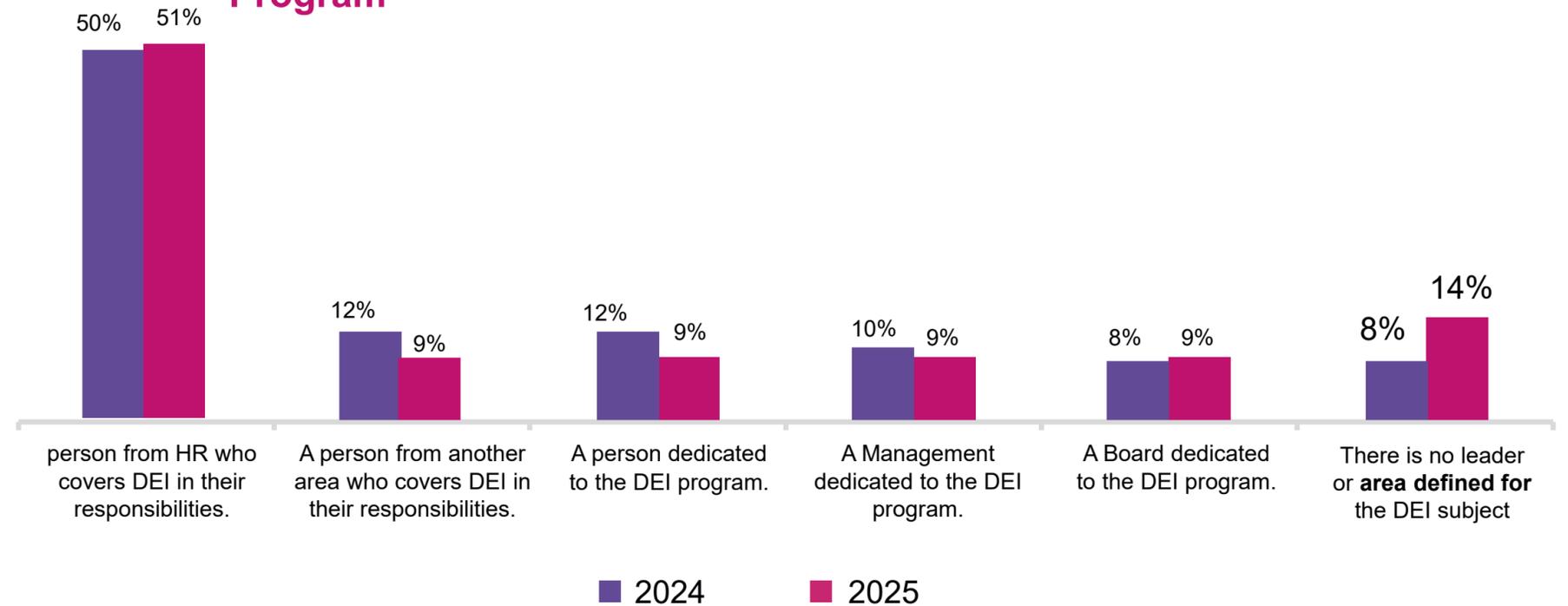
DEI Leadership at risk



HR and Senior Leadership in Supervision and Decision-Making in DEI initiative

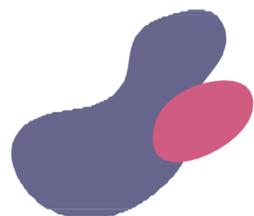


Responsible for Management and Dissemination of the DEI Program



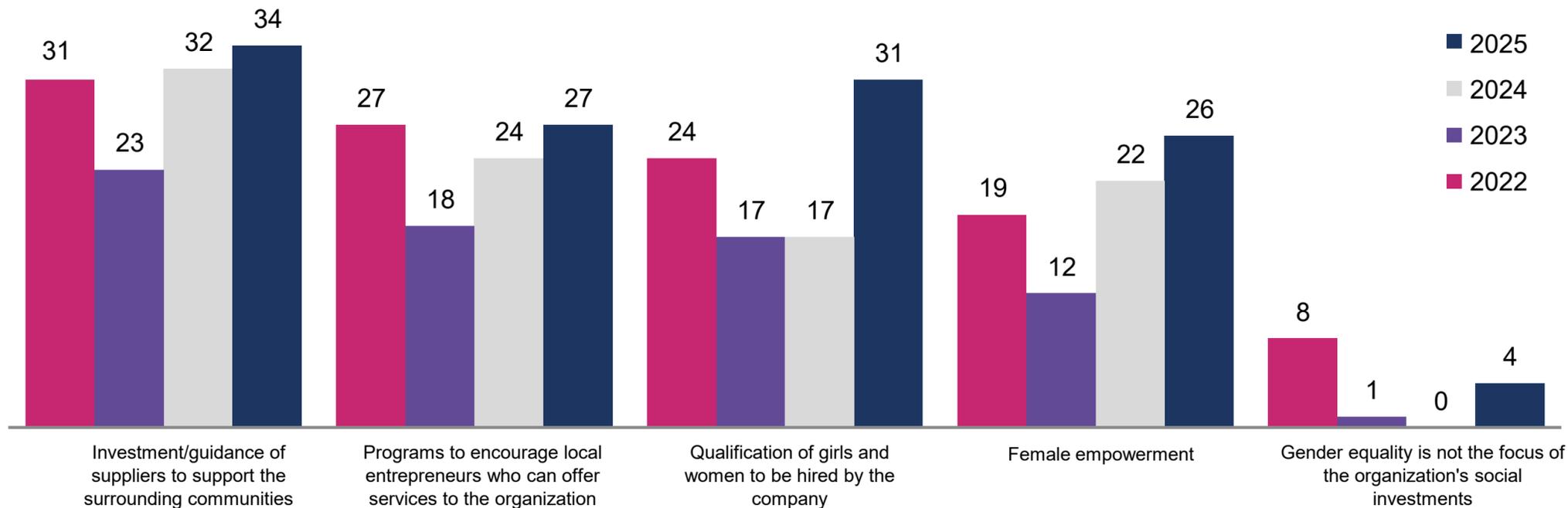
Despite the increase in the number of respondents and the participation of more strategic voices, there has been a 13 percent decrease in the senior leadership supervision of DEI initiatives in the last two years. This movement indicates a possible dilution of authority and weakening of the strategic commitment to the agenda.

At the same time, DEI management remains concentrated in HR, with only 18% of THE companies having dedicated management or boards. The 4 percent growth in the number of organizations without an area or leadership responsible for the subject is added thereto – a warning sign of setbacks in the institutionalization and governance of DEI.



Social initiatives promoted

Number of Companies Investing in Social Initiatives for Women's Empowerment



Although gender equality is not always explicitly stated as the focus of the social investments, the 2025 data shows important progress in structural fronts, such as women's empowerment and local development.

Investment and/or guidance to suppliers aimed at support to the communities and incentive programs for local entrepreneurs who offer services to the company show the growing importance of this subject in the organizations.

The significant progress in the education of girls and women, together with the growth of initiatives dedicated to women's empowerment, reinforces the commitment to gender equality and female employability.

The resurgence of companies without focus on gender equality highlights the risk of negative political influence on the progress of social equity.



Mining companies lead social investments

prioritizing the qualification of women and girls



Among all respondents, 53% are mining companies, and these account for 74% of the social investments, concentrating two-thirds of the initiatives for women's empowerment and education for girls and women.



There is significant progress, but structural gaps still limit the consolidation of DEI in the mining sector.

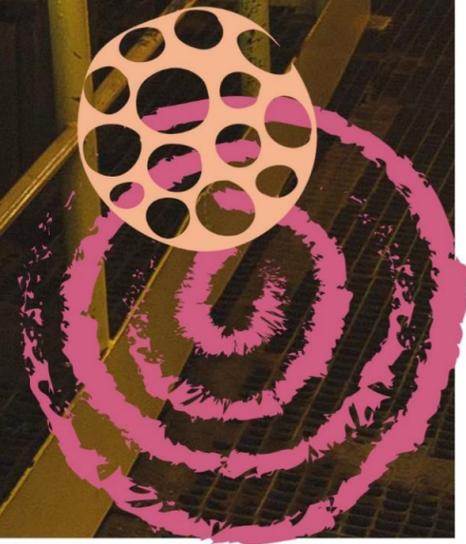
- ▶ Mining companies remain the protagonists in the social investments.
- ▶ Governance shows weaknesses: only 84% of the companies have HR supervision or senior leadership (the lowest rate in five years) in the DEI management.
- ▶ Training has declined in all categories, especially in inclusive every day performance (-35 %).
- ▶ Structural policies progress timidly, such as parenthood and qualification.

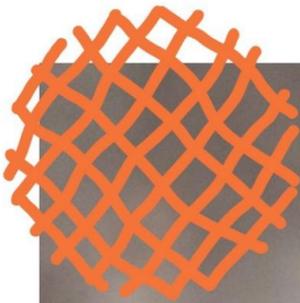
What needs to advance by 2026:

- ▶ Consolidate formal governance structures and DEI committees.
- ▶ Expand training and develop leaders at all levels.
- ▶ Speed up the implementation of structural policies and intersectionality in the social investments.



Image courtesy of BRMIOCC





Representativeness



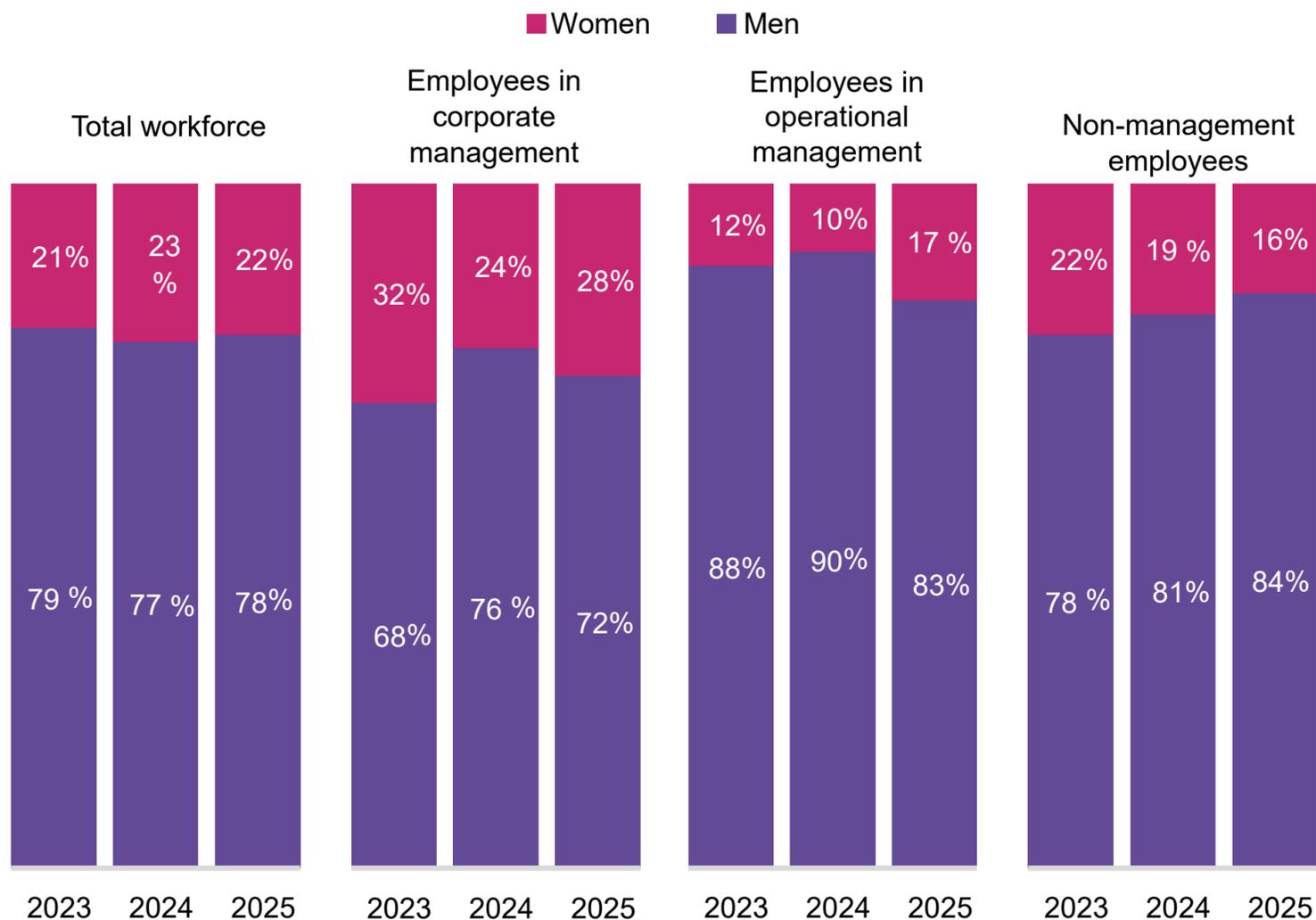
Image courtesy of: Equinox Gold

Women in the workforce

Stagnation threatens progress of the equality

22%

of the workforce is composed of women



From 2023 to 2025, the total number of women in the companies varied by $\pm 1\%$, without consistent progress. This stability reveals a structural difficulty of the organizations in expanding women's access to the corporate environment. Even with increased visibility and investments in DEI, the results remain timid.

Why, despite more frequent discourse and announced actions, is the percentage of women not growing? The answer may be in the misalignment of the strategies and the daily practice: selection processes which are not truly inclusive, unwelcoming work environments, and invisible barriers that limit women's progress, especially in technical and operational areas.

If the gateway remains narrow, how can diversity at the top be guaranteed? Perhaps the most worrying data is the drop in non-management positions, further reducing the funnel of female talent. Meanwhile, men remain overwhelmingly in the majority at all levels, reinforcing the urgency to review the strategies not only focused on leadership, but from the base as well.

If the current growth rate is kept, female participation in mining will reach 50% in 2081¹, which highlights how slow the progress has been and reinforces the urgency to speed up the transformations if we want to see gender parity in this generation.

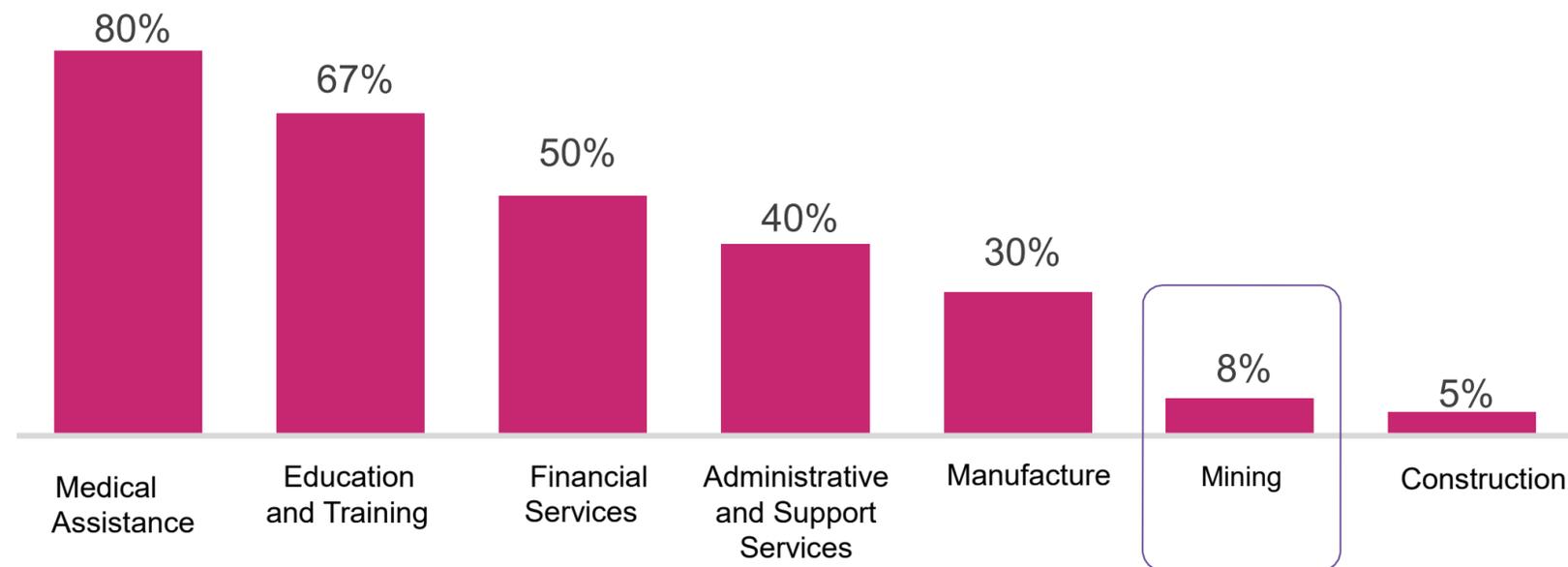
To expand the female presence in the workforce must be a concrete commitment to cultural transformation and a review of practices which still silently exclude women.

¹ Calculation specification:
 Annual growth rate = (Percentage in 2025 - Percentage in 2023)/(2025-2023).
 Number of years = (Desired percentage - Annual percentage)/Annual growth rate.

Participation of women in other sectors*

By Women and the Mine of the Future

Large-scale participation



Data on the participation of women in different sectors highlights gender inequality in the labor market, especially in mining, as published in report *Women and the Mine of the Future* of IGF - Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development dated April 2023.

Strategies to strengthen the commitment to the inclusion of women in mining:

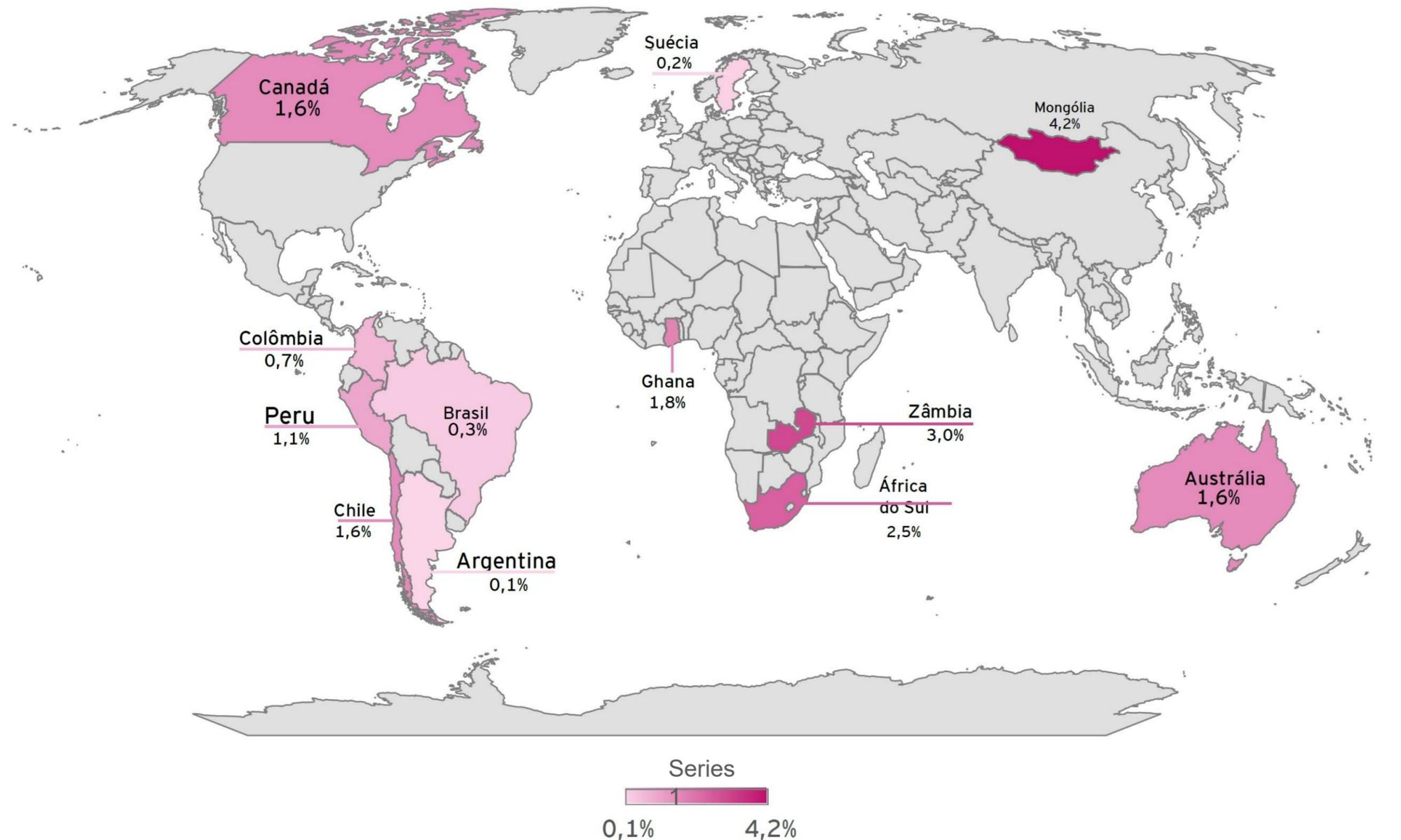
- ▶ Set specific and measurable targets for the inclusion of women at all organizational levels, with defined deadlines, so that the senior management can follow the progress up.
- ▶ Create periodic reports on female participation and the impact of initiatives, presenting data and success stories to keep the senior management informed and engaged.

- ▶ Offer training for the leadership on the importance of gender diversity and how it can benefit the company, including aspects, such as innovation and financial performance.
- ▶ To recognize and reward leaders and teams who promote actions and achieve positive results in DEI.
- ▶ Form diversity committees with representatives from the senior management to supervise and drive inclusion initiatives, assuring that the issue remains on the company's agenda.
- ▶ Involve shareholders and other stakeholders in the discussion on gender diversity, highlighting its importance for the company's reputation and sustainability.
- ▶ Promote an organizational culture that values diversity, with clear communication about the importance of inclusion and how each person can contribute.

Source: <https://www.igfmining.org/gender-equality/women-and-the-mine-of-the-future/>

Women Presence in Global Mining

*By IWIM - A global non-profit organization dedicated to promoting equity in the natural resources sector**



An analysis of women participation in global mining reveals both positive and negative points.

Positive points:

Zambia (3.0%) and Mongolia (4.2%) stand out with relatively higher rates of female participation, indicating that, in some contexts, there is recognition and appreciation of the role of women in the sector.

South Africa (2.5%) and Ghana (1.8%) also show figures above the global average, suggesting progress in inclusion and diversity policies.

Negative points:

Most countries show alarmingly low rates, such as Argentina (0.1%) and Brazil (0.3%), reflecting a significant underrepresentation of women in mining.

Colombia (0.7%) and Sweden (0.2%) show that, even in contexts where gender equality is promoted, mining is still a sector with low female inclusion.

