Safety and Respect:
A Roadmap for Diversity, Equity and Inclusion in Mining and Metals

Introduction

Mining companies have begun to recognise the vast strength and benefits of diverse, inclusive, and respectful workplaces. By creating inclusive workplaces that prioritise safety, equity, wellbeing, respect, and belonging, companies can attract top talent, retain a more diverse range of employees, and improve problem solving, productivity and overall job satisfaction – critical for ensuring long-term sustainability in the industry.

Mining companies also recognise their responsibility to protect the psychological and psychosocial health and safety of their workforce. Yet despite the mining and metals industry's efforts in recent years, challenges relating to diversity, equity and inclusion (DEI) endure within the sector, impacting a wide cross-section of workers and community members.

Women, in particular, but also other underrepresented groups[1] remain significantly more likely to experience physical, sexual, and psychological violence, bullying, harassment, discrimination, and assault within the mining workplace. The compounded impact of these behaviours and inequalities on women and underrepresented groups are some of the many barriers to entry and progression for these individuals. This diminishes the attractiveness of the industry as a place to build a meaningful career and impacts stakeholders' trust in and acceptance of the industry.

Numerous independent workplace culture reviews, government inquiries and industry reports produced over recent years continue to describe entrenched inequality, power imbalance and unacceptable behaviours. For some, these reports have signalled the start of a journey towards improved DEI, providing a solid foundation for change within their companies, while for others, they have helped to strengthen preventive measures.

Despite ongoing challenges, there have been some notable positive efforts within the industry to improve representation within company workforces and leadership teams. Several companies have made strides in increasing female representation in their workforce. BHP, Teck, and Anglo-American have all seen significant growth in the proportion of women employees and within senior leadership.

Broad and meaningful change cannot be made in isolation, nor can it simply be achieved by reaching a particular target number or percentage. Collaboration across the industry is essential to accelerating the pace of change, ensuring progress toward practices and targets that reflect diversity and inclusion, while also establishing the pre-conditions and culture necessary for successful, sustained change.

ICMM members are united in the belief that discrimination, harassment, and assault have no place in the industry or anywhere else in society. Members acknowledge their duty, and the increased effort required to remove inequalities within the industry and to help eliminate harmful behaviours that exist. ICMM members are committed to working together to improve the experiences of all workers and to contribute to a beneficial cultural shift across society.

This roadmap describes ICMM's ambitions for DEI in the mining and metals industry, the work undertaken to date and provides strategic direction to members and the wider industry to accelerate their efforts towards a more inclusive mining and metals industry.

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1. The UN provides a comprehensive list here: United Nations (n.d.), *Vulnerable Groups-Who are They?*, [Online]. Available at: https://www.un.org/en/fight-racism/vulnerable-groups

ICMM's Accelerated DEI Project

DEI was a strategic priority for the first time in ICMM's 2022–2024 strategy, acknowledging the enduring challenges in the mining and metals sector and society at large.

In 2022, ICMM commissioned a benchmarking exercise of member companies' DEI efforts and performance, seeking to better understand the organisational elements essential to creating diverse, equitable and inclusive workplaces. Findings of this exercise are discussed below in the keeping momentum section and have been foundational to the work undertaken throughout the strategy.

In 2022, ICMM also reviewed and strengthened the Mining Principles, implementing a new Performance Expectation (PE) (PE 3.9) and updating eight other PEs to drive improvement in company performance on DEI. These updates reinforced the integral role of DEI to sustainable development, included actions to eliminate all forms of harassment and unfair discrimination from workplaces and set out proactive steps to achieve gender equity.[2] The updates support the unencumbered participation of all peoples and cement the importance of psychological safety alongside physical health and safety.

In addition to ICMM members' individual commitments through the Mining Principles, ICMM announced a collective commitment, via the DEI Position Statement in June 2023, to: **Work together to improve the experiences of all workers, and eradicate discrimination, harassment, and assault of any kind in our workplaces, such that our efforts also positively influence the communities in which we work and contribute to a beneficial cultural shift across society.**

2. It is recognised that gender is a social construct which defines expected behaviours for men and women, and it is understood that this simplified definition of gender (as binary) ignores key nuances related to gender minorities and non-binary people.

The position statement also committed members to undertake four actions by end 2024:

1. Accelerate action

Accelerate individual and collective action to eliminate harmful behaviours from workplaces and communities.

