

Diversity, equity and inclusion

Commitment

At Industrias Peñoles, we know that a diverse workforce drives innovation and creativity. We are committed to being the best employment option for everyone, offering real opportunities for development and recognition in a safe, equitable, inclusive and respectful environment with equal opportunities, where our people feel valued and inspired to contribute to their fullest potential.

Strategy

Through an analysis of internal documentation, surveys, interviews with key personnel and focus groups, we conducted a diagnosis that would help us set a baseline and determine two lines of action, each with its own initiatives, in which we will work to promote diversity, equity and labor inclusion.



Project

Women's Leadership

With the firm intent of increasing participation of women in the organization, we encourage the attraction of talented women and their retention in the company by providing them with leadership tools and equal development opportunities.

Labor equality and non-discrimination

Key actions

- Define organizational indicators to monitor and close the identified gaps.
- Appoint DEI ambassadors to support the program.
- Start the women's mentoring program ([see Success story, page 85](#) ).
- Publish our Labor Equality and Non-discrimination Policy ([link to policy on the web](#) ).
- Train executives on unconscious bias, in partnership with the University of Arizona.
- Align with Mexican standard NMX-R025-SCFI2015, labor equality and non-discrimination (diagnosis and work plan).
- Set up a multi-disciplinary committee on labor equality and non-discrimination.
- Build awareness about inclusion and prevention of labor and sexual harassment in the workplace.
- Include 231 microlearning capsules on topics like discrimination, diversity, equity and inclusion, in Talent University.
- Launch a communication campaign.
- Review and adjust recruitment and hiring processes with a focus on non-discrimination.



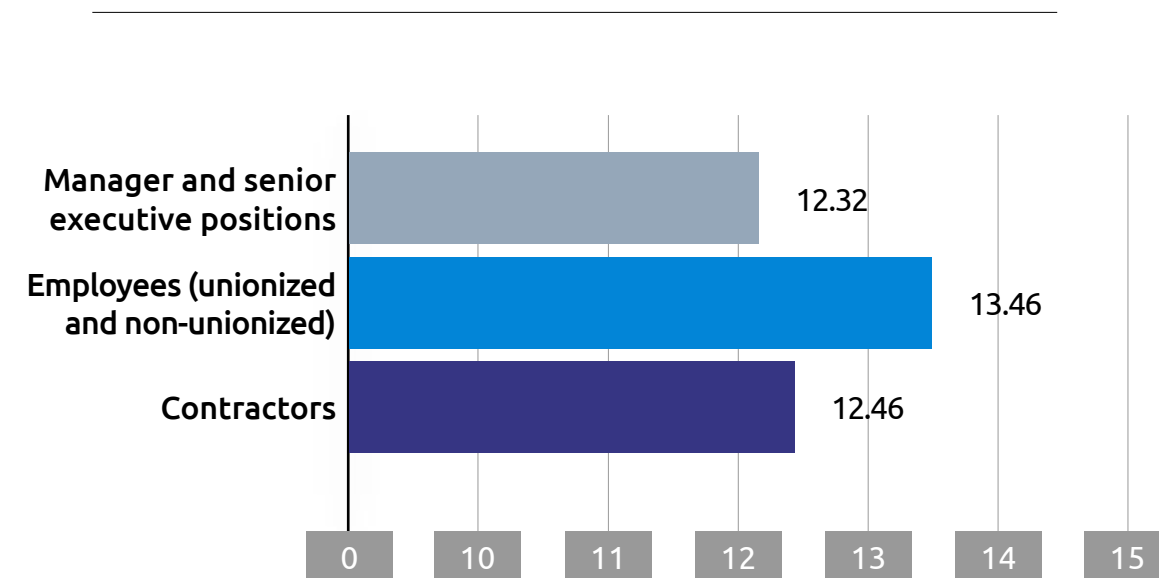
We are committed to being the best employment option for all people, by offering real opportunities for development and recognition in an environment of equality.

Metrics and performance

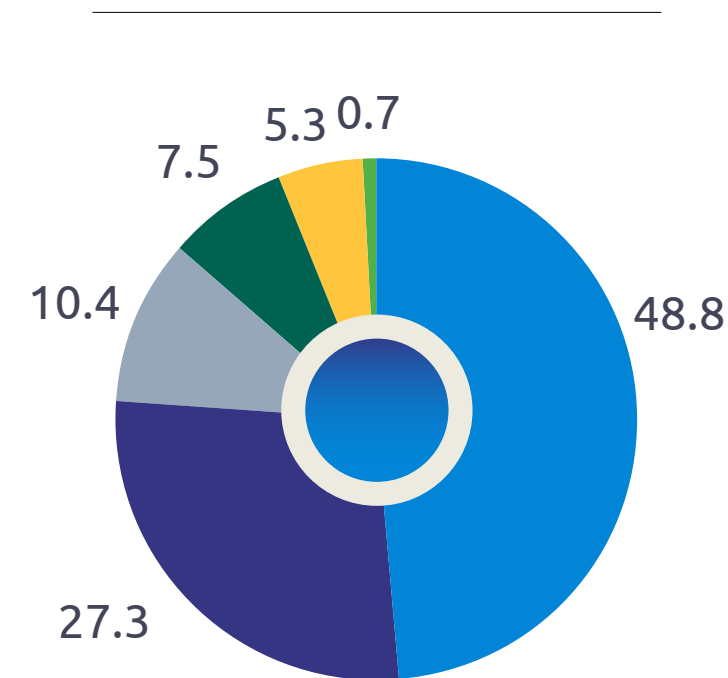
	Peñoles		Fresnillo plc		Peñoles consolidated		Total
	Men	Women	Men	Women	Men	Women	
Middle and senior management (non-unionized employees)	387	64	168	14	555	78	633
Employees (unionized and non-unionized)	7,224	1,066	6,769	1,119	13,993	2,185	16,178
Contractors	6,738*	1,192*	12,143	1,496	18,881	2,688	21,569
		14%	–	12%			

* To estimate the percentage of female contractors at Peñoles, we used data from January 2023. This information does not include Bal Holdings (40) nor the associated Coahuila-Durango Line (268).

Percentage of women (%)



Breakdown by age (%)



- Women <30
- Women 30-50
- Women >50
- Men <30
- Men 30-50
- Men >50

Note: This graph refers only to unionized and non-unionized employees. For more information, please visit: www.penoles.com.mx

12.90%
total percentage of women

Success story – Women for Women

The first generation of our **Women for Women** mentoring program is underway, created to develop leadership talent among women, help them meet their goals and empower their abilities and talent. It will also build and strengthen a network of women based on solidarity and empathy.



Our **eighteen first-generation mentors** are all women in middle or senior management positions, with considerable experience, who can serve as positive role models, guides and counselors.

The **twenty mentees** are women who have been identified as having high potential, and who the program will support in drafting a career plan and building the best version of themselves. In this program, they hold the reins of their professional growth.