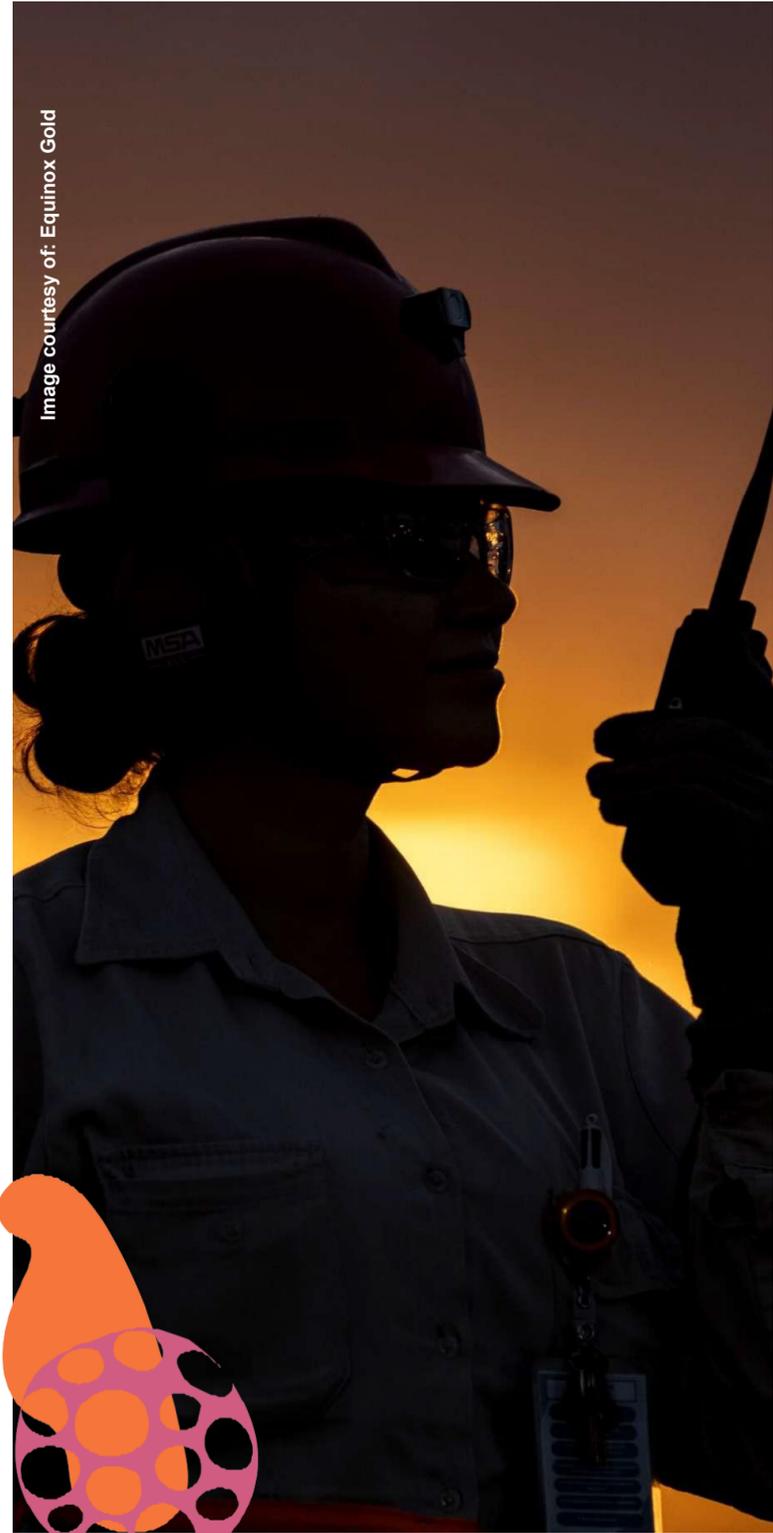
Overall stagnation in countries like Canada (1.6%) and Australia (1.6%) indicates that, despite progress in other areas, mining has not yet managed to attract or retain women effectively.

In summary, while some countries show progress, most still face significant challenges in increasing the female participation in mining, highlighting the need for more robust and targeted actions.

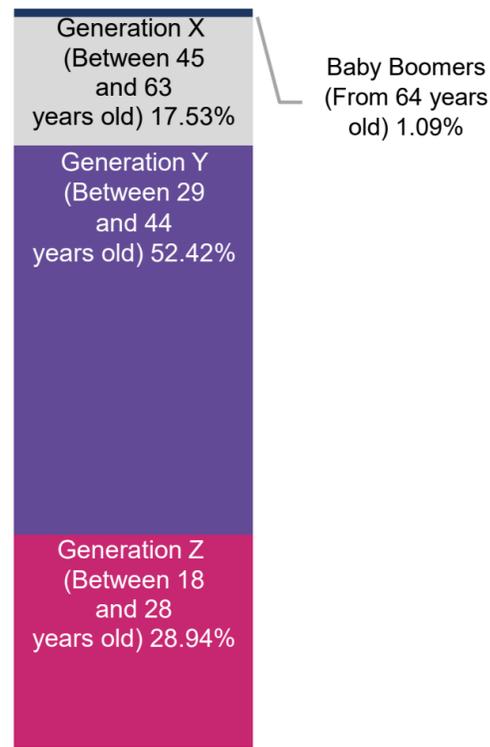
Source: <https://internationalwim.org/our-work/collaborations/>

Women in Mining

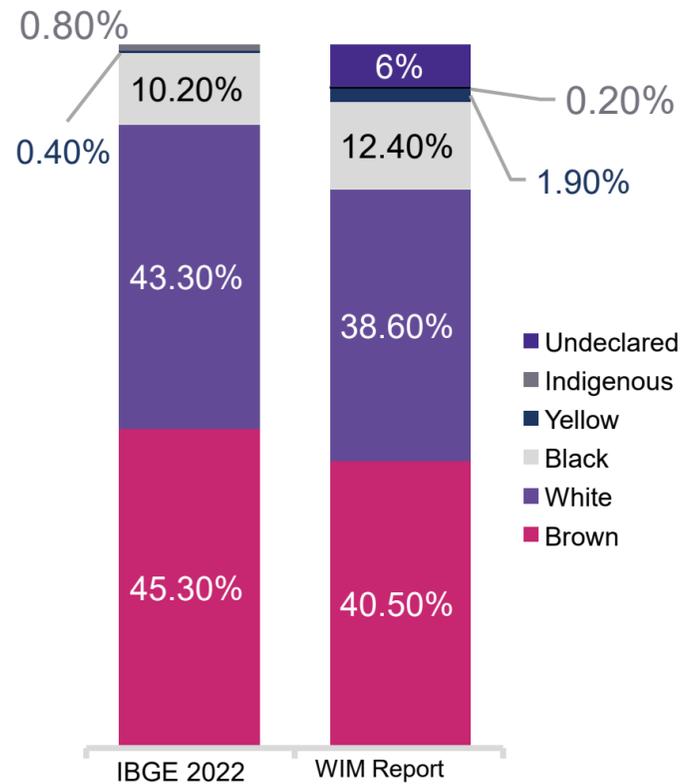
Generational and racial concentration and low inclusion of PwD



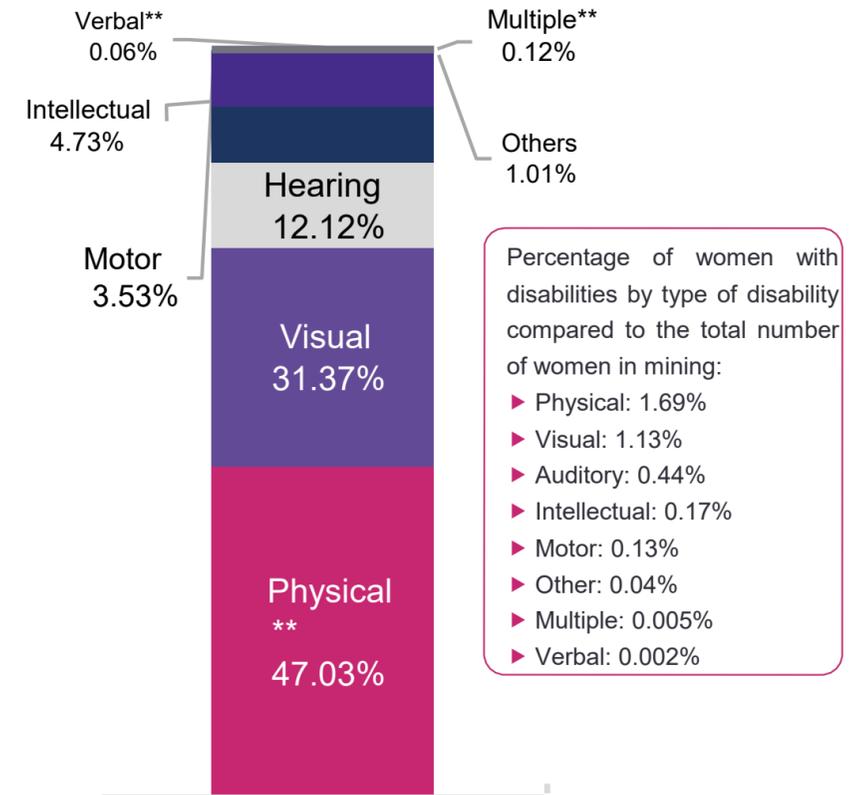
Generation*



Race/Ethnicity*



PwD*



Percentage of women with disabilities by type of disability compared to the total number of women in mining:

- ▶ Physical: 1.69%
- ▶ Visual: 1.13%
- ▶ Auditory: 0.44%
- ▶ Intellectual: 0.17%
- ▶ Motor: 0.13%
- ▶ Other: 0.04%
- ▶ Multiple: 0.005%
- ▶ Verbal: 0.002%

Women in mining are concentrated in the younger generations — Y and Z represent more than 80% — which reinforces the potential for renewal and innovation, but also reveals low female presence in older age groups, impacting the diversity of experiences and the succession of leadership. In the racial dimension, the sector remains distant from the profile of the Brazilian population: brown and indigenous women represent 40.7% of the mining professionals, compared to 46.1% in the country (IBGE in 2022), highlighting racial underrepresentation and the urgency for affirmative equity strategies.

Among the 44,000 women* in the sector, only 1.3% have disabilities, proportion much lower than the national average (8.4%), with predominance of physical and visual disabilities – a sign that accessibility and inclusion are still real barriers in the mining environment.

*% of women compared to the total number of women reported among the 57 responding companies.
 **No comparisons with the previous year as this is a new metric in the report.

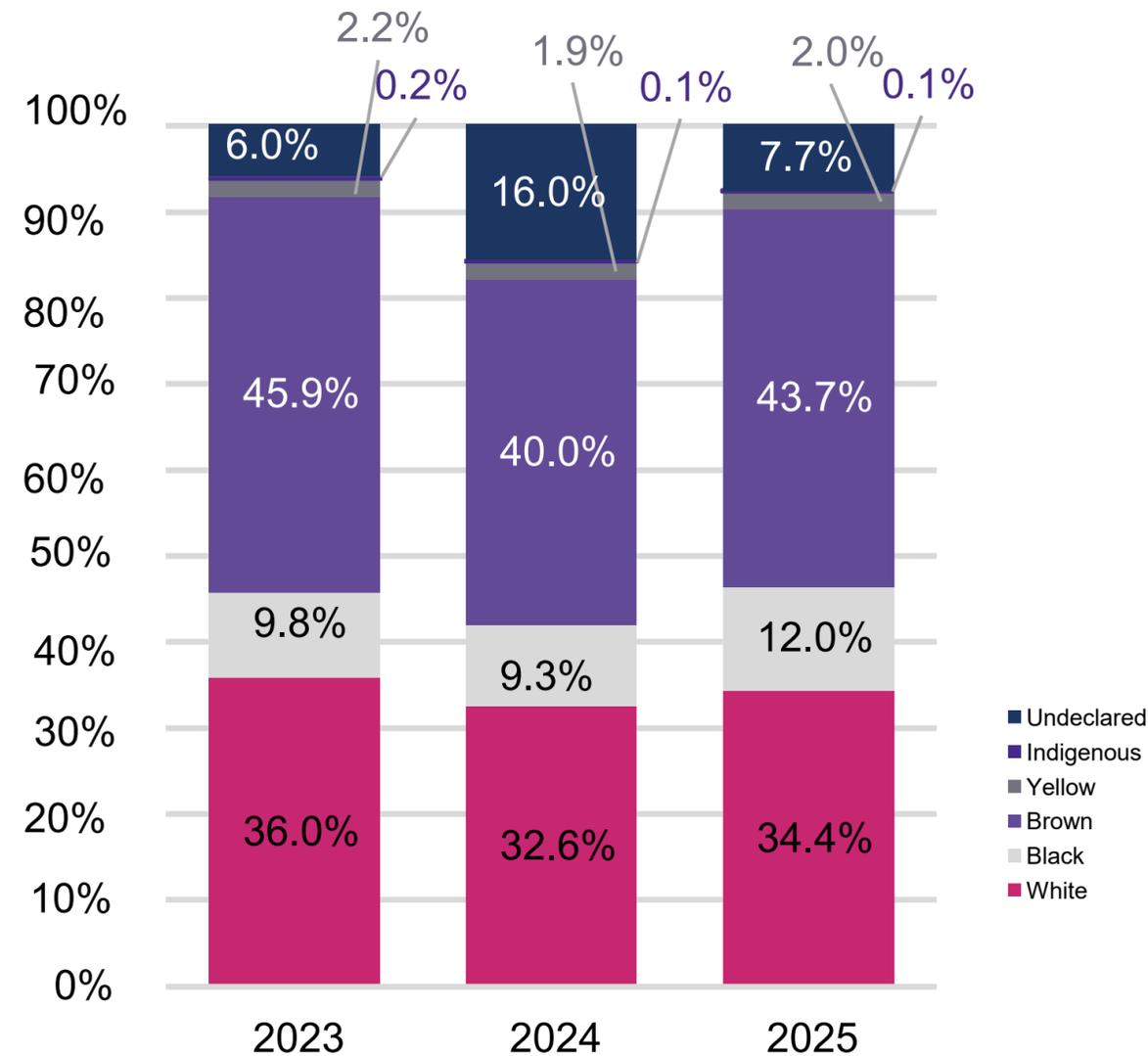
White women hold leadership positions,

black, brown, and indigenous women remain underrepresented

Leader



Non-Leader



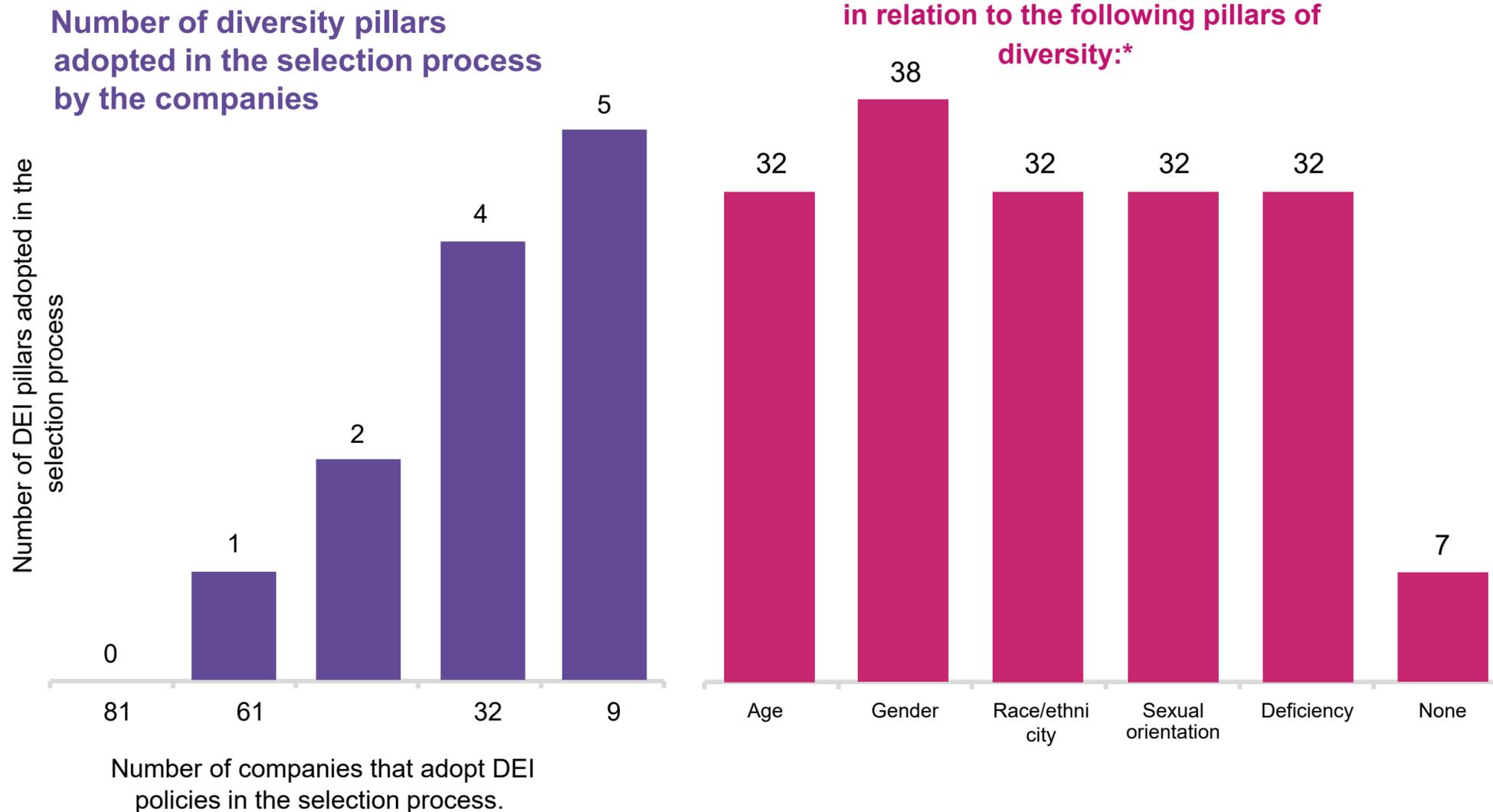
The data confirms that female leadership positions in mining remain heavily concentrated among white women, who represent about 65% of the leaders, proportion far higher than that of women of other races. While white women maintain stability or slight growth, women of underrepresented races have shown little percentage increase over the past three years. This discrepancy highlights a structural barrier to the professional progress of the women of other races, who continue to be underrepresented precisely in the most visible, influential, and well-paid positions. Therefore, racial equity demands intentional actions to promote and develop diverse leadership, connected to representation targets and continuous follow-up of the indicators.

* Representativeness of women in relation to the total number of women in the companies.

Equity begins in recruitment

but it is not yet a consolidated practice

There are non-discrimination policies and/or initiatives in selection processes in relation to the following pillars of diversity:*



Although 66% of the organizations claim to have policies or initiatives to avoid discrimination in the selection processes, most still limit their actions to one or a few pillars of diversity, such as gender and disability.

Only 29 companies address all five pillars, while eight do not have any diversity policy yet at this stage – precisely the gateway for people into the organization.

This lack of scope and intentionality reveals that equity does not yet start in a structured way in recruitment.

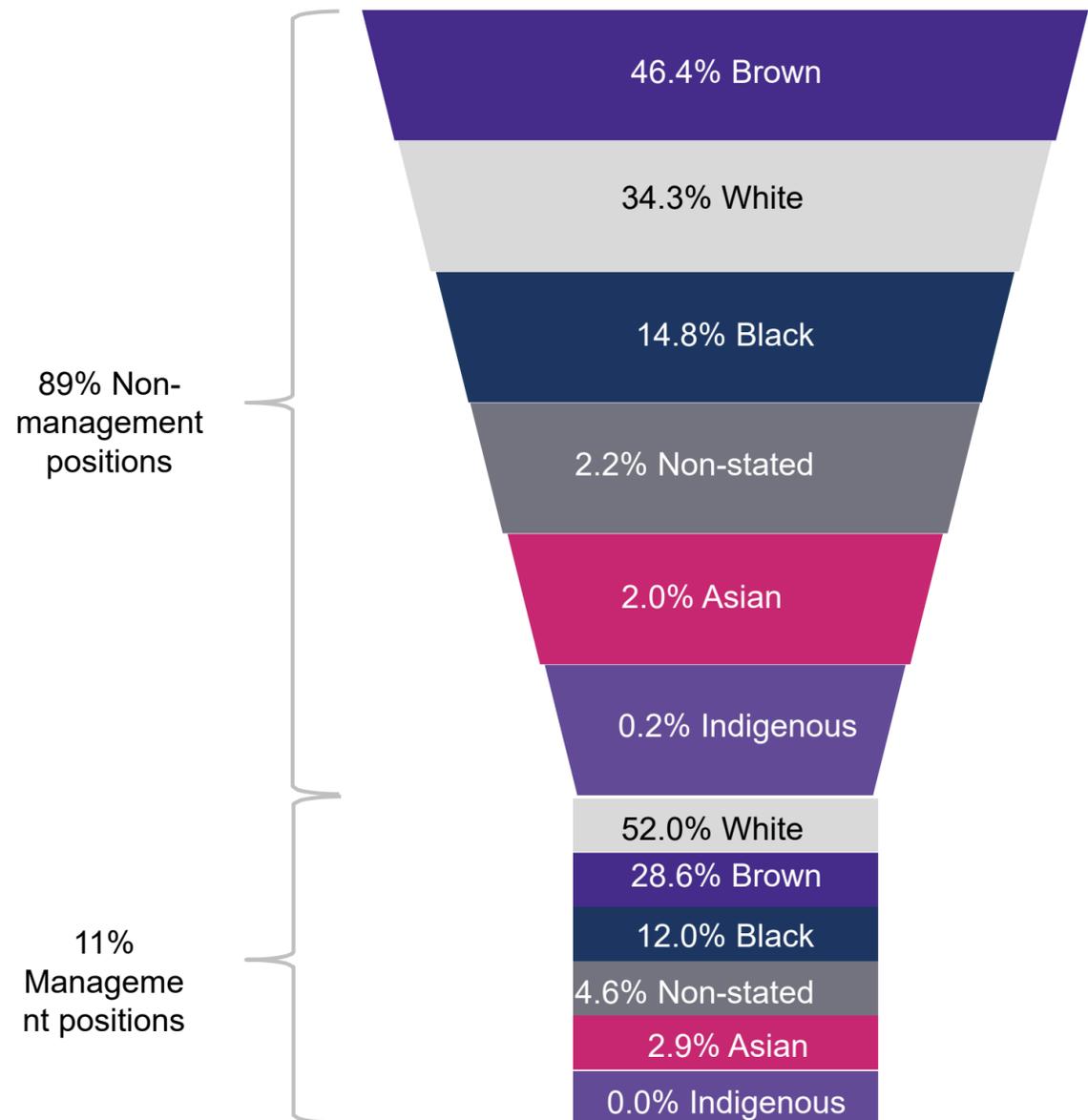
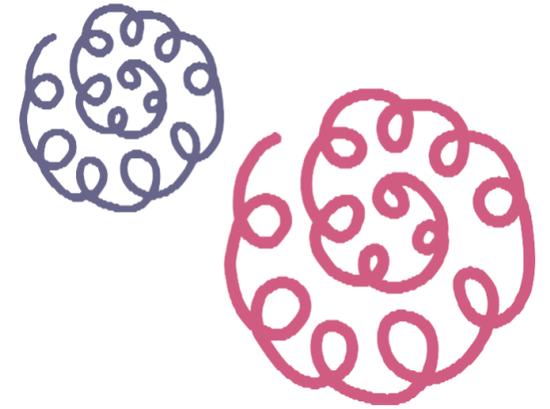
Without clear guidelines, the selection process runs the risk to reproduce unconscious biases, alienating diverse talents and perpetuating inequalities.