ICMM developed a suite of tools (Tools for DEI) aimed at supporting companies to improve DEI in workplaces, implement strategies in line with leading practice and to meet the commitments embodied within the updated Mining Principles and the DEI Position Statement. The tools and their purpose are summarised below. ICMM hopes that the publishing of these tools, in addition to this roadmap, will catalyse further action toward improved DEI performance.

Tool	Purpose
Introduction to Diversity, Equity and Inclusion	To set the context on the origin of the tools and provide a high-level overview of the state of DEI in the mining industry.
Inclusive Language Guide	To support companies, leaders, and employees to navigate inclusive communication in the workplace and beyond.
Inclusive Workplace Design	To enhance safety, productivity, and employee well-being while fostering a culture of inclusivity within the mining sector.
DEI Strategy Development and Governance	To assist mining companies in establishing comprehensive DEI strategies and governance mechanisms.
DEI Maturity Matrix	To provide companies with a structured framework for assessing performance, identifying areas for improvement and taking action to improve DEI maturity.
Regional and Local Nuances of DEI	To explore regions by continent, deep diving into their respective political, cultural, and economic contexts, offering opportunities for companies to optimise their DEI strategies and programmes to suit the context.
Psychosocial and Psychological Safety Checklists	To provide checklists, consisting of leading practice and practitioner insights regarding psychosocial and psychological safety, that support members in creating and maintaining mining operations that prioritise and enable diversity, equity, and inclusion.

2. Set goals

Set individual and collective goals, relevant to operating contexts, to eliminate all forms of harassment and discriminatory behaviours.

Individual Company Goals
All ICMM members committed to set goals related to DEI by the end of 2024. Many members already had goals in place, some public-facing, others internal.

Generalised information regarding individual company goals is summarised below. ICMM encourages all mining companies to set goals related to DEI reflecting their own priorities and operating contexts.

DEI goals tend to be focused on **female participation** and **gender pay parity**. Gender pay reviews are undertaken by many members.

Members are generally targeting **25%–30%** female representation across **overall workforce** between 2025 and 2030.

Members are generally targeting **30%–40%** female representation at **senior management and Board level** by 2030.

24% of members monitor and report on their DEI targets monthly.

29% report on a quarterly basis.

14% report annually.

In some instances, goals only apply to members' own **employees** and not to **contractors**.

There is **less focus on disability and other marginalised groups**, though for some it is a legal requirement to report on the representation of employees living with a disability.

Members in North America, South America, and Australia, often target **year-on-year improvements in representation of Indigenous and First Nations People** in their workforce.

Employment commitments/ targets to the local communities can be a focus, as required by legislation and/or leading practice.

Some examples of members' public DEI goals from recent annual and sustainability reporting (2023-2024) are shown below.

AngloGold Ashanti

We are continuing to identify and eliminate barriers to inclusion, including harassment and discrimination, and the provision of basic amenities.

We are continuing education on diversity, equity, and inclusion across the business globally.

Rio Tinto

Increasing women in the business (including in senior leadership (defined as Managing Directors, General Managers, Group Advisers and Chief Advisors) each year.

Aiming for 50% women in our graduate intake.

Aiming for 30% of our graduate intake to be from places where we are developing new businesses.

BHP

Our aspirational goal is to achieve gender balance globally by CY2025. To date, we have increased the representation of women working at BHP to 37.1%. There are over 10,000 more women now working at BHP than when we set our aspirational goal in 2016.

Newmont

To make meaningful progress in cultivating an inclusive, diverse and engaged workforce, we focus on four priorities:

— Holding leaders accountable for their commitments

— Listening to and engaging with employees

— Employing disruptive tactics to drive improvements

— Focusing on the career progression of underrepresented team members.

Glencore

Using a maturity progression assessment tool that was developed in 2023, we aim to progress those industrial assets and offices that are categorised as being at the Foundational level to at least the Transitional level by H1 2025, and for all businesses to demonstrate progress towards reaching the Transformational level by the end of 2027.

Freeport McMoRan

Our inclusion and diversity program are currently prioritizing four focus areas:

— awareness and education

— eliminating barriers

— supporting employees to achieve their full potential

— increasing diverse candidate pools.

Vale S.A.

In 2019, we set the goal of doubling the representation of women by 2025 and have reached it a year earlier (2024). Since 2019, we have added 8,000 women into our workforce, most of them in operational roles that are traditionally still held by men. We also made significant advances in the representation of women in leadership, doubling the number of women in senior leadership and more than doubling the percentage of women supervisors.

Vale also has a goal related to Black leadership established in 2021, aiming to reach 40% of leadership positions in Brazil occupied by Black professionals by 2026. In 2021, the percentage was at 29% and currently we have exceeded 37%.

Collective Goal

In October 2024, a collective goal for DEI was approved:

We will drive inclusive mining workplaces by establishing industry benchmarks on gender representation and equality.

The establishment of industry benchmarks for DEI will initially focus on gender representation and equality, using a subset of the gender-disaggregated data that members are already committed to collecting and reporting via ICMM's Social and Economic Reporting Framework (SERF) (see Appendix 1). The methodology, developed with external experts, describes an approach that will enable members to assess if they apply equitable practices in:

1) hiring,

2) pay and

3) investment in training for both women and men via the following SERF indicators:

— Workforce composition, including measures from Indicator 2,

— Pay, with measures from Indicator 3, and

— Training and education, encompassing Indicators 5, 7, and 8.

The benchmarking information of members will be published in a biennial report commencing 2026 (initially using 2025 data).

The initial gender focus acknowledges the enduring and pervasive discrimination and gender-based harassment and sexual violence within the industry. On a practical level, it also acknowledges that the data for diversity aspects beyond gender is likely not mature enough to calculate meaningful benchmarks.

It must also be acknowledged that the gender disaggregated data collected currently and used to create the benchmark initially uses the binary perspective of gender. As data collection methods mature and other diversity elements can be more consistently represented, the benchmarks may evolve to be more inclusive.

The initial gender focus of this collective goal does not limit our commitment to the broader scope of DEI and, despite the specific focus, it is expected that enhancing conditions for women not only supports their growth but will also drive cultural change that benefits all employees.

3. Increase transparency

Disclose aggregated performance against these goals in accordance with ICMM's Social and Economic Reporting Framework.

We understand that transparency is a necessary ingredient for trust. It gives stakeholders ready access to important information, encourages accountability, supports improved decision making and informs and drives action.

SERF Reporting

In 2022, ICMM members committed to reporting annually on the SERF starting in 2024. This framework includes eight consistent indicators for measuring and reporting members' social and economic contributions (see Appendix 1). SERF helps member companies optimise their social and economic development activities and enables stakeholders to assess the contributions of individual companies and the wider industry to social and economic development. It supports Mining Principles 3 – Human Rights, 9 – Social Performance, and 10 – Stakeholder Engagement. As reporting matures, SERF requests that data for several indicators be disaggregated by gender, age, and ethnicity where possible, providing valuable DEI-related insights.

4. Collaborate for greater effect

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

Collaboration is an important tool to affect and accelerate change. It enhances diversity of perspective, creates an environment of continuous learning and improvement and enables new voices and new opportunities.

Within the membership, peer-to-peer learning has been a strong feature of the work on DEI, with members showcasing their innovative approaches to improving the experiences of all workers within their companies for others to take inspiration and practical learnings from. This has included collaborations with various organisations that focus on equity and access issues for women, Indigenous Peoples, people living with disabilities and other underrepresented groups. ICMM has facilitated further knowledge sharing and research collaboration on topics such as disability inclusion and gender aggregated data collection practices within the mining industry. Examples of collaborative efforts by members to enhance and drive action for DEI in their mining operations are summarised below.

Sibanye Stillwater

The Steel Woman programme was launched in partnership with Henley Africa as part of the Women of Sibanye-Stillwater programme. It provides leadership development opportunities for women and strengthens our leadership bench in the process.

A Sibanye-Stillwater and Henley Africa panel identified successful candidates that were awarded scholarships in various courses from Higher Certificates up to Postgraduate Diplomas in Management Practice.

A total of 40 women are currently participating in the programme (since 2022) and 23 have successfully completed their respective qualifications. A further 32 women have started the programme in 2024.

Vale

Vale established partnerships with movements such as the Pact for Racial Equity, mover and the LGBTI+ Business Forum. These partnerships not only reflect the core values of the business but also play a crucial role in accelerating progress.