The challenge for the coming years is to mature the hiring practices so that they are truly inclusive, with objective criteria, qualified recruiters and leaders, and commitment to diversity of the entire organization from the first contact with the applicant.

* Each company can list to more than one option.

Without racial

female hiring reinforces inequalities



Companies that analyze and monitor hiring data on ethnicity/race in management and non-management positions



Most hiring of women is concentrated in non-management positions, especially among brown and white women.

In management positions, the female presence, especially of black and indigenous women, is significantly lower, revealing structural barriers in the access to leadership.

Furthermore, 65% of the companies do not monitor race/color in hiring processes yet, which makes it impossible to diagnose inequalities and design effective inclusion strategies.

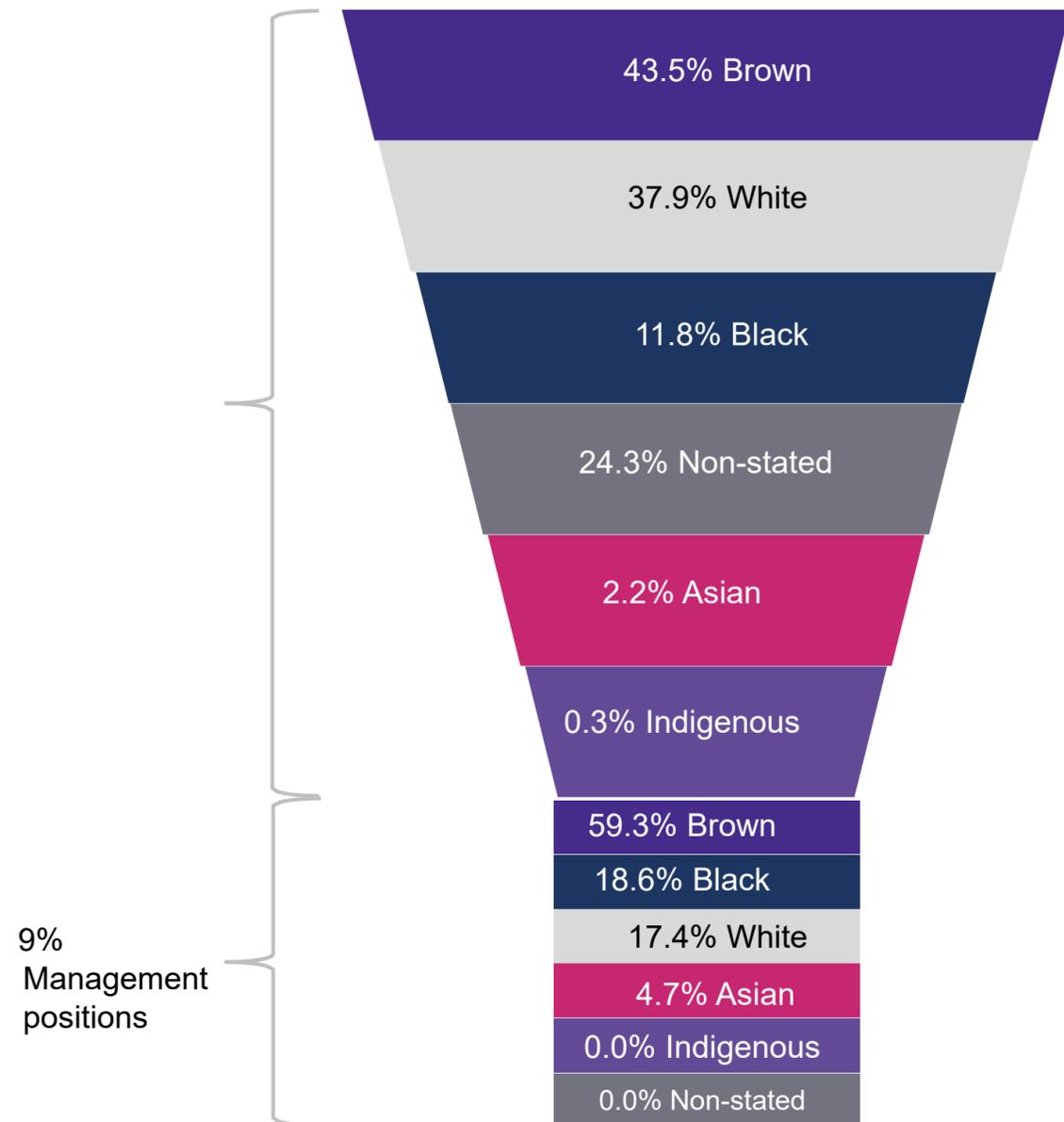
Only 35% of the organizations analyze this data, which shows that without monitoring, there is no diversity management, and therefore, no real equity in the opportunities.

Good practices

- ▶ Blind recruitment: Resumes without name, photo or address.
- ▶ Affirmative talent pool: Partnership with universities, NGOs and institutes (e.g., Instituto Identidades do Brasil, Reprograma, Rede Mulher Empreendedora).
- ▶ Inclusive trainees and internships: Exclusive programs or programs with gender, race, and PwD targets.
- ▶ Diverse selection panels: Include evaluators with different profiles.
- ▶ Targets and monitoring: Follow up hiring by gender, race, and PwD in real time.
- ▶ Inclusive communication: Review job descriptions to remove language biases.

Female layoffs

hide racial inequalities



Companies that analyze and monitor layoff data on ethnicity/race in management and non-management positions



Most female layoffs are in non-management positions, with prevalence of brown and white women. In management positions, the proportion of layoffs is lower, but reveals a sharp drop in the presence of black women, indicating structural barriers to the retention and progression of these professionals.

Furthermore, 77% of the companies do not monitor race/color in the layoffs, which impedes comprehension of who is leaving and why – an essential factor to measure the impact of the inclusion and career development practices.

Without this monitoring, inequalities remain invisible and diversity policies become reactive, not preventive.

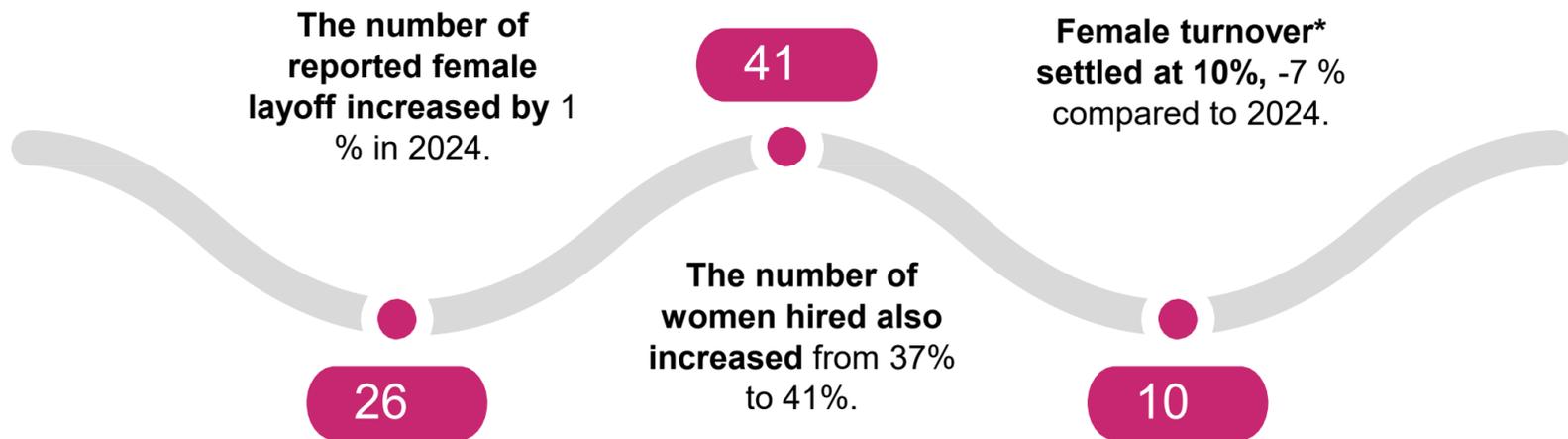
Good practices

- ▶ Monitor layoffs by gender, race, and position, cross-referencing data with length of service and reason for leave.
- ▶ Apply structured leave interviews, with analysis of perceptions of inclusion and equity.
- ▶ Review performance and promotion criteria, assuring neutrality and transparency in the processes.
- ▶ Follow up turnover indicators for underrepresented groups and discuss them quarterly in diversity committees.
- ▶ Create specific retention and development plans, prioritizing groups with higher risk of evasion.



Image provided by: Equinox Gold

Female movement in the organizations



Hiring of women in management positions



Layoffs of women in management positions

Hiring of women in non-management positions



Layoffs of women in non-management positions

In 2025, women represented 41% of the hires, with slight progress in management and entry-level positions. However, the layoffs remain high, and female turnover (10%) still exceeds male turnover (6%).

The difficulty retaining women, especially in entry-level positions, reveals an obstacle to leadership development and the consolidation of sustainable career paths.

Although there has been some progress, such as decrease in turnover and increase in hiring, the data reveals persistent inequality in the inflow and outflow of women, especially in strategic and basic operational positions.

The challenge is to **transform these movements into structural and sustainable progress**, with bolder policies on attraction, retention and growth of women in the sector. **Attract is only part of the challenge; retention is equally essential.**

In this context, it is essential to reflect on how the companies have been taking care of the women's journey after hiring, what factors still limit the retention of these professionals, and whether the current development cycle is sufficient to guarantee long-term equity. The answer to these questions will be determining to consolidate a more inclusive and competitive environment.

Turnover (%) = ((total female layoffs + total female hiring/2) / total number of women) x 100.

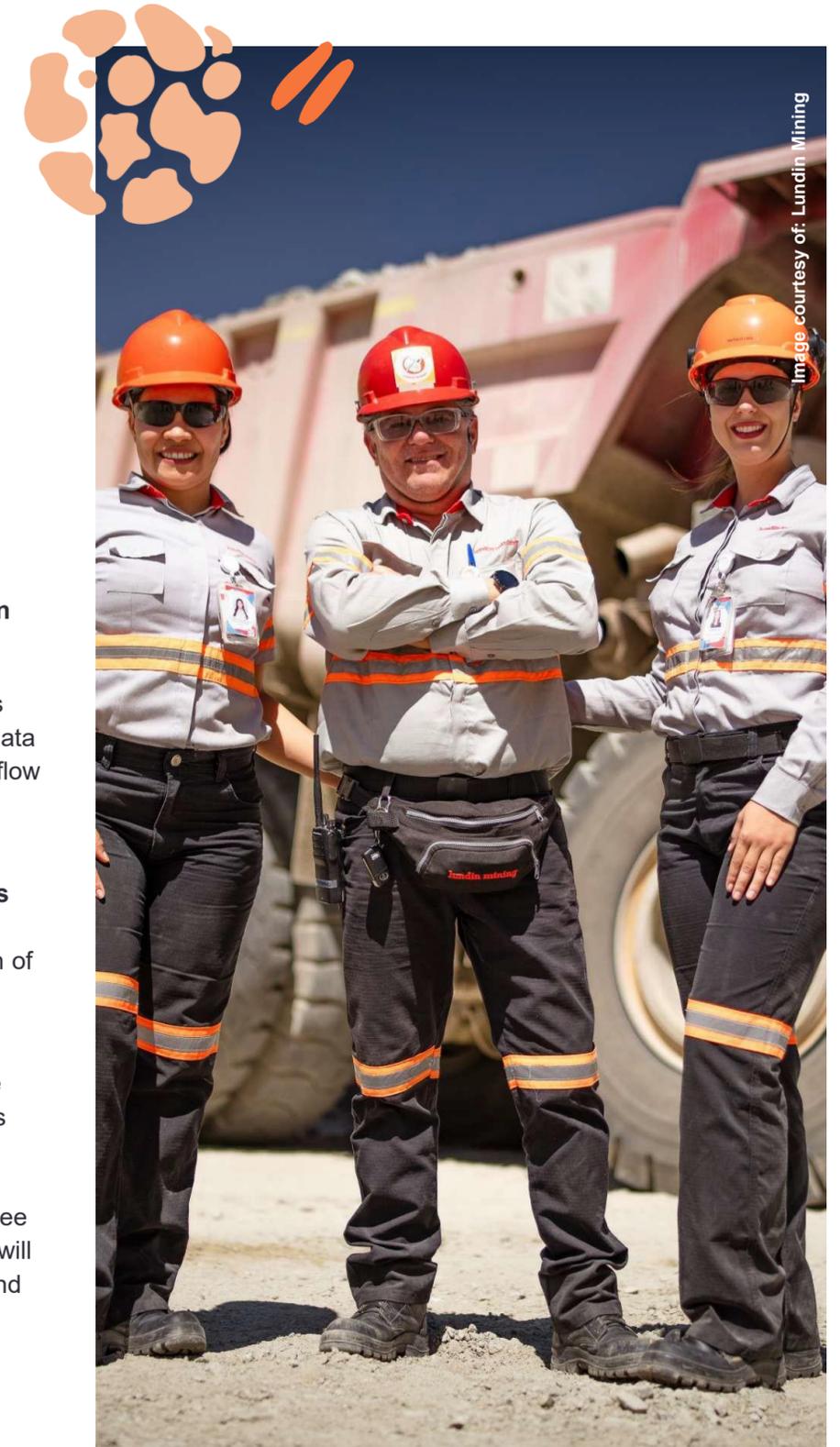


Image courtesy of: Lundin Mining

The need for strategic inclusion in the mineral sector

Female and inter-sectional representativeness is not just equity, but a strategic imperative for innovation and resilience in the mineral sector. To move forward requires courage to face invisible barriers and transform diversity into leadership.

The challenge now is to speed up inclusion on all fronts, with a broader perspective, considering responsibilities, infrastructure, uniforms, PPE, equipment, tools, policies, and behaviors.

To what refers to hiring of women, 89% of the non-management positions show a racial composition that reveals significant inequalities: 46.4% are Brown, 34.3% White, 14.8% Black, 2.2% Not stated, 2.0% Asian, and 0.2% Indigenous. This distribution highlights the need for a more inclusive approach which considers not only gender but also race and ethnicity.

Furthermore, in management positions, only 11% of the hires reflect even more concerning reality, with 52.0% White, 28.6% Brown, 12.0% Black, 4.6% Not stated, 2.9% Asian, and 0.0% Indigenous. This disparity underscores the urgency to implement policies that promote racial and gender equity, assuring that the voices of all groups are heard and valued.





Female development and career

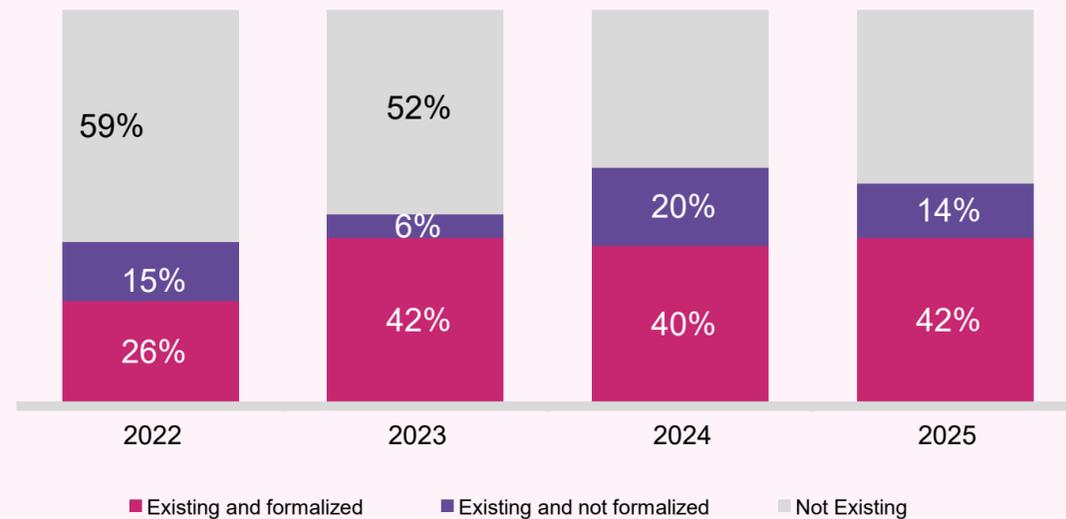
Image courtesy of: Nexa



Development of female leadership progresses slowly

monitoring increases, but programs remain scarce

Female Leadership Development Program

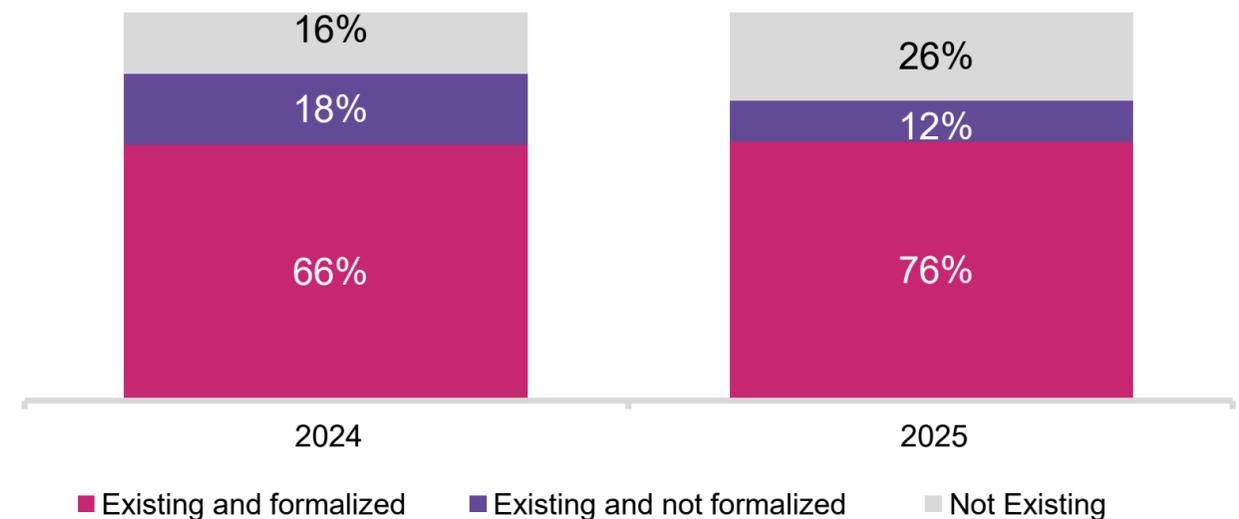


The progress in formalization is still slow compared to the need to speed up the preparation of women for leadership positions.

The number of companies without any structured program remains high, showing that promoting equality requires more than just isolated actions.

This scenario reinforces the importance of strengthening continuous and formalized initiatives, guaranteeing opportunities for progress and actual conditions for the development of women in leadership positions.

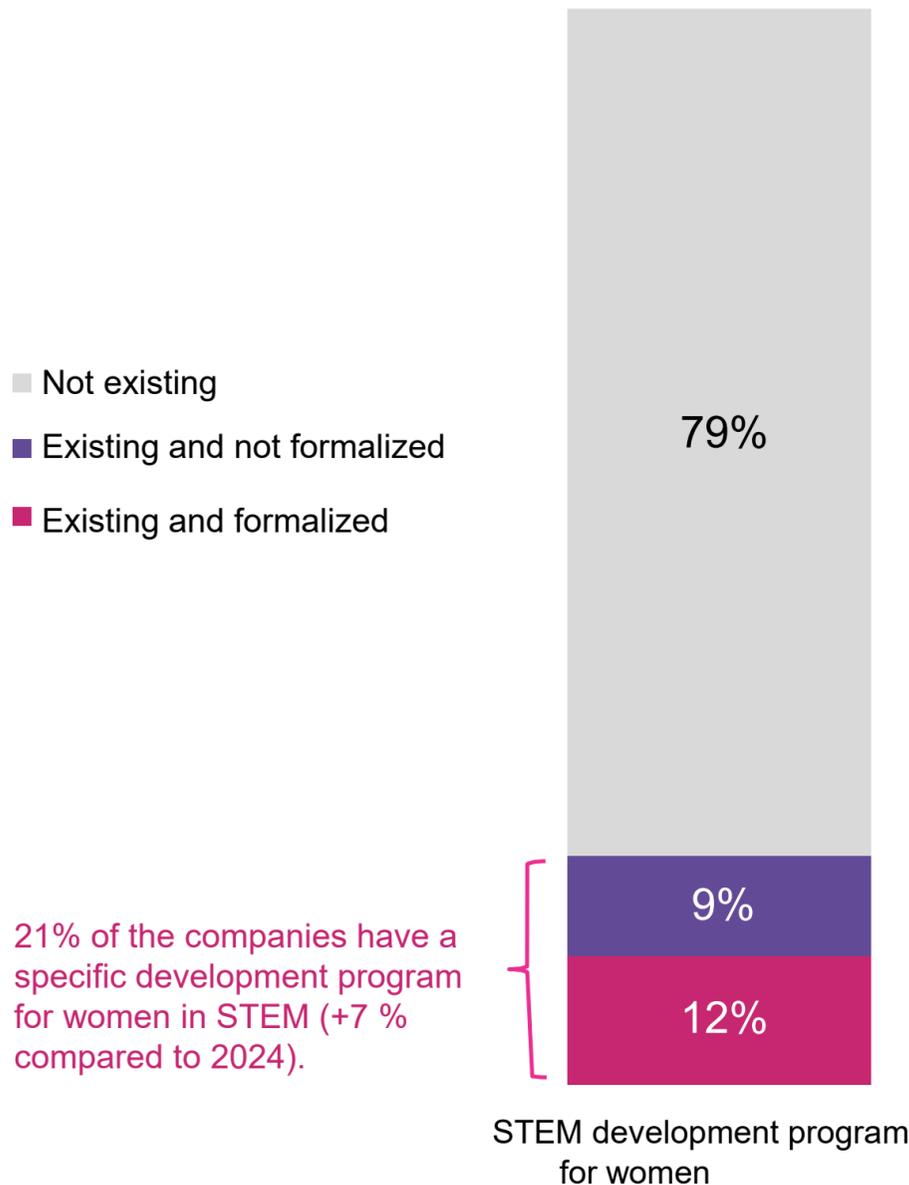
Evaluation and Monitoring of Indicators for Women in Leadership Positions



There is a trend of growing commitment of the companies to institutionalizing the monitoring of these indicators. On the other hand, the growth in the number of organizations without any practices in this regard is still a concern, indicating that the issue remains optional for part of the market. Sector indicators and targets are fundamental to assure that gender equality in leadership is indeed a strategic priority.

Women and the Future of

STEM* and empowerment as drivers of competitiveness



Although 76% of the companies monitor female presence in leadership, only 21% invest in programs aimed at women in STEM – essential areas for innovation and future sustainability.

The 7 % increase indicates progress, but there is still low investment in structuring initiatives.

To expand the female participation in engineering, mining, IT, and geosciences is a matter of equity and competitiveness.

The strengthening of STEM programs is directly connected to women's social empowerment initiatives, forming the pipeline of technical and strategic talent for the future of mining.

Good Practices

Accenture

Target of 50% women in leadership by 2025. Expected result: inclusion in all areas of technology.

Google

Global mentoring programs for young people in STEM. Expected result: qualification of young female talents.

ALE Combustiveis

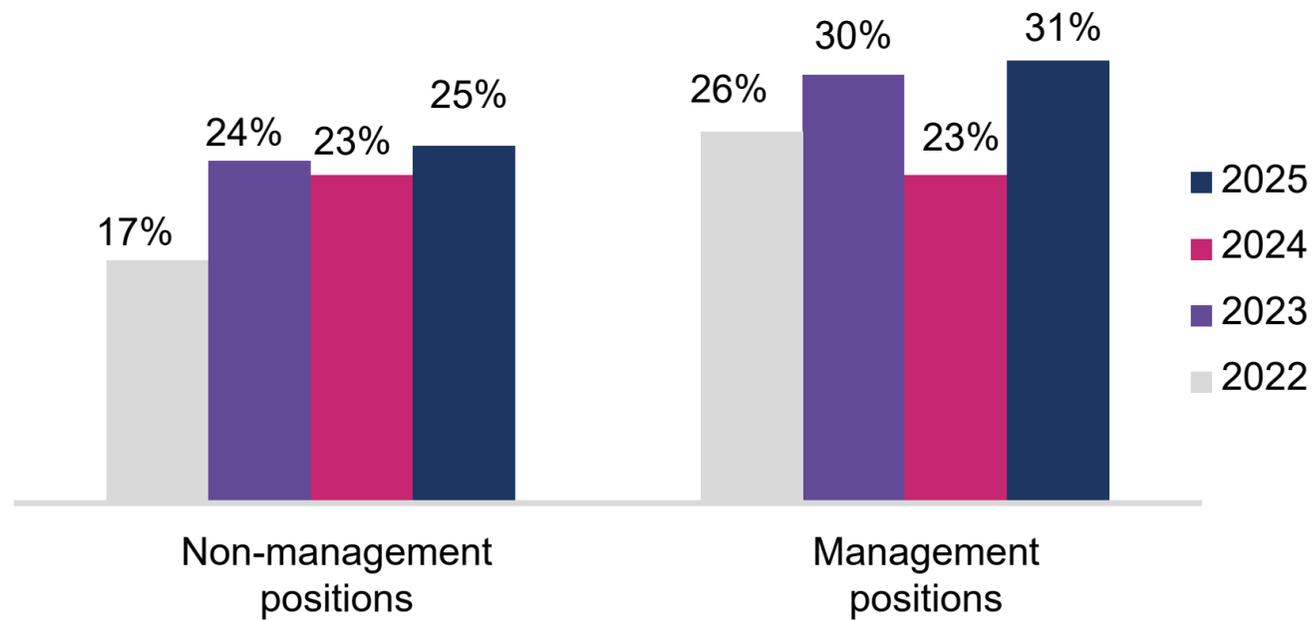
Qualification of female engineers in operational areas. Expected result: increased technical representativeness.



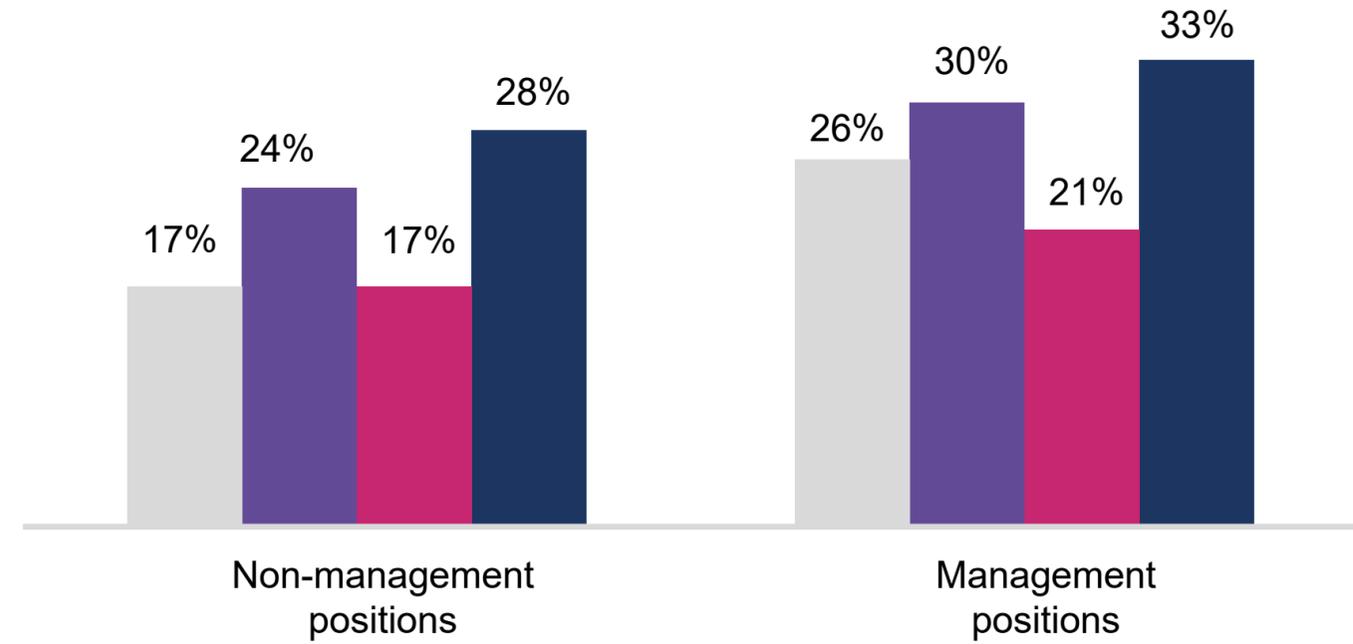
* Engineering, Mathematics, Science and Technology.

Women promotions in the organizations

All respondents



Mining companies



The historical analysis shows significant progress in the presence and promotion of women, both in management and non-management positions, with highlight on the mining sector, which surpassed the overall percentages in 2025. The growth, more pronounced in non-management positions, indicates that inclusion initiatives are starting to reach different levels of the organization.

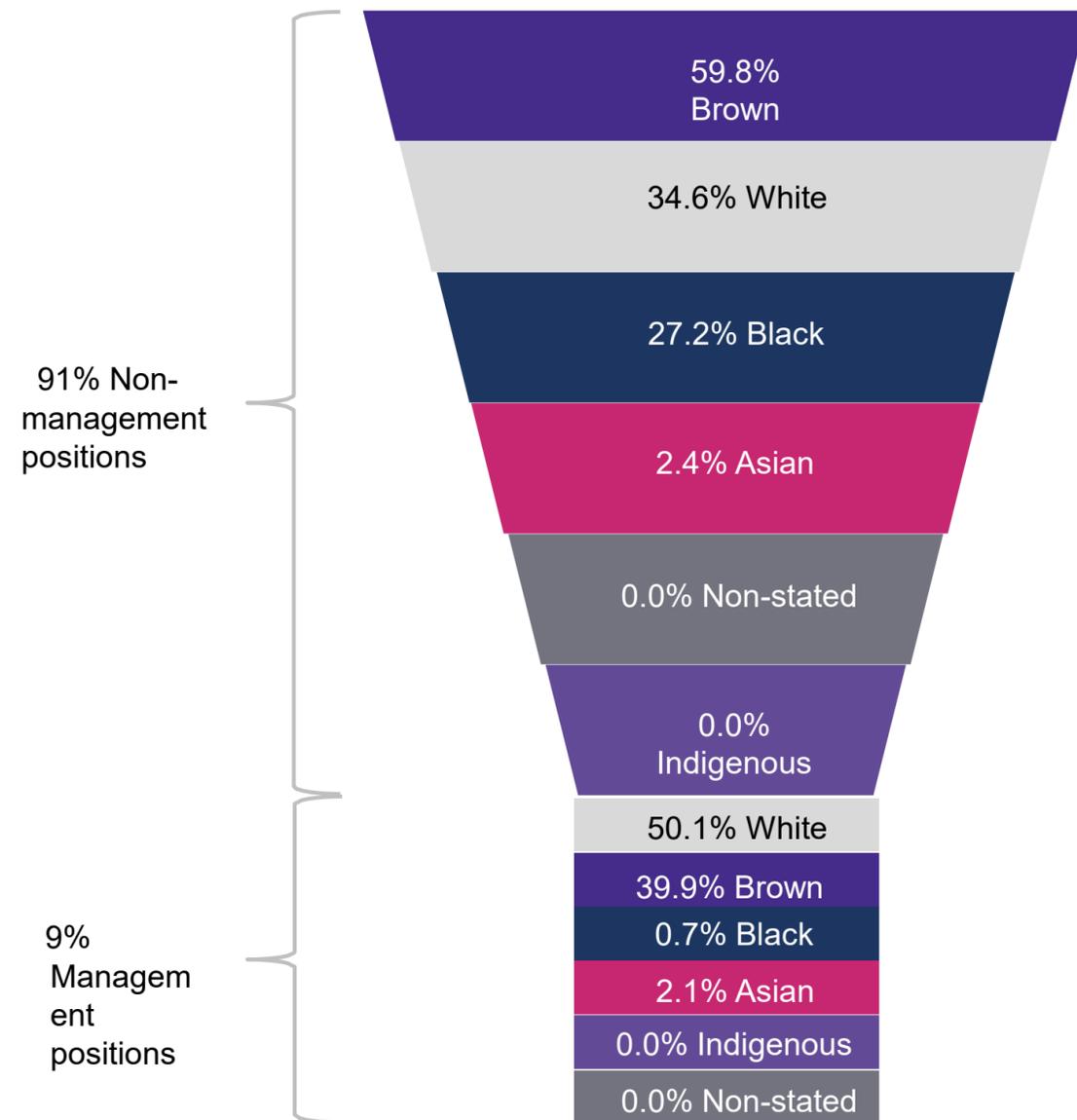
Nonetheless, less than one third of the promotions go to women, which reveals that the progress, although positive, remains insufficient. To transform this movement into real gender balance, it is essential to consolidate structured succession policies, sponsorship, and clear progression goals, assuring consistent and sustainable results in medium and long terms.

Best Practices: how the companies are acting

- Ambev:** Structured sponsorship to speed up female promotions in operational areas.
- Accenture:** Transparent progression dashboards (by gender and race) linked to executive bonuses.
- Microsoft:** Inclusion of diversity as a formal criterion in the promotion committees.

Without racial monitoring

Women promotions remain invisible



Companies that analyze and monitor hiring data on ethnicity/race in management and non-management positions



Only 30% of the companies monitor promotions by race/color. In the remaining 70%, inequalities remain invisible.

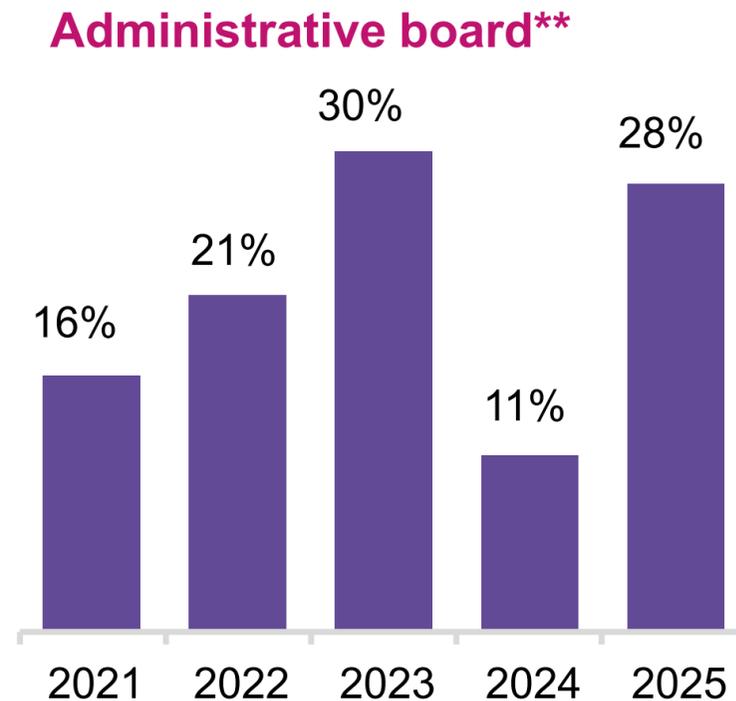
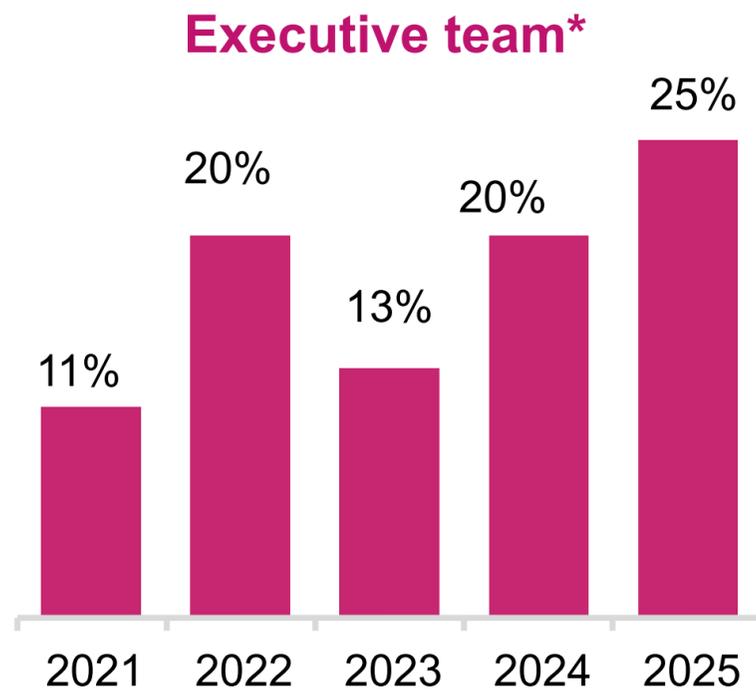
Where there is monitoring, it is observed that women promotions are concentrated in non-management positions, with black and indigenous women virtually absent from leadership positions.

Data and progression targets are necessary for the sector to guarantee actual progress at all levels.

Good practices

- ▶ Establish leadership monitoring dashboards to monitor promotions by gender, race, and position, cross-referencing data, such as time in the position and hierarchical level.
- ▶ Review performance and promotion criteria, assuring neutrality and transparency in the processes.
- ▶ Sponsorship/mentoring programs dedicated to development of specific competencies for these groups.

Women advance in boards and executive teams, but still at risk of symbolic presence



Female participation in leadership positions in the Brazilian mining sector has advanced in the last five years, reaching 25% of the executive positions, well below the national average of 34%, according to a study by Bain & Company¹; and 28% of the seats on administrative boards, still better than the national average of 16% assessed by IBGC – Brazilian Institute of Corporate Governance.

However, the fluctuation in the rates raises doubts about the depth of this evolution to sustain this cultural transformation. It is crucial to analyze whether women are occupying positions with actual decision-making power or only symbolic positions.

Adopt clear goals, structured succession plans, and encourage diversity of profiles and experiences in senior management is what will consolidate this change.

Good Practices

B3 (Brazil): Requires minimum diversity on the boards of the companies listed on Novo Mercado.

Petrobras: Target of 30% women on the board by 2030

Norway: Legislation requires 40% women on the boards of public and private companies.

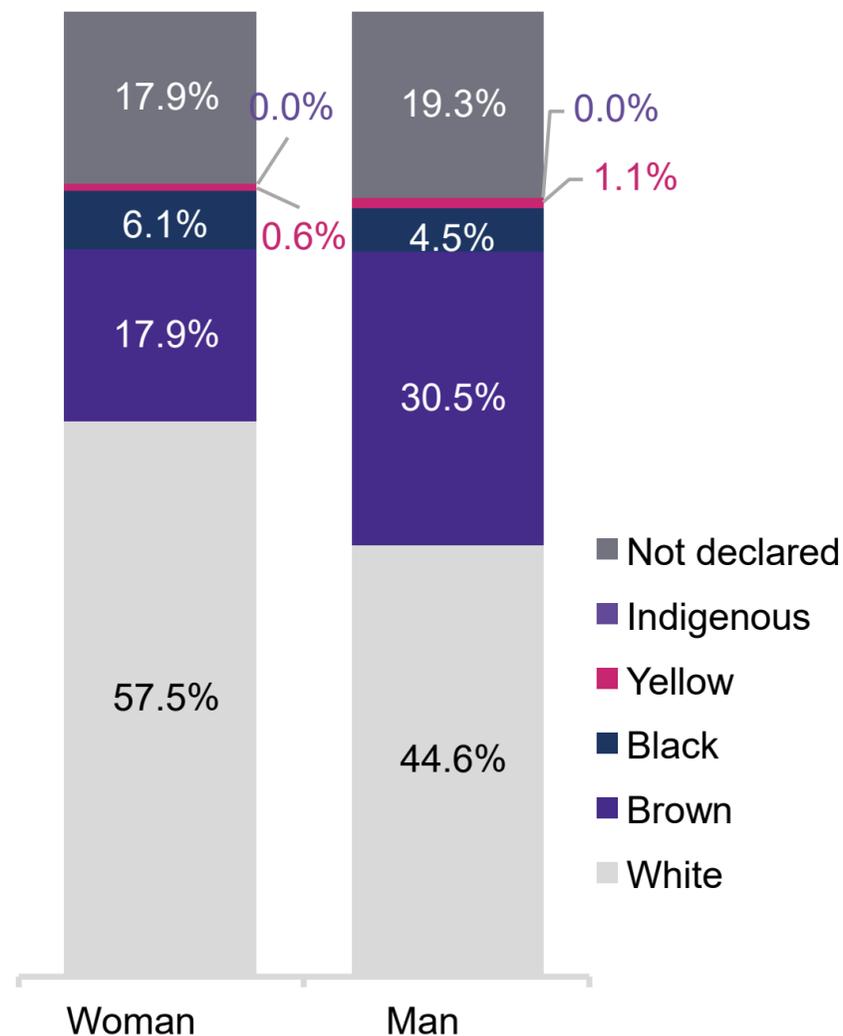
Unilever: Gender parity already achieved in global executive positions.

*It is considered to be the top management group responsible for executing the strategy.
**It is considered to be the top management group that discusses and guides the business strategy. ¹SOURCES: bain.com / movimentomulher360.com.br.

Without racial monitoring

Women promotions remain invisible

Race and gender distribution among companies that monitor



Companies that analyze and monitor succession data on ethnicity/race in management and non-management positions



Succession remains invisible for racial and gender equity.

Although more women are being considered for leadership positions, most are still white, while black, brown, and indigenous women remain underrepresented.

Only 21% of the companies monitor succession data broken down by race and gender, which impedes the identification of structural barriers and action against them. Without monitoring and intentional targets, succession will continue to reproduce historical inequalities, limiting leadership renewal and diversity at strategic levels.

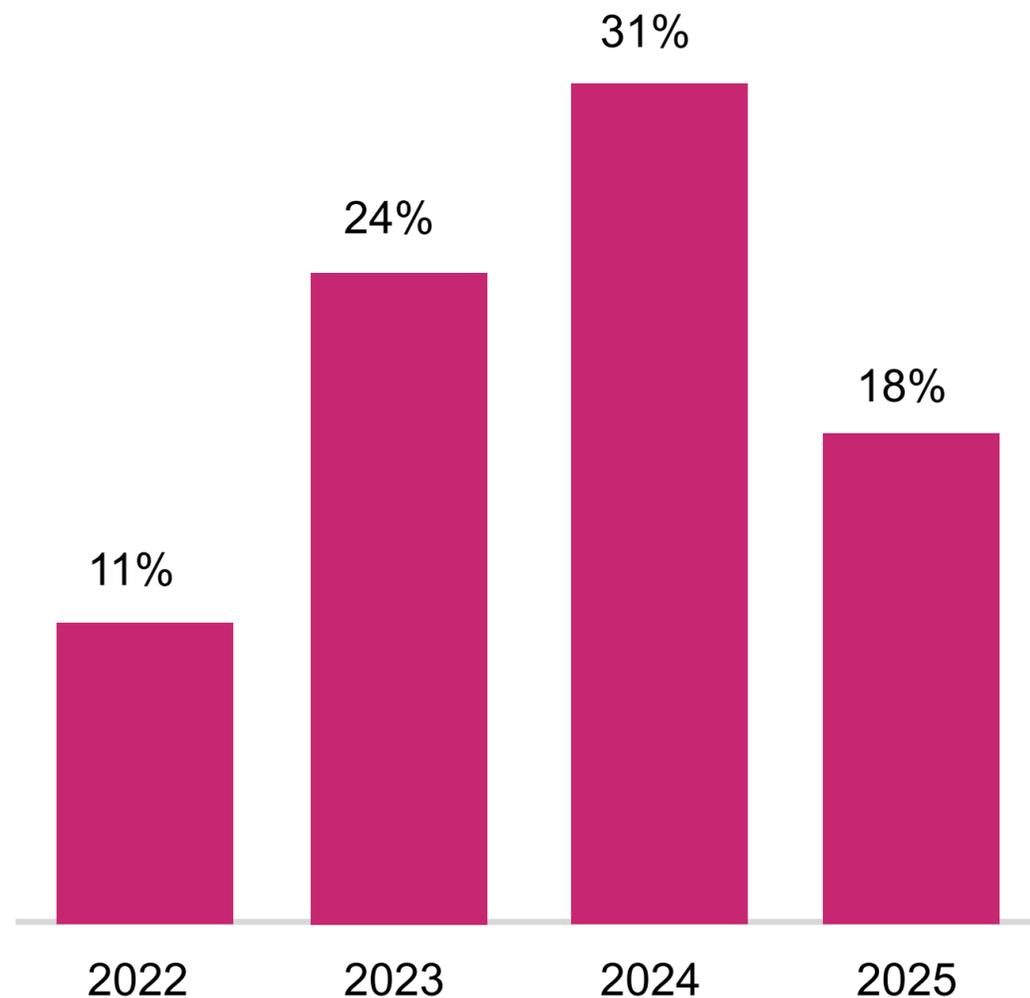
Good practices

- **Natura:** Succession panels with targets of 50% women and 30% black people in strategic positions.
- **Accenture:** Global succession dashboard by gender and race integrated with variable compensation.
- **Unilever:** Includes diversity as a mandatory criterion in the succession committees.