Freeport McMoran

In 2023, Freeport's CEO pledged to support more inclusive workplaces by becoming a signatory of CEO Action for Diversity & Inclusion, an initiative supported by 2,500 other CEOs across many industries.
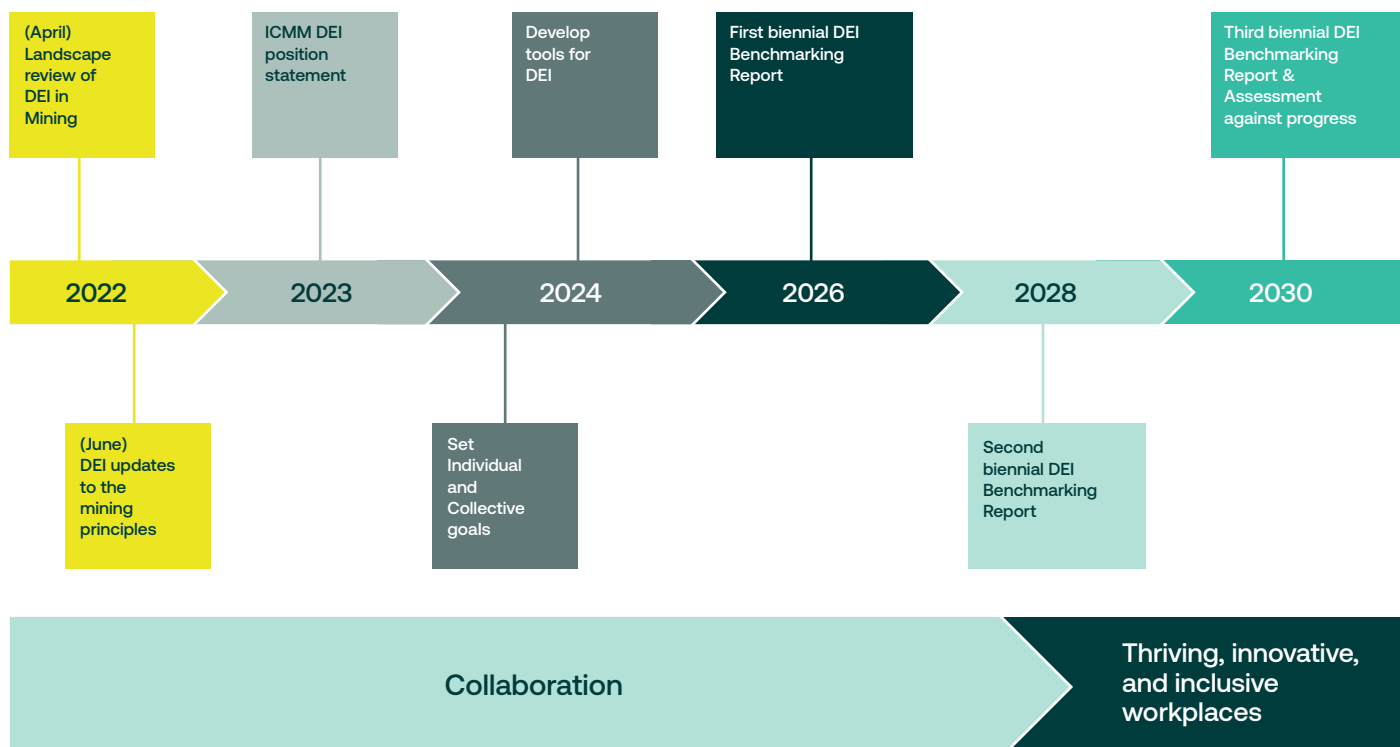
The goal of the collaboration is to help drive progress in DEI at scale in the workplace. During the year, Freeport also partnered with Catalyst, an organisation that contributes to workplaces that support women. Participation in Catalyst enables access to online events, workshops, courses and webinars for all employees.

Collaborate for greater effect is also at the heart of ICMM's coordination and participation in an informal information exchange with global organisations with similar DEI aspirations. Participating organisations address common challenges through discussion of their work programmes, seeking input and feedback on key outputs such as research, policy, and project proposals.

ICMM collaborated with IFC on a literature review, conducted with support from Disclosure to Development (D2D) and in partnership with BHP. The review highlighted that inconsistent, incomplete gender data is a major barrier to improving gender equality in mining and acknowledged ICMM's SERF as a foundational tool for companies to align on gender reporting, contributing to a potential global framework and promoting transparency and accountability in the mining and metals sector.