Note: Although the percentage of companies that include women in succession plans has fallen to 18%, the scenario is even more critical when considering the lack of racial and gender monitoring: 79% of the companies do not follow up this data in a structured way.

Decline in the female leadership succession programs

Women who took part in the leadership succession program



Female participation in leadership succession programs fell from 31% in 2024 to 18% in 2025, interrupting three years of growth. This decline reveals the fragility of the initiatives when they are neither structural nor supported by the senior leadership.

Among the possible causes, there are lack of institutional prioritization, cuts of resources, low leadership engagement, and poorly designed programs. It is worth reminding that, even at the peak, less than one third of the participants were women, indicating that the basis for the female preparation for leadership succession was already limited.

The drop raises an essential question: is the promotion of female succession a strategic priority for the development of leaders or just a response to external pressures? Without planning, targets, and continuity, progress tends to be episodic, not transforming.



Image courtesy of: Nexa



Progress, weaknesses, and the need for strategic commitment

Data from 2025 reveals important progress, but also weaknesses in the commitments to gender equality. The presence of women in executive positions and boards has grown, and there are signs of higher attention to STEM. However, leadership succession remains vulnerable: the women participation in development programs has fallen significantly, and even in the years of the highest growth, it never exceeded one third of the participants.

The situation is aggravated by the low representativeness of black, brown, and indigenous women, almost absent from leadership pipelines, and by the lack of monitoring in 79% of the companies. Without planning, budget, and support from the senior leadership, this progress runs the risk to become episodic.

To consolidate equality requires transforming succession into a strategic commitment, with formal policies, clear targets, and inter-sectional approach that reflects the actual diversity of the society.



Image courtesy of: Atkins



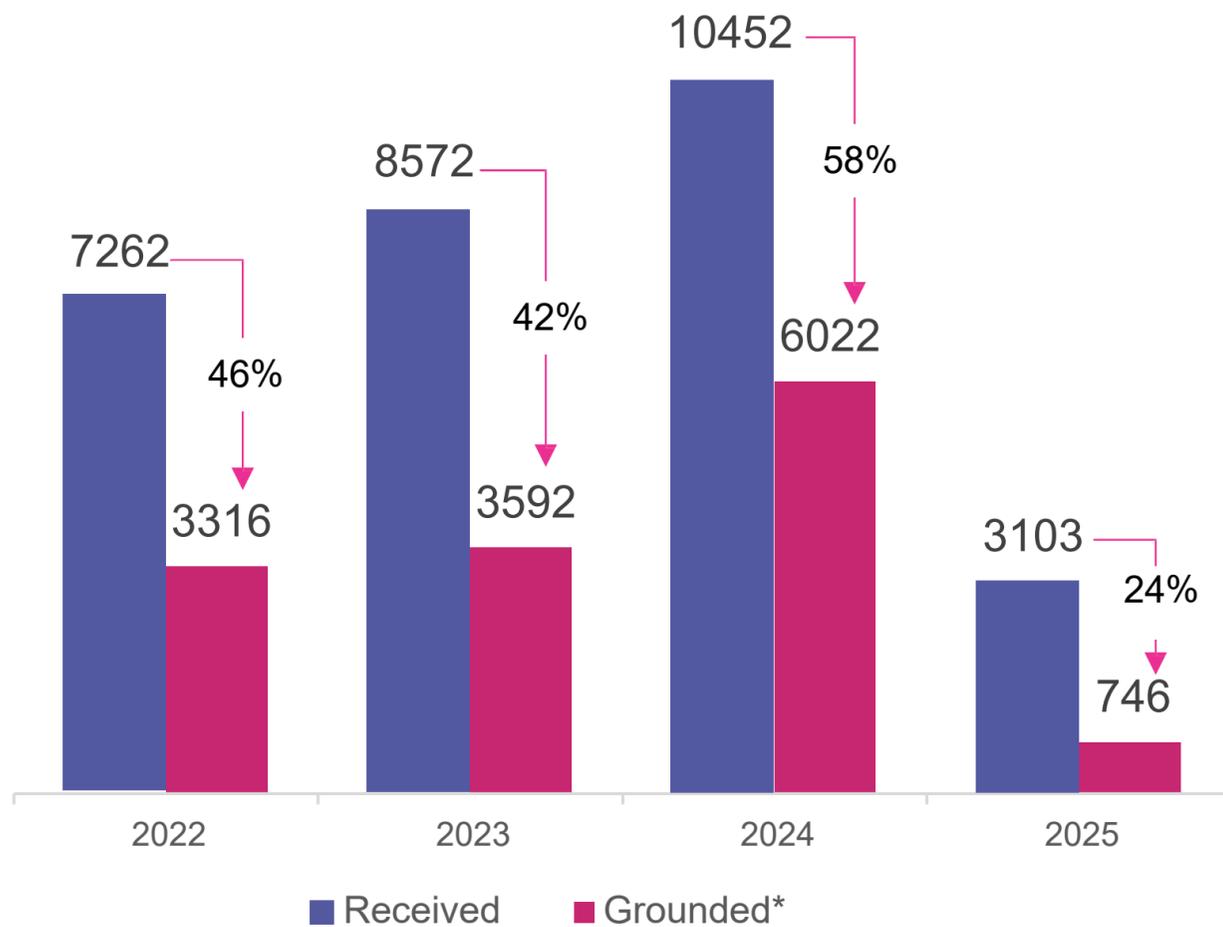
Image courtesy of: CMOC

Safety and Infrastructure

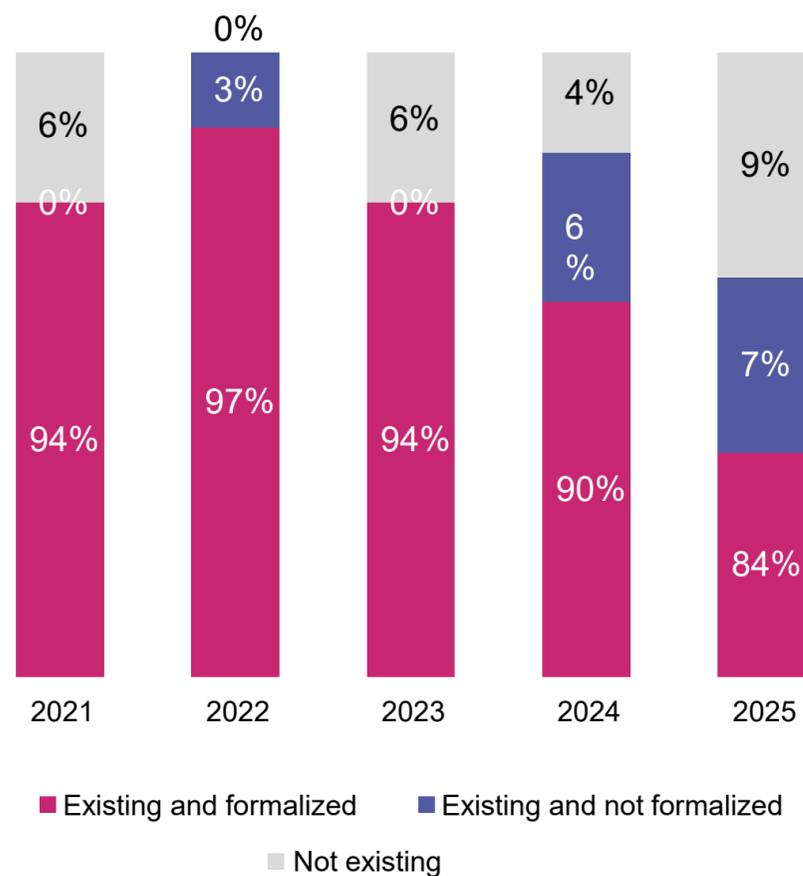
Ethics channel: drop in the

exposes challenge of trust and

Number of demands



Existence of a confidential and reliable channel to address issues of discrimination and harassment.



The 71% drop in the complaints received and the 88% reduction in substantiated cases in 2025 should not be interpreted as a simple improvement in the environment, but rather as a possible sign of loss of trust in the channel.

The weakening of the formalization of the channels, together with failures in governance, communication and training, increases the risk of underreporting and impairs the credibility of the organization.

To reverse this scenario, it is essential to:

- ▶ Reposition the channel as an active part of the integrity culture.
- ▶ Strengthen the whistleblower protection measures.
- ▶ Adopt best practices — such as independent audits and periodic transparency.

Assure that the channel fulfills its strategic role of prevention, institutional trust, and ethical management.

Good practices: how the companies are acting

- ▶ **Natura&Co:** Strengthening of the whistleblower protection and active communication about confidentiality.
- ▶ **OECD:** Recommends independent audits and periodic transparency on results.

*These are those considered plausible and brought to the discussion of the Ethics Council of the organization.

Harassment: Complaints received, measures applied

88% Companies that analyze and monitor harassment cases

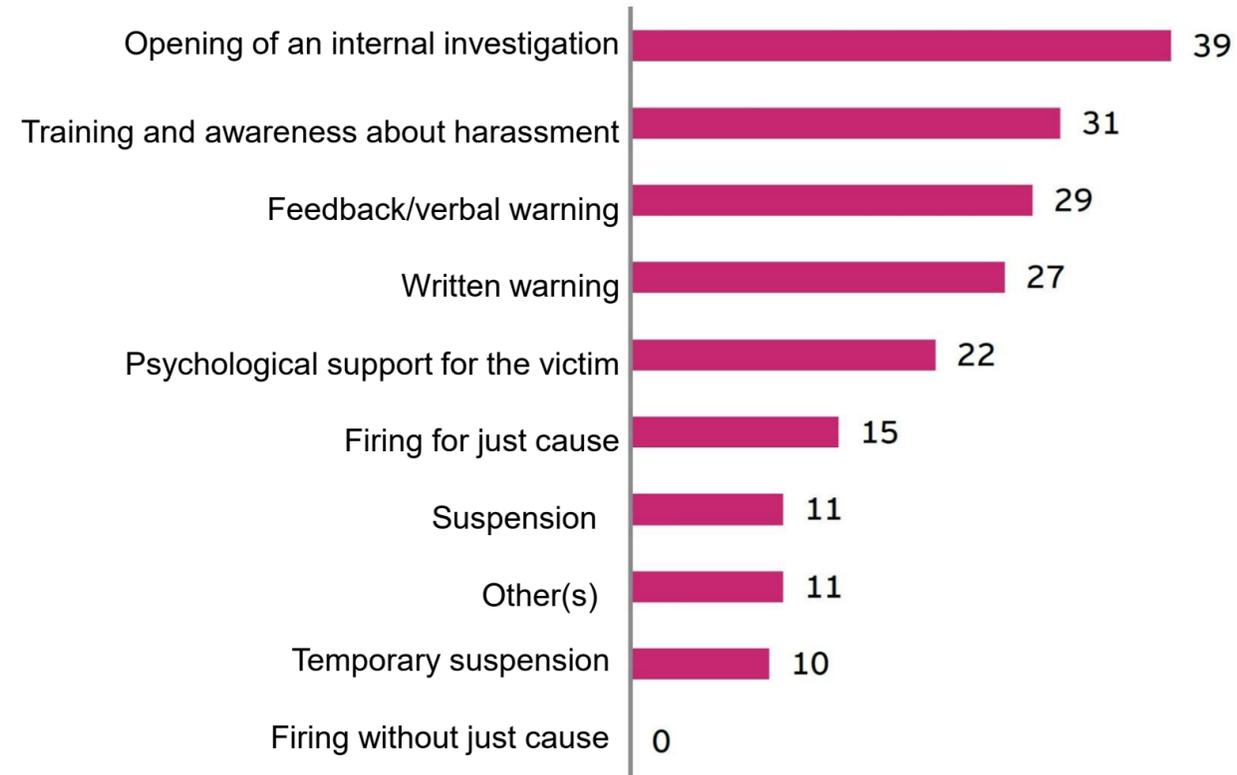
12% Companies that do not analyze or monitor harassment cases

Cases of sexual harassment*

122
Complaints received;

76
Grounded complaints**

Number of action plans implemented in response to harassment cases***



The data shows that the channels are being used — with 122 complaints received and 62% considered grounded — and result in concrete measures, such as internal investigations, training, and firing for just cause. Psychological support for the victims is also highlighted as an emerging care practice.

However, the setback in the formalization of the channels and the low adoption of preventive measures indicate a high risk of underreporting, with direct impacts on the physical and psychological safety and the weakening of the trust of the employees. International research, such as that of ILO, shows that less than 55% of the harassment cases are reported, reinforcing the importance of expanding the whistleblower protection, strengthening awareness campaigns, and assuring effective accountability.

More than protocol, addressing harassment requires institutional trust, acceptance, and continuous ethical commitment, fundamental elements for consolidation of culture of integrity and respect.

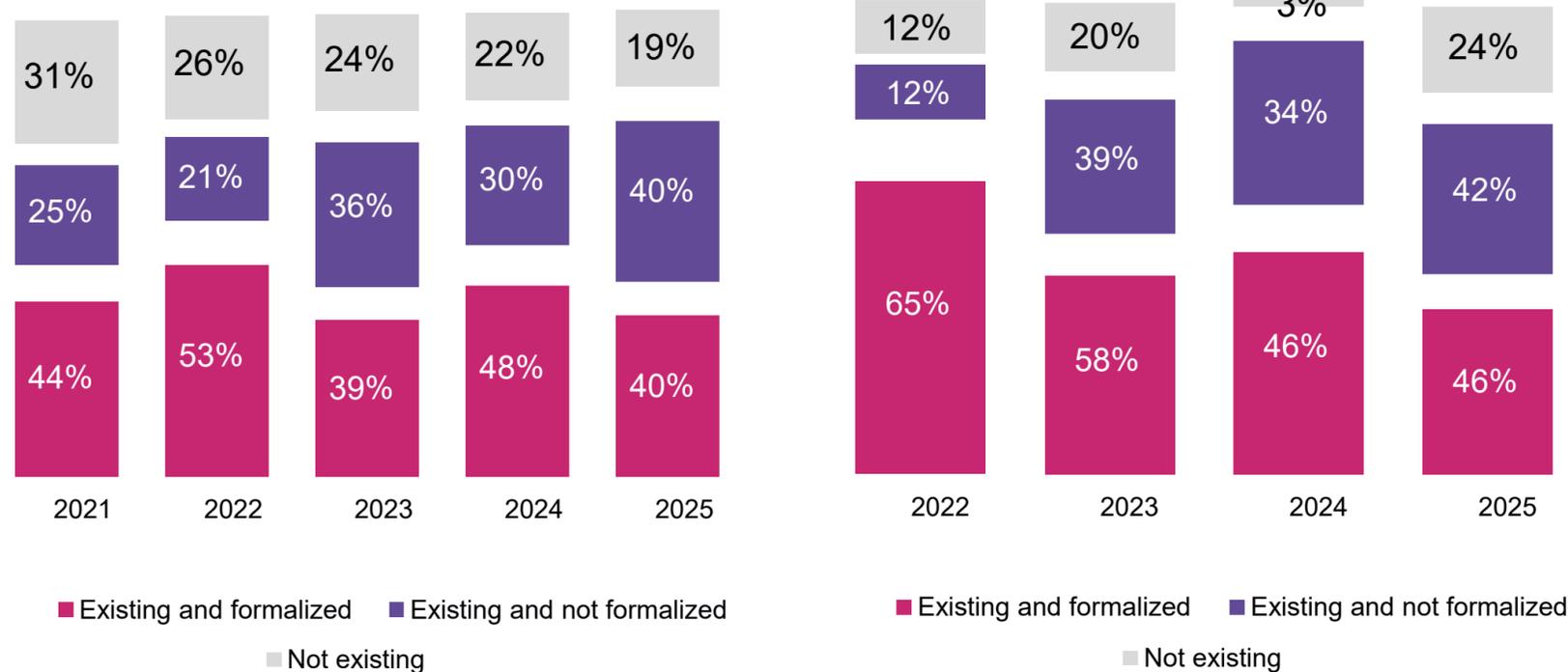
*Total number of sexual harassment complaints/total HR complaints.

**These are those considered plausible and brought to the discussion of the Ethics Council of the organization.

***Each company may have more than one action plan implemented in response.

Flexibility and mental health:

prompt progress, setback in the formalization



The arrival of the revised NR-1, which now includes mental health as a regulatory obligation, makes the scenario revealed by the 2025 data even more serious: only 40% of the companies have formalized flexibility practices and less than half have structured policies against burnout.

What was once a matter of care and reputation is now also a legal requirement, with a direct risk of labor liabilities and non-compliance in ESG audits.

To move forward, the sector needs to transform isolated initiatives into institutional policies, with indicators of disease, prevention targets, and accountability for leadership.

Mental health and flexibility are not occasional concessions, but mandatory elements of physical and emotional safety, and sustainability at work.

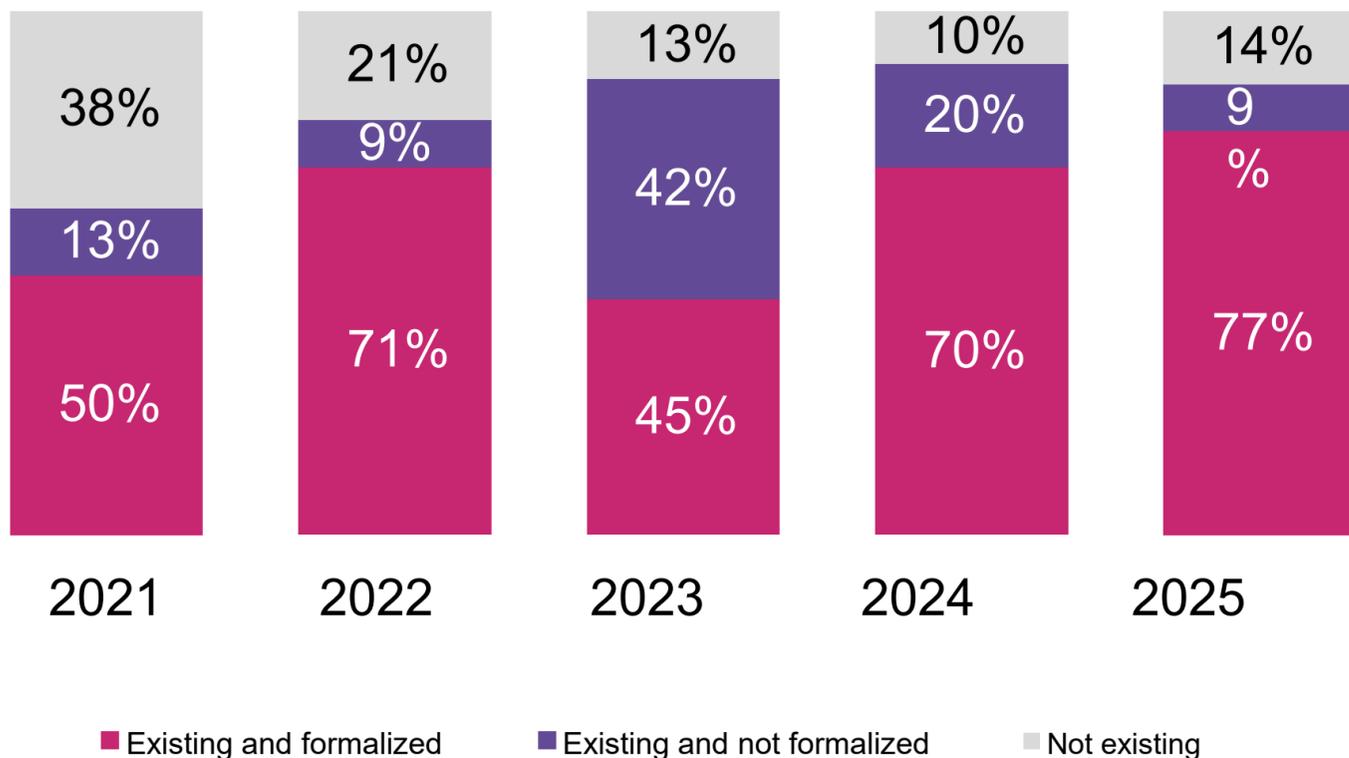
Good practices: how the companies are acting

- ▶ **Unilever:** Formal flexibility policies focused on gender equality.
- ▶ **SAP:** A global mental health program with follow-up metrics and annual reports.
- ▶ **BHP:** Integration of psychological health into the safety indicators. The financial market (Itaú, Bradesco) already considers mental health as a strategic pillar, with absenteeism indicators monitored.

Inclusive infrastructure:

between formal progress and practical fragility

Does the Organization Equip the Workplace and its Employees Considering the Needs of Different Genders?



After a sharp drop in 2023, 77% of the organizations reported having formalized practices to equip the workplace and its employees considering the needs of different genders, showing that **it is possible to react consistently after periods of stagnation.**

However, an alert is raised when we see that 23% of the companies do not have any kind of structured action or are acting informally.

To adapt spaces and equipment for different genders is not a favor or a competitive differential; it is the minimum necessary to guarantee dignity, safety, and belonging.

Bathrooms, locker rooms, uniforms, PPE, furniture, operational flows, and protocols must consider the bodily, cultural, and gender identity diversity of the people. When this does not happen, the risks to physical and psychological safety, exclusion, discomfort, and low productivity multiply.

Therefore, it is important to look beyond the numbers and ask:

- ▶ Are the actions actually meeting the needs of the people on the front lines?
- ▶ Do underrepresented groups actively participate in building these solutions?
- ▶ Is there regular investment in infrastructure and update of standards and suppliers?

For those who have made progress, the challenge is to go beyond the checklist and transform this agenda into a living culture. For those taking the first steps, the moment calls for urgency and institutional commitment.

More than adapting the environment, it is necessary to build a space where all people want to stay and can apply their full potential.

*Facilities include restrooms, locker rooms, etc.

**PPE: Personal Protective Equipment includes uniforms, helmets, gloves, boots, etc.

A photograph of two female workers in a mining environment. They are wearing grey safety jackets with reflective yellow-green stripes, white hard hats with the 'CMOC' logo, and clear safety glasses. The worker in the foreground is smiling and looking towards the right. The worker behind her is looking forward. They are standing on a metal platform with a yellow safety railing. The background shows industrial structures and a clear sky.

Critical data of the mineral sector in 2025

In 2025, there was 71% drop in the complaints received and 88% drop in the grounded cases, indicating possible loss of trust in the ethics channels. One hundred and twenty-two complaints were registered, with 62% considered grounded, resulting in internal investigations and dismissals. However, less than 55% of the harassment cases are reported, highlighting the need to strengthen whistleblower protection and awareness campaigns.

The revision of NR-1 includes mental health as a regulatory obligation, but only 40% of the companies have formalized flexibility practices, and less than half have policies against burnout, representing a legal risk. In addition, 77% of the organizations stated that they have formalized practices to meet the needs of different genders, but 23% do not have any structured actions yet. To adapt spaces and equipment is essential to assure dignity and safety, and continuous investment in inclusive infrastructure is fundamental.

Imagem cedida por: CMOC



Retention

Image courtesy of: CMOC

Have you heard of CVM Resolution 87?

 **84%**

of the participating signatory companies state to be familiar with the program.

The Citizen Company Program, established by Law No. 11.770/2008 and regulated by Decree No. 7.052/2009, aims to **extend the duration of Maternity Leave by 60 days and the duration of Paternity Leave by 15 days** (Law No. 13.257/2016).

The extension of the benefit also applies to employees of legal entities who adopt or obtain legal guardianship for the purpose of adopting a child, for the following periods:

I - By 60 days in case of children up to 1 year old;

II.- By 30 days, in case of children from 1 to 4 years old.

III.- By 15 days, in case of children from 4 years up to 8 years old.

- ▶ During the period of extended Maternity and Paternity leave, both the female employee and the male employee will be entitled to full remuneration.
- ▶ During Maternity and adoption leave, the employee may not engage in any paid activity, except in case of a previously signed simultaneous employment contract. It is also forbidden to enroll the child in day-care or similar organization.



Image courtesy of: Atkins

Parental leave

How the companies have embraced parental leave



Image courtesy of: Equinox Gold

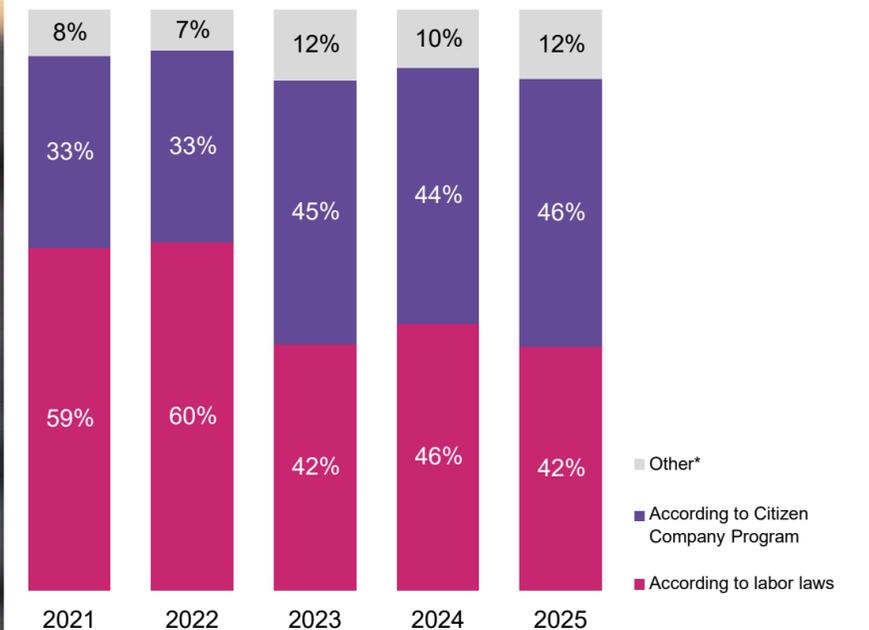
Data from 2025 shows a changing scenario: parental leave under the terms of the labor laws dropped to 42%, while the use of the Citizen Company Program increased to 46%, the highest level in the last five years.

The message is clear: **The traditional models are losing space to more flexible policies aligned with the new expectations of the professionals.**

The gradual increase in other types of parental leave reinforces this trend of seeking alternatives. Although still timid, this movement points to a desire to innovate and meet the demands of the employees in a more personalized way.

Considering this scenario, an opportunity arises: to rethink practices and move towards more inclusive and modern models.

Companies that open themselves to dialogue and experimentation with new approaches will have a better chance of building more balanced and future-proof work environments.

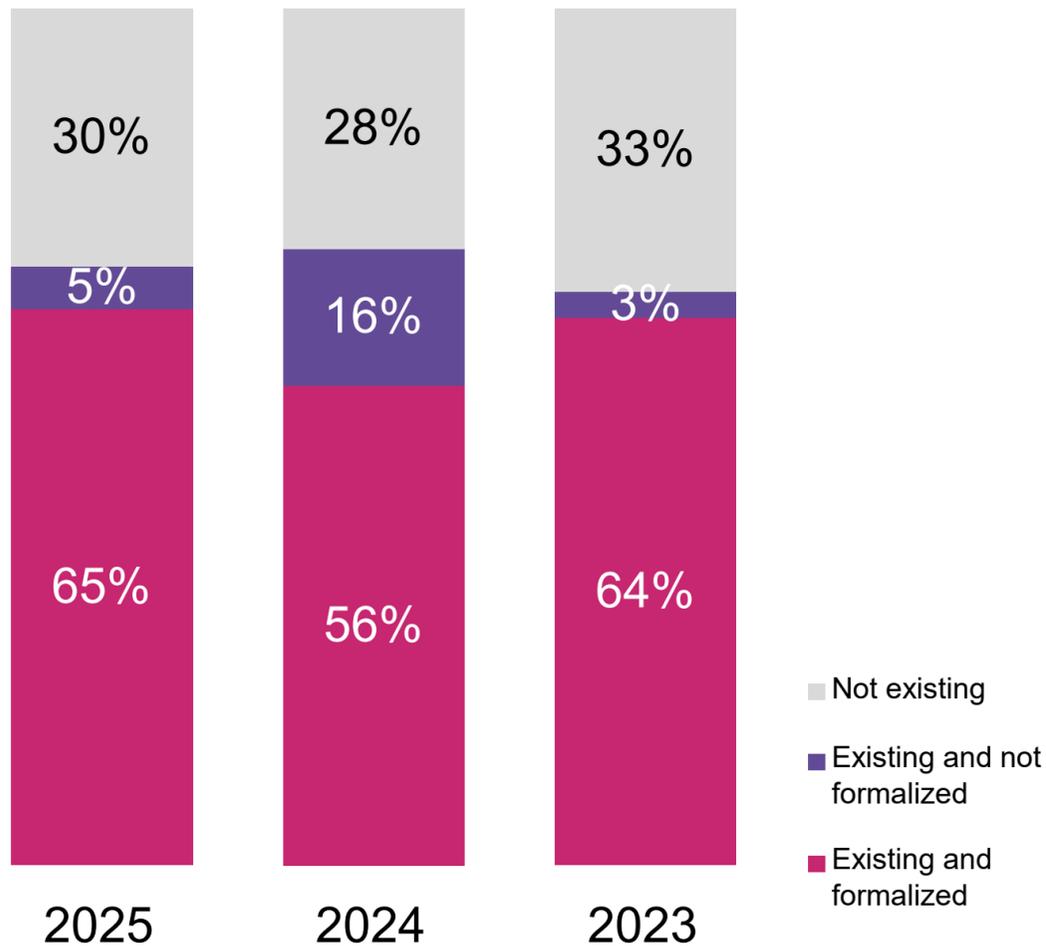


* Other types of parental leave available to professionals in the organization.

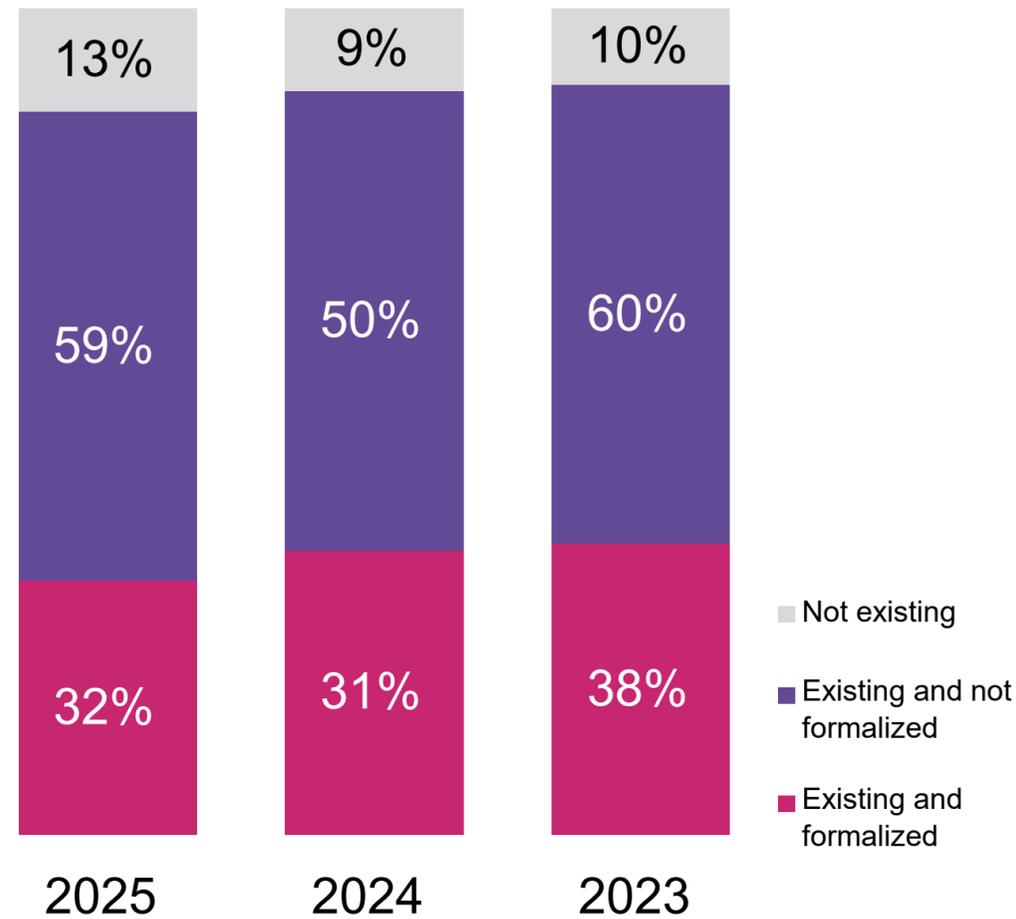
Parental leave:

maternity support still fragmented

Benefits or assistance for women who are breastfeeding or have children up to 3 years old.



Analysis and promotion of the retention of women returning from Maternity Leave.



In 2025, 65% of the companies offer maternity/breastfeeding support benefits, while 30% do not have any initiative in this field yet.

The retention scenario upon return from Maternity Leave is even more critical, in which only 32% have structured formal policies and 59% follow informal practices, insufficient to guarantee equity and continuity in the women's careers.

The post-maternity period is determining for talent retention and development. **To transform isolated actions into institutional policies, with adequate infrastructure, structured monitoring, and support for work-life balance, is essential to reduce female attrition and sustain inclusive cultures in long terms.**

Good practices: how the companies are acting

- ▶ **Natura & Co:** Programs for a gradual return to work after leave.
- ▶ **Microsoft and Google:** Breastfeeding rooms in all offices, day care support, and flexible hours.
- ▶ **Petrobras:** Structured follow-up of the journey of mothers who resume work, with psychological support and dedicated HR services.

Resolution CVM 87:

mandatory transparency in diversity and compensation.



2% of the signatory companies participating in this survey mentioned that they were not aware of CVM Resolution 87 of March 31, 2022.

CVM Resolution 87 increases transparency by requiring listed companies to disclose diversity data (gender, race, age) and compensation in their reference forms, including policies, practices, and salary equity indicators.

Although 98% are aware of the regulation, many still lack consistent and auditable data. Gaps in succession monitoring, equity, and formal policies can lead to regulatory inconsistency and reputation impact.

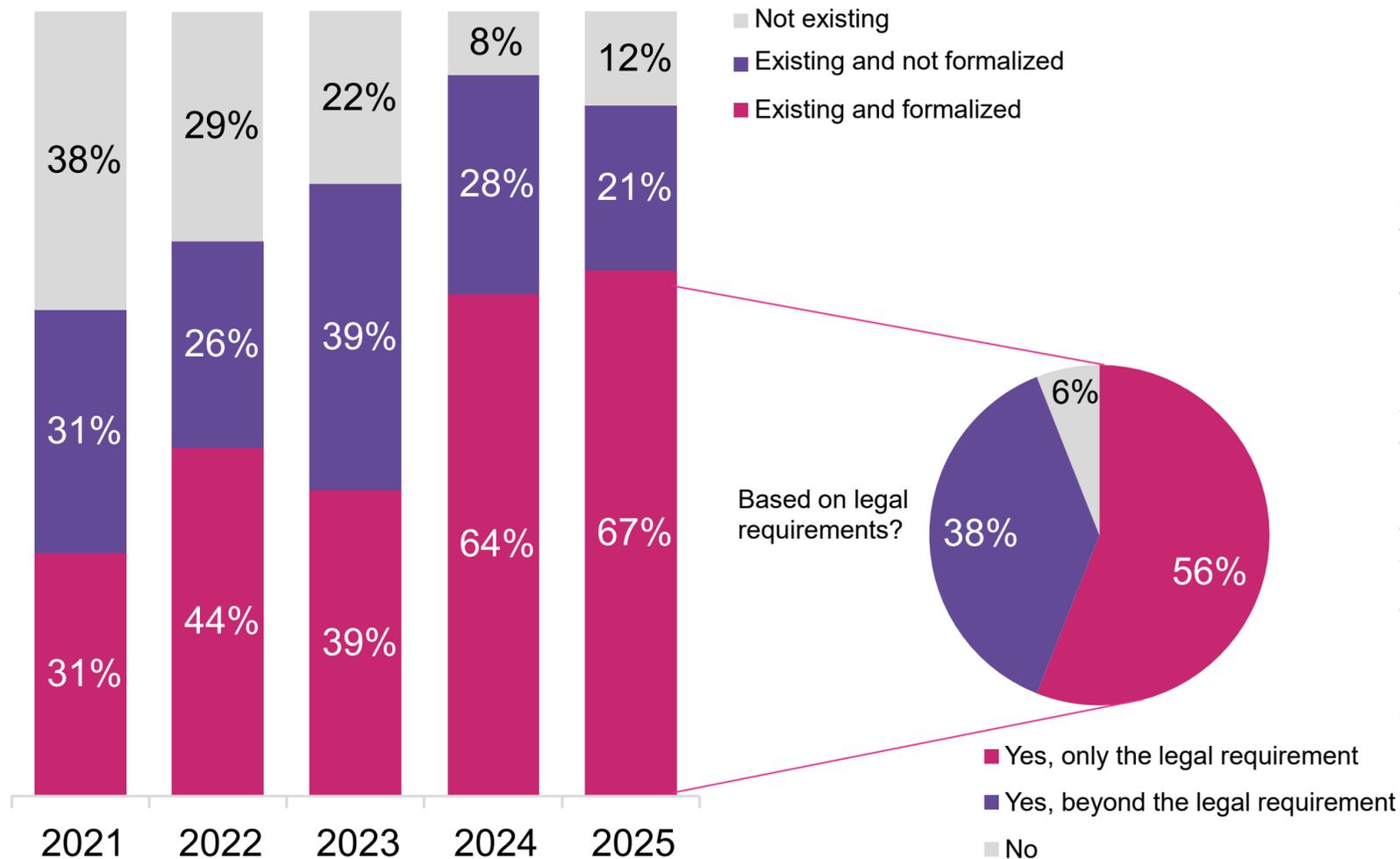
Coherence between discourse and practice will be determining: gaps already identified in succession monitoring, salary equity, and formal policies can impair the quality of the reporting.

For the mining sector, fully aligning with CVM Resolution 87 means avoiding regulatory risks and strengthening reputation, attractiveness, and trust before investors and society.

Parental leave:

monitoring is still limited and little structured.

Monitors and analyzes the compensation of the collaborators.



Although 67% of the companies monitor salaries with a gender breakdown, most limit themselves to complying with the legal requirement, without progressing to structured equity practices. This data is even more critical as it reveals 4 % increase in the last year compared to the companies that do not monitor remuneration data for equity purposes.

In addition, 12% of the companies do not carry out any monitoring, and 21% operate without formalization, which highlights regulatory risks under Law No. 14,611/2023 and reputation fragility.

Salary equity will be effective only when monitored consistently, transparently, and auditably, broadening the perspective to include hierarchical levels, persons with disabilities, and race/ethnicity.

Companies that structure robust policies in this area will have a competitive advantage in reputation, talent attraction, and retention.

To monitor salaries with a gender perspective is simply a compliance practice and a clear demonstration of commitment to equity, with direct impact on talent retention and the reputation of the company.

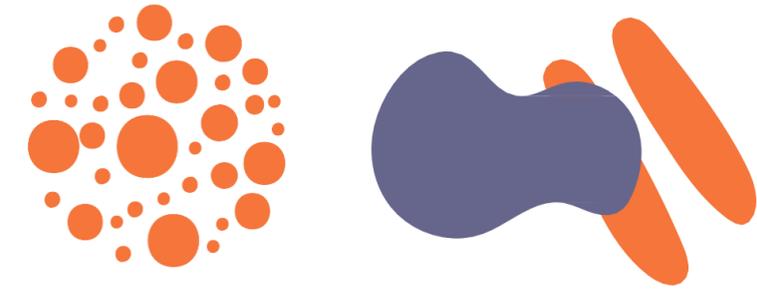
Good practices: how companies are acting

- ▶ **Magazine Luiza:** Public report on salary equity by gender and race, with targets for the gap closing.
- ▶ **Santander Brasil:** Annual independent audit of salary equity.

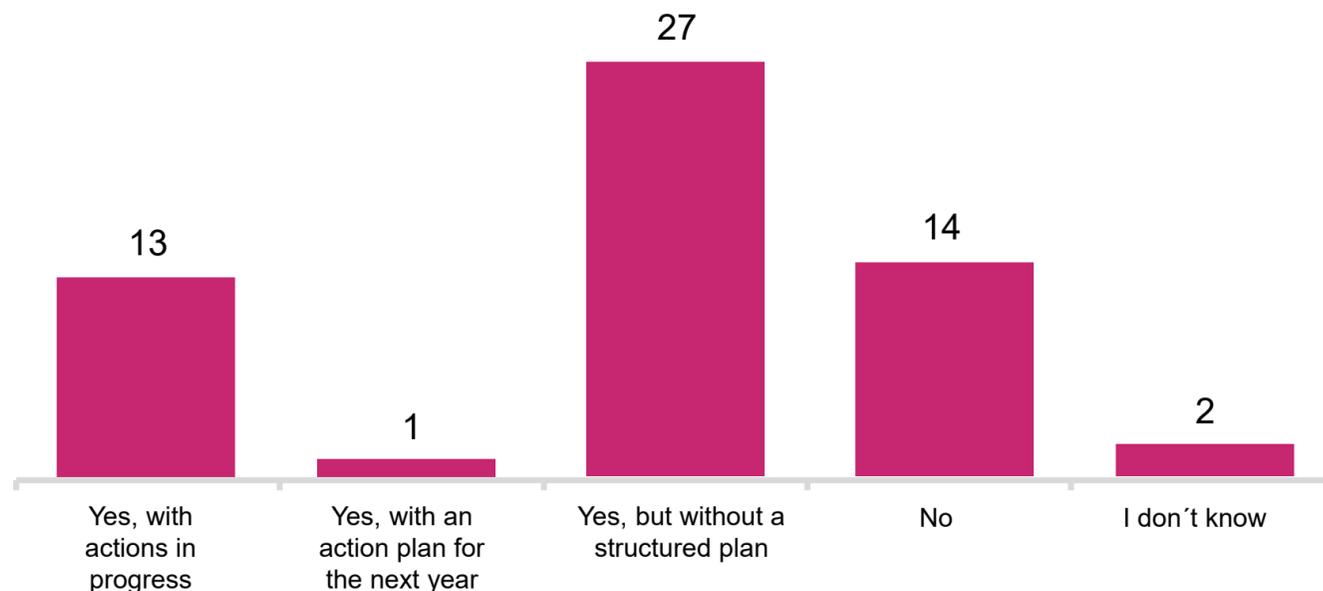


Law No. 14,611/2023 stipulates that the private companies with workforce of 100 or more employees are required to publish a Salary Transparency and Remuneration Criteria Report every six months.

Workforce in transition: from ageism to longevity strategy



Is workforce aging on your organization's agenda?



Good practices: how companies are acting

- ▶ **Itaú Unibanco:** Qualification programs for professionals aged 50+ focused on productive longevity.
- ▶ **Bradesco Seguros:** Specific initiatives about longevity, health, and extended careers.
- ▶ **Petrobras:** Succession programs that include diverse age groups.
- ▶ **BMW and Allianz:** Active policies for multi-generation teams and continued learning.

Although the topic of aging workforce is not new, the unprecedented inclusion of this question in questionnaire this year represents an important step forward: it recognizes the need to view longevity as a strategic dimension of people management more clearly. Nonetheless, the data indicates that this is a field under construction.

Although some companies already consider the issue relevant, most still operate without a structured plan. Very few organizations have ongoing actions or effective planning for the next year. This reveals that, even with the growing presence of professionals aged 40/50+ in the market and the aging of the Brazilian population as a whole, there is still a gap between the recognition of the issue and its actual incorporation into corporate practices.

In addition, the number of companies that do not address the issue yet or do not know whether it is on the agenda reinforces the urgency of broadening the debate.