Significant progress has been made throughout the 2022-2024 period to improve the performance of ICMM members in relation to DEI within their businesses, supply chains and amongst communities impacted by their mining operations. The completed and planned milestones are summarised in the figure below.

Milestone	Year
(April) Landscape review of DEI in Mining	2022
(June) DEI updates to the mining principles	2022
ICMM DEI position statement	2023
Develop tools for DEI	2024
Set Individual and Collective goals	2024
First biennial DEI Benchmarking Report	2026
Second biennial DEI Benchmarking Report	2028
Third biennial DEI Benchmarking Report & Assessment against progress	2030

Collaboration → Thriving, innovative, and inclusive workplaces

Keeping Momentum

While much progress has been made in recent years by ICMM members, further action is still necessary to meet stakeholder expectations and to reach the aspirations ICMM holds for the mining industry. The breadth of DEI matters and the multifaceted challenges that exist require ongoing commitment and adaptation to sustain progress.

How can companies maintain momentum?

Companies should have processes to support periodic performance reviews, identify actions required to mature and improve, and prioritise actions in accordance with their businesses' unique operating contexts, budgets and strategic foci.

Typically, this would begin with an activity to understand the current context or state of DEI (or a specific diversity aspect) which could take the form of a gap analysis or maturity assessment. ICMM's maturity matrix is designed to enable companies to critically assess their existing approach to DEI, articulate their DEI ambitions, and identify actions to improve their maturity level in a progressive manner.

Opportunities to accelerate progress

Opportunities for companies to accelerate progress in DEI are many and varied, ranging from highly visible, company-wide initiatives through to targeted responses to specific circumstances. For more specific approaches, companies can look to focus areas known to be key enablers for improved performance.

What opportunities exist to demonstrate clear intention and leadership in DEI?

One approach could be a clear leadership commitment from a company's CEO to the workforce. Taking the form of a signed statement it could:

— Commit to ensuring a safe, respectful, and inclusive workplace for all employees, and eliminating harassment, bullying, racism, and discrimination of all kinds in the company's workplaces.

— Validate and/or acknowledge the lived experiences of affected employees, including their personal reflections or lived experiences.

— Emphasise leadership's responsibility to oversee and support the cultural shift within and outside the organisation.

Or a company could develop an awareness campaign that:

— Addresses the barriers to DEI within workforces and communities.

— Improves the industry's reputation leading to an increased diverse talent pipeline.

— Extends awareness campaign and resources to communities beyond the mine gate.

What focus areas could companies consider as they work toward improved DEI?

The 2022 landscape review examining the state of DEI in the mining and metals sector identified six key barriers to DEI progress within the industry with corresponding opportunities detailed below. The review highlighted an imbalance in the industry's focus on gender (females), with limited literature addressing other marginalised groups, such as Indigenous Peoples, racial and ethnic minorities, people living with disabilities, members of LGBTQIA+ communities, neuro minorities, and others. Understanding and overcoming these barriers will accelerate progress on DEI in the sector.

Focus area	Opportunities
Gender equality strategy, leadership and accountability	— Conduct gender audit — Develop a detailed, actionable gender equality strategy — Mainstream the GE strategy into the broader business strategy — Build and display leadership commitment and support — Implement accountability mechanisms
Career pathways (barriers/enablers)	— Implement gender-based policies and interventions to improve women's representation and facilitate their advancement — Change (and communicate) the image of mining careers — Partner and collaborate with key stakeholders to attract women to mining-related study — Implement measures to increase the number of women applying for and entering mining jobs — Implement strategies to improve the retention of women — Address the systemic barriers to women's career advancement
Gender-based harassment and violence	— Address harassment and violence through policy, practice and cultural change
Masculine culture and behaviours	— Workplace cultural reform interventions — Leverage technological and organisational innovation as a driver of cultural change
Job design and work conditions	— Implement comprehensive flexible work policies and improve access and utilisation — Address the gendered consequences of existing work practices — Strengthen paid parental leave frameworks and supportive practices — Improve access to childcare facilities for parents — Provide support for Indigenous workers, particularly those who are transitioning to mining work — Implement measures to increase operational flexibility and support women to balance on-site and off-site commitments to drive retention and career progression — Implement policies, strategies to attract, retain and support women in FIFO careers when they elect to become a parent — Ensure that work environments and occupational safety and health systems are gender-inclusive
Supply chain and procurement	— Influence the gender composition and treatment of women in its supply chain (including contract labour) by committing to building gender equitable procurement and incentives and support contractors and suppliers to increase their employment of women — Involve women as owners, leaders or employees in company supply chains

The actions and opportunities summarised above are not a definitive pathway to achieving robust DEI in the workplace. Rather, they represent a selection of indicative actions that, if successfully implemented, are likely to lead to a degree of system evolution. Companies may wish to consider these when prioritising future initiatives.