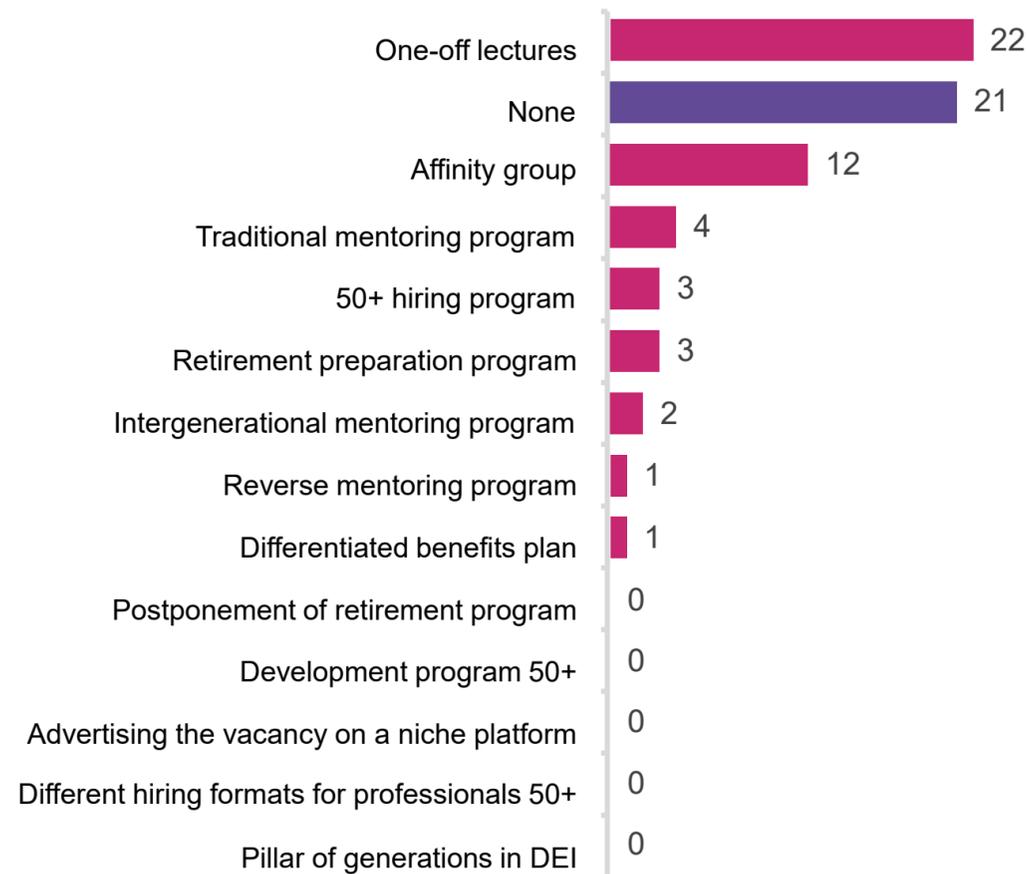
Aging cannot be viewed solely as a demographic challenge. It is also an opportunity to rethink work models, lifelong learning policies, and strategies for attract and retention of more mature talent.

If age diversity is still in its early years as an organizational agenda, now is the time to move forward. The challenge now is to go beyond superficiality and build intergenerational policies that value experience, combat ageism, and prepare the leaders to manage multi-generation teams intentionally and respectfully.

Will we be able to look back in 2026 and say that this question has been transformed into concrete action?

Workforce aging

Actions aimed at Aging*



of the companies have a Mandatory Retirement Program

The data reveals that the **workforce aging has already entered the agenda of the companies, but still in an incipient and not very strategic way.**

Although 27 organizations claim to address the issue, **21 do not have any effective action**, which exposes the contrast between recognition and practice, and most of the implemented initiatives **are prompt events, such as isolated lectures**, which do not address the root of the challenge or generate structural impact.

While the **demographic shift approaches — with 60% of the workforce projected to be 45+ by 2040** — longevity continues to be treated as a **peripheral subject and not as a central dimension of people management**. This neglect reveals organizational culture which makes **experienced professionals invisible** and wastes their potential, perpetuating stigmas that associate productivity with youth only.

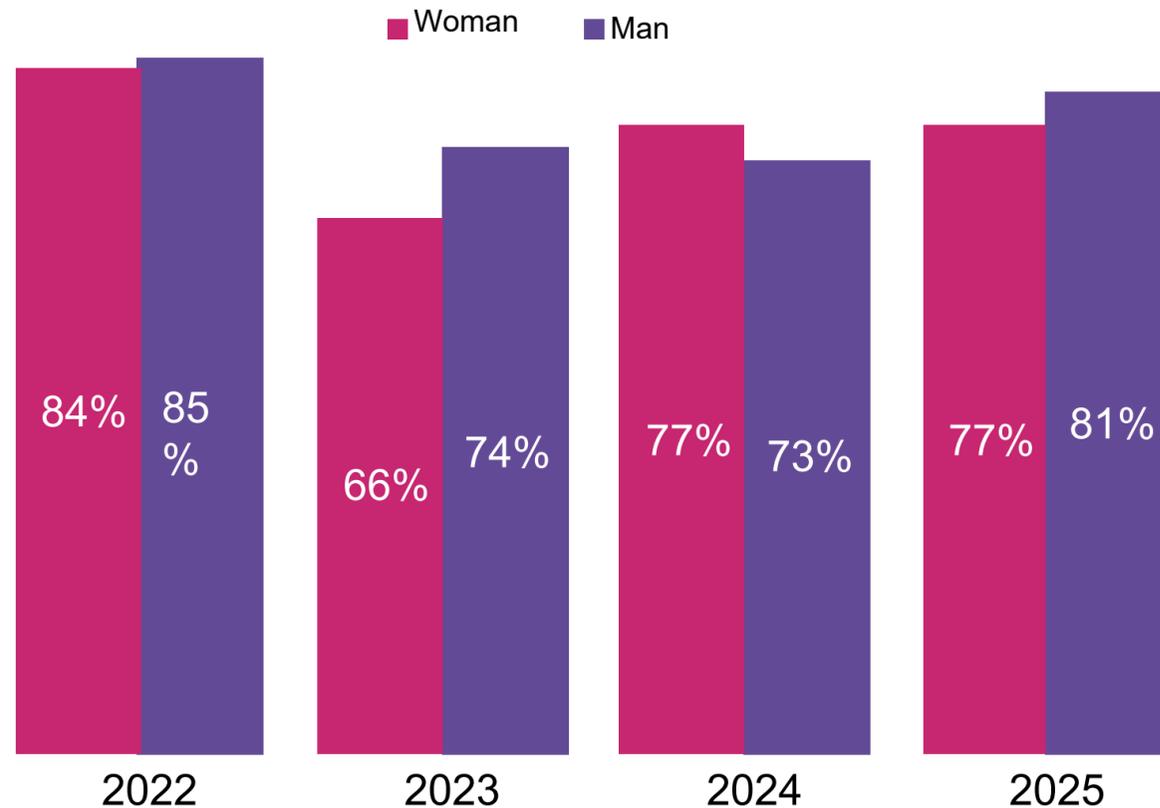
* Each company can list to more than one action.



Opportunities such as **inter-generation and reverse mentoring, flexible work models, and requalification paths** 40+ can strengthen a culture of mutual learning, protect critical knowledge, and broaden age diversity.

It's not just about **hiring more people 50+**, but about creating environments where they can **grow, contribute, and be recognized**. Therefore, the challenge is **to evolve from isolated actions to robust programs** which treat longevity as a **competitive opportunity that is already present**, and not as a problem to be pushed into the future.

Satisfaction: life-work balance



- ▶ **Gallup 2025:** Fully remote workers show greater engagement than hybrid and in-person workers (global sample), suggesting that flexibility is related to better perceptions of work. Gallup.com.
- ▶ **OECD (remote work in 25 countries):** Managers and employees report positive effects of remote work on performance and well-being, and a preference for 2-3 remote days per week. OECD.
- ▶ **Commuting & mental health (2024-2025):** Studies show that commuting time and mode worsen mood and stress; therefore, more days spent in the office tend to reduce quality of life due to commuting. ScienceDirect,

Between 2022 and 2025, satisfaction with work-life balance fluctuated significantly, revealing the challenges to keeping this balance. Women experienced greater variation, while men kept higher and relatively stable levels (81% in 2025).

This behavior demonstrates that the partial or total resumption of in-person work potentially contributed to the decline in the perception of quality of life, especially in 2023, by increasing commutes, rigid schedules, and logistical strain.

This data is a warning: even well-designed flexibility and health policies do not, by themselves, assure perception of equity. The persistent difference between men and women suggests that structural obstacles (double shift, less institutional support, domestic challenges) continue to impact the female experience.

For the work-life balance not to be a privilege any longer and become a sustainable right, three lines of action are proposed:

- ▶ Review actual flexibility practices (e.g., hybrid models, remote days, gradually reduced work hours).
- ▶ Strengthen integrated mental health and psychosocial support programs, with a preventive focus.
- ▶ Expand logistical and institutional support policies for those who work as caregivers or have family responsibilities.
- ▶ Empower the leaders to recognize and address diverse needs, promoting culture of trust and independence.

If adopted intelligently, these actions can generate visible gains: reduced turnover, lower absenteeism, greater engagement and retention of talent, especially women.



Image courtesy of: Equinox Gold

The need for structured policies and proactive leadership

The satisfaction data reveals progress, but also stagnation: in 2025, 77% of the women and 81% of the men declared a balance between work and personal life, however, the greater volatility among women indicates that the issue remains inconsistent.

This scenario reinforces the need to move beyond prompt responses and build structured policies for balance, mental health, and flexibility. It means going beyond simply monitoring changes and cultural transformation that places well-being and consistent career opportunities at the center of the organizational strategy.

For this to happen, the leadership needs to take the lead: innovate, adopt practices aligned with the expectations of employees, and assure environments that value talent at all stages of life. Only then will the promise of equality become an effective reality.

Structured and consistent career opportunities, especially for women and underrepresented groups, should be seen as a pillar of the sector sustainability. Companies that mobilize their leadership for this change will be responding to the current pressures and building a more inclusive, resilient, and competitive future.

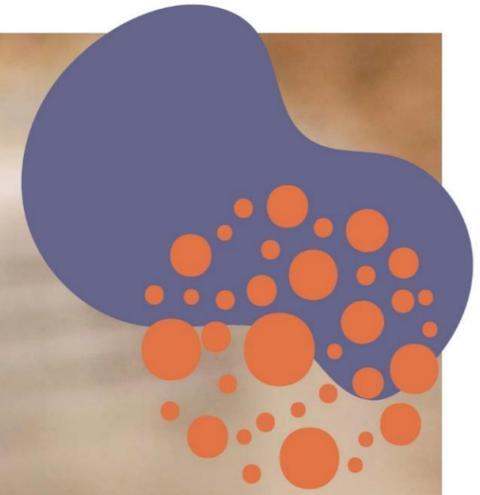


Image courtesy of: Equinox Gold

Conclusion

Inclusion as a lever for competitiveness and sustainability

The 2025 Report shows that the mining sector has made progress in diversity, equity and inclusion, but still faces significant structural challenges.

Progress: Higher female presence in executive positions, expansion of empowerment programs and social policies.

Challenges: Decline in training and succession planning, concentration of governance in HR, underrepresentation of black, brown, and indigenous women, and weakness in inter-section integration.

Priorities: Committed leadership, investment in talent, and continuous monitoring of the results.

The strengthening of culture of diversity and inclusion requires moving from a prompt response to structural transformation. This means integrating diversity and inclusion as a core business strategy, linking it to innovation, sustainability, and industry competitiveness.

The mining sector, responsible for major strategic decisions for the country, has a historic opportunity before it: to consolidate equity as a core value, retain talent, and inspire long lasting change.

Inclusion is: an ethical imperative and social value, a critical factor that leverages global competitiveness, sustainability, and the reputation of the Brazilian mining sector.

DEI maturity time line (2019-2025)

- ▶ 2019: Creation of the movement.
- ▶ 2021: Structuring of committees and policies.
- ▶ 2023: Peak of training and governance.
- ▶ 2025: Expansion of scope and new inter-sectional perspectives.
- ▶ 2026: Consolidation and integration of DEI- ESG.

Strategic priorities 2026-2027

- ▶ Strengthen governance and formal committees (target: +10%).
- ▶ Increase women development programs (+20%).
- ▶ Monitor succession with racial focus (100% companies by 2027).
- ▶ Expand mental health and longevity policies (+30%).

Sector agenda DEI 2025-2030

- ▶ **Standardized DEI census:** Implement biennial data collection, with a single methodology for the entire sector.
- ▶ **Female pipeline and STEM:** Increase the female presence in critical areas (engineering, operations, and leadership).
- ▶ **Succession and inclusive leadership:** Establish minimum representativeness targets for executive positions and boards.
- ▶ **Full health and safety:** Integrate mental health (NR1) and gender adaptation into safety policies.
- ▶ **Transparency and accountability:** Publish comparable annual reports, aligned with CVM 87, ESG, and the global best practices.



Appendices

Image courtesy of: Nexa

WIM Diversity Census

Like the sector as a whole, WIM Brazil is also on a journey of maturing in terms of representativeness, expanding diversity among directors and committee members, bringing multiple voices, experiences, and identities to decision-making processes. We remain committed to speeding this evolution up.

Operation



75% Directors
17% Support team
8% Others

Color



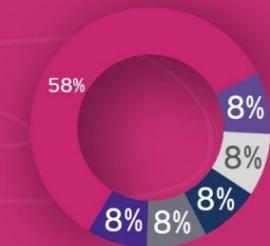
83% Directors
8% Support team
9% Others

Primary caregiver of a minor child, elderly person, or disabled person.



58% No
42% Yes

Religion



Biological sex and gender identity



100%
 • Biological female sex
 • Cisgender



67% Generation Y
25% Generation X
8% Baby boomer

Deficiency



75% None
9% Multiple
8% Visual
8% Physical-motor

Education



67% MBA/post degree
17% Master's degree
8% College
8% Higher Degree

Sexual orientation



100%
 Heterosexual

Migrants – do not live in their place of birth.



67% Yes
33% No

Neurodiversity



67% None
8% Dyslexia
17% Depression
8% Anxiety

First generation in the family to graduate higher degree.



58% No
42% Yes

Sponsors 2025



Strategic Partners

Institutional Support





Glossary

- 50+ - People over 50 years old
- ESG - Environmental, Social and Governance
- CVM - Securities and Exchange Commission
- DEI - Diversity, Equity and Inclusion
- PPE - Personal Protective Equipment
- EY - Ernst & Young
- FTE – Full-time Equivalent
- ICVM - CVM Instruction
- PcD - Person with Disabilities
- PCO - Organizational Climate Survey
- HR - Human Resources
- WIM Brasil - Women in Mining Brasil

The WIM Brazil Indicators report presents indicators that portrays the current scenario in relation to DEI in the Brazilian context of the signatory companies.

The questionnaire for this survey has been updated by WIM Brasil and EY, with the aim of incorporating suggestions for improvement and addressing issues pertinent to the current context of the movement. The results in this report consolidate the data submitted by 57 signatories on the maturity of their DEI policies, processes and practices, as well as their indicators of female representation in the Brazilian mining sector.

The questionnaire items were grouped into the following 5 categories:

-  **Profile of the responding companies**
-  **Strategy and Career Opportunity**
-  **Ethics and Organizational Culture**
-  **Development and Training**
-  **Social Impact**

Methodology

Pillar Detailing

 STRATEGY AND CAREER OPPORTUNITIES	<ul style="list-style-type: none"> ▶ Maturity: organization's DEI strategy, how it connects to the business and leadership and is integrated into policies and processes. ▶ Indicators: composition of the workforce, intersectionality and dismissals.
 ETHICS AND ORGANIZATIONAL CULTURE	<ul style="list-style-type: none"> ▶ Maturity: focus on governance, work safety, mental health and flexibility. ▶ Indicators: meeting the demands of the ethics channel, adapting PPE to individual needs, parental leave and satisfaction of the employee.
 DEVELOPMENT AND TRAINING	<ul style="list-style-type: none"> ▶ Maturity: addresses training, leadership development and affinity groups. ▶ Indicators: hiring, promotion and succession.
 SOCIAL IMPACT	<ul style="list-style-type: none"> ▶ Maturity: awareness and investment initiatives in the value chain and measuring the impact of the business. ▶ Indicators: suppliers, financial investment and number of partnerships focused on social impact.

Systemic Strategies Correspondence WIM Brazil

 STRATEGY AND CAREER OPPORTUNITIES	<ol style="list-style-type: none"> 1. Inclusive practices for career opportunities. 4. Signs and symbols of gender inclusion in culture and the workplace.
 ETHICS AND ORGANIZATIONAL CULTURE	<ol style="list-style-type: none"> 2. Physically and psychologically safe working environments. 3. Ability to reconcile work and personal commitments.
 DEVELOPMENT AND TRAINING	<ol style="list-style-type: none"> 5. An industry that is a magnet for talent. 8. Developing talent for future investment in STEM.
 SOCIAL IMPACT	<ol style="list-style-type: none"> 6. Supplier diversity, hiring a women-led organization. 7. Investment in the women present in the community.

WIM Brazil 2025 Questionnaire | Respondent Profile

Which category does your company best fit into?	2025	2024	2023	2022	2021
Mining	53%	62%	67%	76%	
Mining product supplier	12%	10%	12%	18%	NA*
Mining service provider	35%	28%	21%	6%	
How big is the company (turnover: net operating revenue in the 2022 fiscal year)?	2025	2024	2023	2022	2021
Up to R\$ 4.8 million	11%	8%	3%	6%	
From R\$ 4.8 million to R\$ 300 million	19%	16%	12%	18%	
From R\$ 300 million to R\$ 500 million	7%	8%	3%	3%	
From R\$ 500 million to R\$ 1 billion	7%	14%	15	26%	NA*
From R\$ 1 billion to R\$ 3 billion	18%	18%	21%	15%	
Above R\$ 3 billion	21%	18%	30%	24%	
The company does not disclose turnover	18%	18%	15%	9%	
Position of representative	2025	2024	2023	2022	2021
Manager	25%	26%	33%	38%	31%
Supervisor/Coordinator	14%	18%	18%	18%	25%
Director	26%	28%	24%	15%	6%
Analyst	12%	12%	6%	15%	31%
Assistant	4%	2%	NA*	NA*	NA*
Other	19%	14%	18%	15%	6%

*Data was not captured this year.

WIM Brazil 2025 Questionnaire | Respondent Profile

Nationality of the company.	2025	2024	2023	2022	2021
National (Brazilian)	44%				
Multinational	0%	NA*	NA*	NA*	NA*
Foreign	56%				

Does the company operate in more than one country?	2025	2024	2023	2022	2021
Yes	67%				
No	33%	NA*	NA*	NA*	NA*

Strategy and career opportunities					
My organization has a structured diversity, equity and inclusion program.	2025	2024	2023	2022	2021
Existing and formalized	63%	64%	73%	56%	69%
Existing and not formalized	25%	30%	24%	41%	12%
Not existing	12%	6%	3%	3%	19%

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

The main objective of the diversity, equity and inclusion program is:					
1 st priority	2025	2024	2023	2022	2021
Create a diverse and inclusive organizational culture to set an example for the sector	52%	55%	63%	70%	
Increase female representation in the sector and remove barriers for under-represented groups in the organization	0%	17%	19%	18%	
Attract and retain talent by creating a diverse and inclusive working environment	19%	26%	16%	12%	
Remove barriers for underrepresented groups in the organization	19%	NA*	NA*	NA*	NA*
Improve the organization's reputation and be recognized by the communities in which we operate as inclusive partners.	6%	0%	3%	0%	
Complying with legal requirements	4%	2%	0%	0%	
2 nd priority	2025	2024	2023	2022	2021
Create a diverse and inclusive organizational culture to set an example for the sector	23%	21%	41%	52%	
Increase female representation in the sector and remove barriers for under-represented groups in the organization	0%	38%	34%	30%	
Attract and retain talent by creating a diverse and inclusive working environment	49%	36%	13%	12%	
Remove barriers for underrepresented groups in the organization	0%	NA*	NA*	NA*	NA*
Improve the organization's reputation and be recognized by the communities in which we operate as inclusive partners.	17%	2%	13%	6%	
Complying with legal requirements	11%	2%	0%	0%	
3 rd priority	2025	2024	2023	2022	2021
Create a diverse and inclusive organizational culture to set an example for the sector	26%	13%	31%	36%	
Increase female representation in the sector and remove barriers for under-represented groups in the organization	0%	34%	25%	30%	
Attract and retain talent by creating a diverse and inclusive working environment	48%	21%	28%	15%	
Remove barriers for underrepresented groups in the organization	0%	NA*	NA*	NA*	NA*
Improve the organization's reputation and be recognized by the communities in which we operate as inclusive partners.	15%	26%	13%	15%	
Complying with legal requirements	11%	6%	3%	3%	

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

The diversity, equity and inclusion program in my organization focuses more on:					
1 st priority	2025	2024	2023	2022	2021
Gender	88%	89%	75%	82%	
Persons with disabilities	4%	6%	22%	12%	
Socio-economic class	2%	0%	3%	3%	
Race/ethnicity	4%	4%	0%	0%	
Age/generations	2%	0%	0%	0%	
LGBTQIAP+	0%	0%	0%	3%	
Refugees/migrants in vulnerable situation	0%	NA*	NA*	NA*	NA*
Homeless people	0%	NA*	NA*	NA*	
Incarcerated persons	0%	NA*	NA*	NA*	
Caregivers of children, persons with disabilities, and the elderly	0%	NA*	NA*	NA*	
Religious diversity	0%	NA*	NA*	NA*	
Body diversity (inclusion of people with different physical characteristics)	0%	NA*	NA*	NA*	

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

The diversity, equity and inclusion program in my organization focuses more on:					
2 nd priority	2025	2024	2023	2022	2021
Gender	6%	11%	34%	33%	
Persons with disabilities	40%	41%	22%	12%	
Socio-economic class	2%	5%	13%	6%	
Race/ethnicity	32%	36%	13%	9%	
Age/generations	10%	7%	16%	30%	
LGBTQIAP+	10%	0%	0%	3%	
Refugees/migrants in vulnerable situation	0%	NA*	NA*	NA*	NA*
Homeless people	0%	NA*	NA*	NA*	
Incarcerated persons	0%	NA*	NA*	NA*	
Caregivers of children, persons with disabilities, and the elderly	0%	NA*	NA*	NA*	
Religious diversity	0%	NA*	NA*	NA*	
Body diversity (inclusion of people with different physical characteristics)	0%	NA*	NA*	NA*	

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

The diversity, equity and inclusion program in my organization focuses more on:					
3 rd priority	2025	2024	2023	2022	2021
Gender	2%	0%	34%	24%	
Persons with disabilities	19%	24%	16%	9%	
Socio-economic class	6%	6%	13%	18%	
Race/ethnicity	26%	53%	9%	18%	
Age/generations	15%	18%	6%	36%	
LGBTQIAP+	30%	0%	3%	3%	NA*
Refugees/migrants in vulnerable situation	0%	NA*	NA*	NA*	
Homeless people	2%	NA*	NA*	NA*	
Incarcerated persons	0%	NA*	NA*	NA*	
Caregivers of children, persons with disabilities, and the elderly	0%	NA*	NA*	NA*	
Religious diversity	0%	NA*	NA*	NA*	
Body diversity (inclusion of people with different physical characteristics)	0%	NA*	NA*	NA*	
My organization publicly communicates its commitment to diversity, equity and inclusion, as well as its objectives, goals and actions on the subject.					
	2025	2024	2023	2022	2021
Existing and formalized	61%	64%	76%	65%	44%
Existing and not formalized	30%	24%	21%	26%	44%
Not existing	9%	12%	3%	9%	12%