ICMM's maturity matrix also provides a range of specific actions that can be taken to increase maturity and improve performance on certain DEI aspects.

Members in action

Attraction & Retention of a Diverse Workforce

Glencore

Glencore launched IDEAL [Inclusion, Diversity, Equity, Advancement, Local], its approach to building a more diverse and equitable organisation, in 2021.

In 2023, a maturity progression assessment tool was developed to assist the businesses in conducting self-assessments based on their current and planned activities. Globally, the company also conducted bias and inclusive leadership training for over 1000 senior leaders and managers to engage them as advocates for IDEAL.

Attraction & Retention of a Diverse Workforce

Barrick

In 2023, Barrick undertook a comprehensive study across its sub-Saharan operations to understand potential barriers to inclusion of women. Face-to-face interviews were conducted with a wide range of stakeholders, including women and community members, current and former staff, and members of senior management. Barriers and challenges were ranked from minor to major based on frequency of mention and potential lived experience by interviewees. Following the study, Barrick is taking action to address identified barriers, including:

— Provision of menstrual products in the workplace.

— Sensitisation training for the workforce and the community about the benefits of female inclusion.

Advancing Diverse Talent

Alcoa

Alcoa Brazil has created intentional development courses aimed at fostering diversity and advancing career growth among its employees. These courses aim to promote inclusivity and empower underrepresented groups within the organisation. A diverse range of subjects aimed at enhancing employee skills and knowledge are covered by the courses. These include programs such as Advancing Supervisory Excellence (ASE) and a career acceleration program specifically aimed at minority groups. Six months after completing the development programs, 57% of underrepresented employees who participated reported tangible career advancements in 2023. These advancements included salary increases, promotions, or transitions to new roles aligned with their career aspirations.

Attraction & Retention of a Diverse Workforce

Anglo American

In 2023, Anglo American introduced the first cohort of apprentices with disabilities in their Johannesburg office. This initiative is supported by the global 'Enabling You' strategy which aims to break down barriers to inclusion and enable the success of colleagues with disabilities.

Online neurodiversity learning modules were provided for employees and line managers, with supporting webinars around the value of neurodiversity in the workplace and neurodiversity and well-being.

Supply Chain

BHP

BHP's procurement team works closely with supply partners to provide support and incentives to encourage them to increase the diversity of the workforces they make available to BHP, as well as influencing greater changes. Initiatives have included broadening the range of PPE clothing options available to women, adapting heavy machinery and tools to make them easier to use, new talent pipelines for female, Indigenous or neurodiverse employees, and programmes to encourage more students into STEM careers.

Additionally, BHP's procurement team introduced a KPI for their major labour hire contracts to incentivise supply partners to achieve a workforce composition of at least 40% female, broadly women now account for 30% of the total labour high workers across its Minerals Australia division, and it continues to trend in the right direction.

Attraction & Retention of a Diverse Workforce

Rio Tinto 2023 Annual Report

Rio Tinto established a global network of Employee Resource Groups (ERGs) to help elevate diverse voices. These employee-led groups, each with an Executive Committee member as a sponsor, bring people with a shared identity together with their allies to offer a diverse lens to business challenges and projects and offer participants career development opportunities. There are three ERGs which are LGBTQ+, neurodiversity and gender equality.

Gender Equality

Codelco

In 2019, Codelco launched Inspira, a programme for female STEM university students to explore careers in mining. Participants are paired with tutors, engage in industry discussions, and attend personal development sessions on career planning and self-improvement. Over six editions, Inspira has involved 805 students from 15 universities, with 54% securing internships or joining Codelco's graduate programme.

Call to action

This DEI Roadmap illustrates the progress ICMM members have made towards eliminating discrimination, harassment, and assault from their workplaces. It provides inspiration and direction for ongoing action to accelerate efforts towards a truly inclusive mining and metals industry.