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

My organization has a senior executive responsible for gender, equity and inclusion initiatives.	2025	2024	2023	2022	2021
Existing and formalized	65%	68%	76%	79%	63%
Existing and not formalized	19%	20%	6%	9%	6%
Not existing	16%	12%	18%	12%	31%
In my organization, the person responsible for managing and disseminating the diversity, equity and inclusion program is:	2025	2024	2023	2022	2021
A person from HR who covers diversity, equity and inclusion among their responsibilities.	51%	50%	48%	44%	50%
My organization doesn't have a defined leader or area for diversity, equity and inclusion.	14%	8%	12%	12%	19%
A person from another area who includes diversity, equity and inclusion in their responsibilities.	9%	12%			
A person dedicated to managing and disseminating the diversity, equity and inclusion program. A	9%	12%	NA*	NA*	NA*
Management dedicated to the diversity, equity and inclusion program.	9%	10%			
A Board dedicated to the diversity, equity and inclusion program.	9%	8%			
Primary oversight and decision-making authority for diversity, equity and inclusion initiatives is vested in the area of:	2025	2024	2023	2022	2021
Human Resources	68%	76%	64%	59%	73%
Senior Leadership	16%	14%	33%	35%	13%
Board of Directors	4%	7%	3%	3%	0%
Legal and Compliance	5%	2%	0%	0%	7%
Other(s)	7%	0%	0%	3%	7%

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

My organization has established a direct link between executive pay and diversity, equity and inclusion goals.	2025	2024	2023	2022	2021
Existing and formalized	26%	38%	36%	35%	13%
Existing and not formalized	12%	6%	3%	3%	0%
Not existing	61%	56%	61%	62%	88%
My organization analyzes and monitors the remuneration of all employees segmenting by gender, area of activity and hierarchical level, with the aim of ensuring equitable remuneration.	2025	2024	2023	2022	2021
Existing and formalized	67%	64%	39%	44%	31%
Existing and not formalized	21%	28%	39%	26%	31%
Not existing	12%	8%	22%	29%	38%
Is the data analyzed and mentioned in the previous question cross-referenced with other forms of diversity to assess inter-sectionality within the organization?	2025	2024	2023	2022	2021
Yes	40%				
No	60%	NA*	NA*	NA*	NA*
Are employee compensation analysis and monitoring performed in accordance with legal requirements?	2025	2024	2023	2022	2021
Yes, only in the legal requirement	56%				
Yes, beyond the legal requirement	38%	NA*	NA*	NA*	NA*
No	6%				

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

My organization has internal policies and processes that integrate considerations of diversity, equity and inclusion.	2025	2024	2023	2022	2021
Existing and formalized	72%	68%	67%	65%	50%
Existing and not formalized	23%	26%	27%	21%	19%
Not existing	5%	6%	6%	15%	31%

Considering the existence of internal policies and processes that integrate considerations of diversity, equity and inclusion, to which dimension(s) of diversity do they relate?	2025	2024	2023	2022	2021
Gender	20%	105%			
Race/ethnicity	17%	93%			
Persons with disabilities	20%	93%			
Age/generations	13%	74%			
LGBTQIAP+	17%	74%			
Refugees/migrants in vulnerable situation	1%	NA*	NA*	NA*	NA*
Socio-economic class	5%	NA*			
Homeless people	0%	NA*			
Incarcerated persons	0%	NA*			
Caregivers of children, persons with disabilities, and the elderly	0%	NA*			
Religious diversity	4%	NA*			
Body diversity (inclusion of people with different physical characteristics)	0%	NA*			

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

Among the structured policies that consider aspects of diversity, equity and inclusion are:	2025	2024	2023	2022	2021
Internal diversity, equity and inclusion policy	61%	62%	65%	72%	43%
Recruitment and selection policy	81%	83%	65%	86%	100%
Promotion policy	24%	30%	16%	38%	29%
Training policy	44%	49%	45%	72%	29%
Performance evaluation policy	28%	38%	39%	55%	43%
Parenting policy	44%	36%	39%	38%	29%
Flexibility policy designed to improve work-life balance, mainly for employees in a life transition phase.	37%	49%	52%	38%	43%
Communication policy	22%	30%	45%	52%	29%
Among the structured policies that consider aspects of diversity, equity and inclusion are:	2025	2024	2023	2022	2021
Recruitment and selection	80%	79%	74%	76%	100%
Guidance/mentoring programs	0%	57%	68%	52%	20%
Succession map	19%	36%	32%	45%	40%
Performance evaluation	37%	34%	29%	41%	10%
Wage adjustment	20%	45%	42%	34%	10%
Promotion	15%	15%	6%	21%	0%
Continuous improvement of the administrative and operational infrastructures.	63%	NA*	NA*	NA*	NA*

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

My organization monitors and analyzes diversity, equity, and inclusion data in the organizational context, assuring appropriate referral of the results.	2025	2024	2023	2022	2021
Existing and formalized	65%	62%	73%	71%	31%
Existing and not formalized	21%	32%	21%	18%	50%
Not existing	14%	6%	6%	12%	19%
My organization collects and analyzes the following types of data:	2025	2024	2023	2022	2021
Composition and distribution of the workforce	76%	89%	100%	83%	83%
Participation of men and women in income-generating positions	51%	49%	58%	63%	50%
Feedback from employees and investors on DEI organizational practices	47%	62%	61%	60%	33%
Remuneration and possible discrepancies in compensation	51%	57%	52%	53%	42%
Promotions and possible discrepancies by hierarchical level	39%	34%	29%	43%	58%
Performance evaluations and possible discrepancies in compensation	29%	28%	23%	43%	8%
Employee turnover and length of stay after returning from maternity leave	33%	34%	32%	33%	42%
Absenteeism, reasons and/or duration of absences	6%	21%	16%	17%	25%
Is my organization prepared to answer the questions related to diversity indicators in the next Reference Form?	2025	2024	2023	2022	2021
Yes, we are preparing to comply with this resolution. The consolidation of data to answer the WIM survey already helps us to report data in the	23%	28%	42%		
We have no knowledge of the requirements of this resolution	2%	12%	16%	NA*	NA*
Not applicable, as my company is not listed on the stock exchange in categories A or B.	75%	60%	42%		

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

My organization has or periodically conducts a diversity census.	2025	2024	2023	2022	2021
Existing and formalized	54%	54%	42%		
Existing and not formalized	12%	16%	18%	NA*	NA*
Not existing	33%	30%	39%		
How often is this diversity census conducted?	2025	2024	2023	2022	2021
Annually	29%				
Every two years	26%	NA*	NA*	NA*	NA*
Other	45%				
My organization analyzes and monitors wage differences between men and women.	2025	2024	2023	2022	2021
Existing and formalized	56%	60%	36%	35%	
Existing and not formalized	26%	26%	42%	29%	NA*
Not existing	18%	14%	21%	35%	

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

Does the Human Resources department have a policy(ies) and/or initiative(s) for non-discrimination in the selection processes in relation to the following pillars of diversity?	2025	2024	2023	2022	2021
Age	18%				
Gender	21%				
Race/ethnicity	18%				
Sexual orientation	18%	NA*	NA*	NA*	NA*
Deficiency	18%				
Other	5%				
None	4%				
Is the subject of workforce aging on your organization's agenda?	2025	2024	2023	2022	2021
Yes, with actions in progress	7%				
Yes, with an action plan for the next year	1%				
Yes, but without a structured plan	15%	NA*	NA*	NA*	NA*
No	8%				
I don't know	1%				
Does my organization have a mandatory retirement program?	2025	2024	2023	2022	2021
Yes	0%	2%			
No	100%	98%	NA*	NA*	NA*

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

Development and training					
My organization identifies barriers and opportunities to diversity, equity and inclusion in predominantly male areas by investing in policies and practices to accelerate diversity and equality.	2025	2024	2023	2022	2021
Existing and formalized	56%	52%	61%	38%	38%
Existing and not formalized	30%	32%	30%	44%	38%
Not existing	14%	16%	9%	18%	25%
My organization offers training based on the principles of diversity, equity and inclusion.	2025	2024	2023	2022	2021
Existing and formalized	60%	60%	67%	53%	38%
Existing and not formalized	25%	30%	18%	21%	19%
Not existing	16%	10%	25%	26%	44%
Which levels of leadership are being trained in aspects of diversity, equity and inclusion?	2025	2024	2023	2022	2021
Senior Leadership	85%	74%			
Manager	77%	78%			
Supervisor/Coordinator	75%	74%	NA*	NA*	NA*
Others	21%	NA*			
No Level	4%	NA*			

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

My organization offers the following types of training:					
Leaders	2025	2024	2023	2022	2021
Non-discrimination and compliance with current legislation	26%	8%			
Awareness of unconscious biases	23%	14%			
Inclusive work routines	18%	14%			
-----			NA*	NA*	NA*
Developing the technical skills of the female workforce	16%	18%			
Training on managing diverse and inclusive teams	37%	56%			
Training on equal development and career opportunities	21%	52%			
Other employees	2025	2024	2023	2022	2021
Non-discrimination and compliance with current legislation	0%	2%			
Awareness of unconscious biases	2%	4%			
Inclusive work routines	0%	14%			
-----			NA*	NA*	NA*
Developing the technical skills of the female workforce	4%	14%			
Training on managing diverse and inclusive teams	0%	2%			
Training on equal development and career opportunities	0%	0%			
Leaders and other employees	2025	2024	2023	2022	2021
Non-discrimination and compliance with current legislation	51%	78%			
Awareness of unconscious biases	47%	68%			
Inclusive work routines	18%	42%			
-----			NA*	NA*	NA*
Developing the technical skills of the female workforce	35%	40%			
Training on managing diverse and inclusive teams	18%	20%			
Training on equal development and career opportunities	32%	20%			

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

My organization has a specific development program for women in STEM (Engineering, Mathematics, Science and Technology).	2025	2024	2023	2022	2021
Existing and formalized	12%	6%			
Existing and not formalized	9%	8%	NA*	NA*	NA*
Not existing	79%	86%			
My organization encourages leadership awareness of unconscious biases in the Recruitment and Selection process.	2025	2024	2023	2022	2021
Existing and formalized	44%	40%	48%		
Existing and not formalized	40%	42%	36%	NA*	NA*
Not existing	16%	18%	15%		
My organization has a leadership development program specifically for women.	2025	2024	2023	2022	2021
Existing and formalized	42%	40%	42%	26%	
Existing and not formalized	14%	20%	6%	15%	NA*
Not existing	44%	40%	52%	59%	
My organization measures and tracks metrics related to women in leadership positions.	2025	2024	2023	2022	2021
Existing and formalized	67%	66%			
Existing and not formalized	11%	18%	NA*	NA*	NA*
Not existing	23%	16%			

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

My company has diversity, equity and inclusion affinity groups and/or has defined its gender equity focal points.	2025	2024	2023	2022	2021
Existing and formalized	49%	42%	58%	50%	38%
Existing and not formalized	7%	13%	9%	9%	19%
Not existing	44%	44%	33%	41%	44%
My organization has Diversity, Equity and Inclusion Affinity Groups in the following dimensions:	2025	2024	2023	2022	2021
Gender	94%	52%			
Race/Ethnicity	69%	46%			
Persons with disabilities	63%	42%	NA*	NA*	NA*
Age/Generations	47%	26%			
LGBTQIAP+	72	48%			
My organization has affinity groups working in:	2025	2024	2023	2022	2021
Execution of programs such as awareness campaigns on diversity, equity and inclusion	81%	83%	86%	95%	83%
Driving strategic business priorities related to diversity, equity and inclusion	41%	52%	73%	90%	50%
Connecting people from different backgrounds or experiences	66%	66%	59%	70%	50%
Support and guidance for employees from similar backgrounds or experiences	50%	0%	32%	35%	42%
Support for building of strategies for action in diversity, equity and inclusion.	72%	NA*	NA*	NA*	NA*

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

In practical terms, what actions do you carry out on the subject of aging workforce in your organization?	2025	2024	2023	2022	2021
Affinity group	21%	16%	21%		
One-off lectures	39%	38%	36%		
Pillar of generations in DEI	0%	24%	21%		
Advertising the vacancy on a niche platform	0%	6%	0%		
50+ hiring program	5%	4%	0%		
50+ development program (lifelong learning)	0%	0%	0%		
Retirement preparation program	5%	12%	24%		
Postponement of retirement program	0%	0%	0%	NA*	NA*
Traditional mentoring program	7%	14%	12%		
Reverse mentoring program	2%	2%	3%		
Intergenerational mentoring program	4%	0%	3%		
Different hiring formats for professionals 50+ (part-time, temporary, legal entity, intermittent, etc.)	0%	0%	3%		
Differentiated benefits plan	2%	6%	9%		
None	37%	42%	39%		
Other	0%	0%	3%		
Ethics and organizational culture					
Diversity, equity and inclusion is one of my organization's stated values and/or priority areas and explicitly expressed in our Code of Conduct.	2025	2024	2023	2022	2021
Existing and formalized	77%	84%	85%	79%	75%
Existing and not formalized	16%	10%	6%	18%	13%
Not existing	7%	6%	9%	3%	13%

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

My organization equips the workplace and its employees taking into account the needs of different genders - for example: adjustments to Personal Protective Equipment (PPE).	2025	2024	2023	2022	2021
Existing and formalized	77%	70%	45%	71%	50%
Existing and not formalized	9%	20%	42%	9%	13%
Not existing	14%	10%	13%	21%	38%
My organization offers flexible working hours to better meet the needs of its employees at specific times in their lives.	2025	2024	2023	2022	2021
Existing and formalized	40%	48%	39%	53%	44%
Existing and not formalized	40%	30%	36%	21%	25%
Not existing	20%	22%	25%	26%	31%
My organization offers some kind of aid or benefit to women who are breastfeeding or have children up to 3 years.	2025	2024	2023	2022	2021
Existing and formalized	65%	56%	64%		
Existing and not formalized	5%	16%	3%	NA*	NA*
Not existing	30%	28%	33%		
My organization analyzes and promotes the retention of women returning from maternity leave.	2025	2024	2023	2022	2021
Existing and formalized	32%	31%	38%		
Existing and not formalized	59%	60%	50%	NA*	NA*
Not existing	10%	9%	13%		

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

My organization has a specific policy, process or practices to address burnout and mental health issues at work.	2025	2024	2023	2022	2021
Existing and formalized	46%	46%	58%	65%	
Existing and not formalized	42%	34%	39%	12%	NA*
Not existing	12%	20%	3%	24%	
My organization has a committee established to address and develop diversity, equity, and inclusion initiatives with a specific budget and assigned FTEs (Full-Time Equivalents).	2025	2024	2023	2022	2021
Existing and formalized	30%	32%	36%	35%	43%
Existing and not formalized	10%	14%	12%	15%	6%
Not existing	60%	54%	52%	50%	56%
The diversity, equity and inclusion committee reports to	2025	2024	2023	2022	2021
Executive Committee (leadership)	67%	56%	63%	59%	29%
Other	0%	0%	6%	24%	57%
People Management Committee	19%	22%	25%	12%	14%
Board of Directors	10%	17%	6%	6%	0%
Risk/Audit Committee	0%	0%			
Social Responsibility/Sustainability Committee	5%	6%	NA*	NA*	NA*
My organization has a confidential and reliable channel for addressing issues of discrimination and harassment.	2025	2024	2023	2022	2021
Existing and formalized	84%	90%	94%	97%	94%
Existing and not formalized	7%	6%	0%	3%	0%
Not existing	9%	4%	6%	0%	6%

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

Social impact					
My organization has a social investment strategy, allocating a specific budget to the community.	2025	2024	2023	2022	2021
Existing and formalized	79%	78%	88%	88%	88%
Existing and not formalized	9%	12%	0%	12%	6%
Not existing	12%	10%	12%	0%	6%
My organization makes social investments through	2025	2024	2023	2022	2021
Local initiatives for suppliers aimed at the growth and support of the community where the organization operates	68%	71%	79%	62%	67%
Programs to encourage local entrepreneurs who can offer services to the organization	54%	53%	62%	59%	47%
Educational training initiatives for girls and women so that they can be trained and hired by the organization	62%	38%	59%	59%	27%
Women's empowerment initiatives	52%	49%	41%	38%	40%
None of the above. Gender equality is not the focus of the organization's social investments	8%	0%	3%	15%	20%

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

My organization considers diversity, equity and inclusion metrics as an essential part of selecting third parties (suppliers and business partners), prioritizing the best performers.	2025	2024	2023	2022	2021
Existing and formalized	14%	18%	0%	15%	0%
Existing and not formalized	22%	6%	15%	12%	25%
Not existing	78%	76%	85%	74%	75%
My organization monitors gender indicators to understand the social impact of its business in its regular reports and disclosures, in order to be transparent about the results and the impacts it is generating.	2025	2024	2023	2022	2021
Existing and formalized	42%	44%	42%	50%	81%
Existing and not formalized	18%	22%	24%	24%	19%
Not existing	40%	34%	34%	26%	0%
My organization has initiatives designed to meet the specific needs of women in the communities where it operates, in order to address gender differences.	2025	2024	2023	2022	2021
Existing and formalized	28%	34%	30%	35%	25%
Existing and not formalized	26%	24%	27%	18%	19%
Not existing	46%	42%	43%	47%	56%

*Data was not captured this year.

WIM Brazil 2025 Maturity Questionnaire

Strategy and career opportunities opportunities					
Indicator	Item	%	Respondents ¹	Reported by (%) ²	Not reported by (%) ³
Composition of the general workforce	Women	22%	57	100%	0%
	Men	78%	57	98%	2%
Corporate management	Women	28%	57	46%	54%
	Men	72%	57	46%	54%
Operational management	Women	17%	57	32%	68%
	Men	83%	57	32%	68%
Non-management	Women	16%	57	47%	53%
	Men	84%	57	47%	53%
Executive team	Women	25%	57	74%	26%
Board of Directors	Women	28%	57	35%	65%
Age intersectionality	Women 18 to 27 years old	37%	57	93%	7%
	Men 18 to 27 years old	63%	57	89%	11%
	Women 28 to 42 years old	24%	57	89%	11%
	Men 28 to 42 years old	76%	57	91%	9%
	Women 43 to 62 years old	15%	57	91%	9%
	Men 43 to 62 years old	85%	57	91%	9%
	Women 63 years old and over	12%	57	49%	51%
	Men 63 years old and over	88%	57	75%	25%

¹ Number of companies that viewed and answered this item.

² Percentage of responding companies that submitted values other than zero.

³ Percentage of responding companies that submitted a null value.

WIM Brazil 2025 Maturity Questionnaire

Strategy and career opportunity						
Indicator	Item	%	Respondents ¹	Reported by (%) ²	Not reported by (%) ³	
Intersectionality PcD	Visually impaired women	27%	57	47%	53%	
	Visually impaired men	73%	57	46%	54%	
	Women with hearing loss	38%	57	37%	63%	
	Men with hearing loss	62%	57	46%	54%	
	Women with motor disabilities	25%	57	12%	88%	
	Men with motor disabilities	75%	57	14%	86%	
	Women with intellectual disabilities	33%	57	37%	63%	
	Men with intellectual disabilities	67%	57	44%	56%	
	Women with other types of disabilities	28%	57	26%	74%	
	Men with other types of disabilities	72%	57	26%	74%	
	Women with physical disabilities	27%	57	2%	98%	
	Men with physical disabilities	73%	57	0%	100%	
	Women with verbal disabilities	100%	57	2%	98%	
	Men with verbal disabilities	0%	57	0%	100%	
	Women with multiple disabilities	40%	57	4%	96%	
	Men with multiple disabilities	60%	57	7%	93%	
	Layoff of non-management positions	Women	27%	57	46%	54%
		Men	73%	57	49%	51%
Layoff of management positions	Women	17%	57	30%	70%	
	Men	83%	57	40%	60%	

¹ Number of companies that viewed and answered this item.

² Percentage of responding companies that submitted values other than zero.

³ Percentage of responding companies that submitted a null value.

WIM Brazil 2025 Maturity Questionnaire

Strategy and career opportunity						
Indicator	Item	%	Respondents ¹	Reported by (%) ²	Not reported by (%) ³	
Hiring management positions	Women	30%	57	19%	81%	
	Men	70%	57	26%	74%	
Hiring non-management positions	Women	42%	57	25%	75%	
	Men	58%	57	25%	75%	
Promotions to management positions	Women	31%	57	28%	72%	
	Men	69%	57	25%	75%	
Promotions to non-management positions	Women	25%	57	32%	68%	
	Men	75%	57	35%	65%	
Succession	Women	18%	57	30%	70%	
	Men	82%	57	30%	70%	

¹ Number of companies that viewed and answered this item.

² Percentage of responding companies that submitted values other than zero.

³ Percentage of responding companies that submitted a null value.

WIM Brazil 2025 Maturity Questionnaire

Ethics and organizational culture						
Indicator	Item	%	Respondents ¹	Reported by (%) ²	Not reported by (%) ³	
Ethics channel	Successful claims	24%	57	42%	58%	
	Total operations	-	57	82%	18%	
Safety at work	Operations with PPE	100%	57	79%	21%	
	Operations with facilities adequate to the needs of both men and women.	20%	57	79%	21%	
Parental leave	Fit men	-	57	54%	46%	
	Men who joined	18%	57	56%	44%	
	Fit women	-	57	56%	44%	
	Women who joined	23%	57	56%	44%	
Job satisfaction	Women PCO respondents	-	57	47%	53%	
	Male PCO respondents	-	57	47%	53%	
	Satisfied women	77%	57	42%	58%	
	Satisfied men	81%	57	42%	58%	

¹ Number of companies that viewed and answered this item.

² Percentage of responding companies that submitted values other than zero.

³ Percentage of responding companies that submitted a null value.

WIM Brazil 2025 Maturity Questionnaire

		Ethics and organizational culture				
Indicator	Item	%	Respondents ¹	Reported by (%) ²	Not reported by (%) ³	
Suppliers	Total suppliers	-	57	54%	46%	
	Suppliers with DEI practices	4.20%	57	19%	81%	
	Female leadership suppliers	0.80%	57	16%	84%	
Financial investment in social impact	Total Value	-	57	51%	49%	
	Amount invested in female-focused initiatives	19%	57	30%	70%	
Financial investment in social impact	Total	-	57	51%	49%	
	Initiatives focused on women	7%	57	33%	67%	

¹ Number of companies that viewed and answered this item.

² Percentage of responding companies that submitted values other than zero.

³ Percentage of responding companies that submitted a null value.



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