To build and realise the benefits of a diverse workforce, the mining and metals industry must take meaningful and continuous action to champion DEI. Committing to zero-tolerance policies on discrimination, harassment, and assault; creating environments where every voice is listened to; and establishing the systems to support recruitment, retention, and progression of people from all backgrounds to ensure equal opportunities for all, are critical elements toward this.

The case for DEI is clear. Inclusive workplaces not only enhance safety and well-being but also drive productivity and resilience, helping to build trust with communities and stakeholders alike. Through collaborative effort, ICMM and its members are building a more sustainable industry and supporting broader, long-term social progress. ICMM hopes this roadmap encourages others in the industry and beyond to join these efforts and work toward shared success.

Glossary of Key Terms

Bias
The conscious (explicit) or unconscious (implicit) opinion, preference, prejudice, or inclination formed without reasonable justification that prevents a balanced or even-handed judgement.[3]

Disability
Broadly defined as the interaction of physical, psychological, intellectual, and socioemotional differences or impairments with the social environment.[4]

Discrimination
Any distinction, exclusion or preference made based on race, colour, sex, religion, political opinion, national extraction, or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.[5]

Diversity
The variety of similarities and differences among people, often called diversity dimensions, including, but not limited to: gender, sex, gender identity and expression, ethnicity, race, native or indigenous identity/origin, age, generation, disability, sexual orientation, culture, religion, belief system, marital status, parental status, pregnancy, socio-economic status/caste, appearance, language and accent, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type.[6]

Equality
The fact of being equal in rights, status, advantages, etc. Not to be confused with 'equity' (see below).[7]

Equity
Parity in policy, process, and outcomes for historically, persistently, or systematically marginalised people and groups while accounting for diversity. It considers power, access, opportunities, treatment, impacts and outcomes in representation and resources. Not to be confused with 'equality' (see above).[8]

Gender
A social and cultural construct, which distinguishes differences in the attributes of people.[9]

Gender Equality
The equal rights, responsibilities, and opportunities for all genders.[10]

Gender Equity
The process of being fair to all genders and importantly the equality of outcomes and results. Gender equity may involve the use of temporary specific measures to compensate for historical or systemic bias or discrimination.[11]

Inclusion
A dynamic state of feeling, belonging, and operating in which diversity is leveraged and valued to create a fair, healthy, and high-performing organisation or community. An inclusive culture and environment ensure equitable access to resources and opportunities for all[12]

Non-binary
(Of a person) not identifying as either male or female[13]

3. Canadian Centre for Diversity and Inclusion (2022), *Glossary of Terms*, [PDF]. Available at: https://ccdi.ca/media/3150/ccdi-glossary-of-terms-eng.pdf
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Appendix 1: ICMM SERF Core Indicators

Focus Area	Core indicators	Overview
Tax	1. Country-by-country reporting of business activities, revenues, profit, and tax	Financial, economic, and tax-related information for each jurisdiction in which a member operates (aligned to GRI, or OECD Action 13 BEPS Country-by-Country Report)
Employment	2. Workforce composition	Information on workforce split across different regions, equality areas and permanent/contractor (Aligned to GRI)
	3. Pay equality	Ratio of the basic salary and remuneration by employee categories/ regions by equality areas (Adapted from GRI with some indicators from World Economic Forum (WEF) Common Metrics)
	4. Wage level	Ratios of entry level wages vs local living wage and CEO compensation to median employee compensation (Aligned to GRI, with some indicators from WEF Common Metrics)
Workforce development	5. Training provided	Overview of training provided including average hours of training per employee (disaggregated per gender and ethnicity), average spend on training and percentage of employees receiving training provided per category (Adapted from GRI with inclusion aspects from WEF Common Metrics)
Procurement	6. Local procurement	Percentage of the procurement spend that is spent on suppliers local to operations (disaggregated per gender and ethnicity) (Aligned to GRI)
Education and skills	7. Education and skills support	Overview of the range of education and skills programmes deployed outside of workforce, spanning number and types of programmes, spend and beneficiaries (disaggregated per gender and ethnicity) (ICMM specific metric)
Capacity and institutions	8. Capacity and institution support	Overview of the range of capacity and institution programmes deployed, spanning number and types of programmes, spend and beneficiaries (disaggregated per gender and ethnicity) (ICMM specific metric)

ICMM stands for mining with principles.

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

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

December 2024