

# Diversity, equity, and inclusion

At Industrias Peñoles, we are convinced that a diverse workforce enhances innovation and creativity. We are determined to be the best employment option for all people, offering real opportunities for development and recognition in a safe, equitable, inclusive, respectful, and equal opportunity work environment—where everyone feels valued and inspired to contribute to their fullest potential.

### Strategy

We have advanced further toward a culture of labor equality and non-discrimination with the publication of our Labor Equality and Non-Discrimination Policy and the formation of a committee that will focus on two main areas of action: female talent and people with disabilities.

These are some of the actions we carried out to build a more inclusive work environment:

## Case study – Promoting breastfeeding in our workplaces

To raise awareness about the importance and benefits of breastfeeding, during World Breastfeeding Week 2023, we carried out a communication campaign to promote a culture of comprehensive well-being that reconciles work, family, and personal life.

Two webinars were given by specialists in the subject: "Breastfeeding for working mothers: A comprehensive well-being approach" and "Work and breastfeeding, let's make it possible." To extend this content to employees who work in remote places, printed and digital posters were made up highlighting the benefits of breastfeeding and tips on pumping, transporting, and preserving breast milk.

We offer real opportunities for development in a respectful, inclusive, and equal opportunity work environment.

Project	Key actions in 2023
Labor equality and nondiscrimination	<ul style="list-style-type: none"><li>The Labor Equality and Nondiscrimination Committee met to develop proposals for work on diversity, equity, and inclusion.</li><li>The consulting firm KPMG provided training to <b>39 managers</b> on addressing and preventing workplace and sexual harassment.</li><li>Communication campaigns were deployed on commemorative dates to raise awareness about diversity, equity, and inclusion.</li><li>Talent University offered <b>188 micro learning capsules</b> on discrimination, diversity, equity, and inclusion.</li></ul>
Female talent	<ul style="list-style-type: none"><li>We obtained Gold level in the WIM Seal, the accreditation granted by Mujeres WIM México (Women in Mining) to companies in the mining industry that promote gender equality and the development of women and inclusion standards.</li><li>The first class of the Women for Women Mentoring Program graduated. At the end of this year, <b>20%</b> of the mentees were promoted and the call went out for participants in the second class.</li><li>A <b>women's network</b> was activated in our work centers in Torreón and Mexico City to promote acts of sisterhood and create safe spaces women can trust.</li><li>In partnership with KPMG and Camimex, we promoted the first survey of Women in the Mining Industry 2023, applied to <b>1,230 women</b> from different companies in the country's mining businesses. The goals were to learn about the development of female talent in the Mexican industry, as well as the benefits their experience and professionalism bring to companies.</li><li>An awareness campaign was carried out as part of <b>World Breastfeeding Week</b> (<i>see case study</i>).</li><li>Nursing centers were opened at the Capela, Sabinas, Fresnillo, Penmont, and Juanicipio mining units.</li></ul>
People with disabilities	<ul style="list-style-type: none"><li>We carried out the first phase of our mapping of people with disabilities, surveying <b>5,502 direct employees</b> to identify the reasonable adaptations they need to work in the organization and decide on the protocol, process, and formats required for these adaptations.</li><li>Through <b>Inclusive Leadership</b> training provided by Éntrale—an alliance for the inclusion of people with disabilities in the workplace—we raised awareness of disability issues among executives and managers.</li><li>Talent recruitment personnel were trained in <b>inclusive recruitment</b> and unconscious biases and to seek out the most appropriate skills to fill positions regardless of disability.</li></ul>





## Gender pay gap

We are committed to moving toward equal pay for men and women. To this end, we have incorporated gender pay gap as an indicator, based on the average salary of men and women employees in non-unionized, non-managerial positions.

### Pay gap by hierarchical level

Hierarchical level	Pay gap (ratio) of women vs. men	Women	Men	
Senior positions	0.95	21%	79%	<b>100%</b>
Professional	0.98	23%	77%	<b>100%</b>
Non-professional	1.06	25%	75%	<b>100%</b>

### Breakdown by hierarchical level

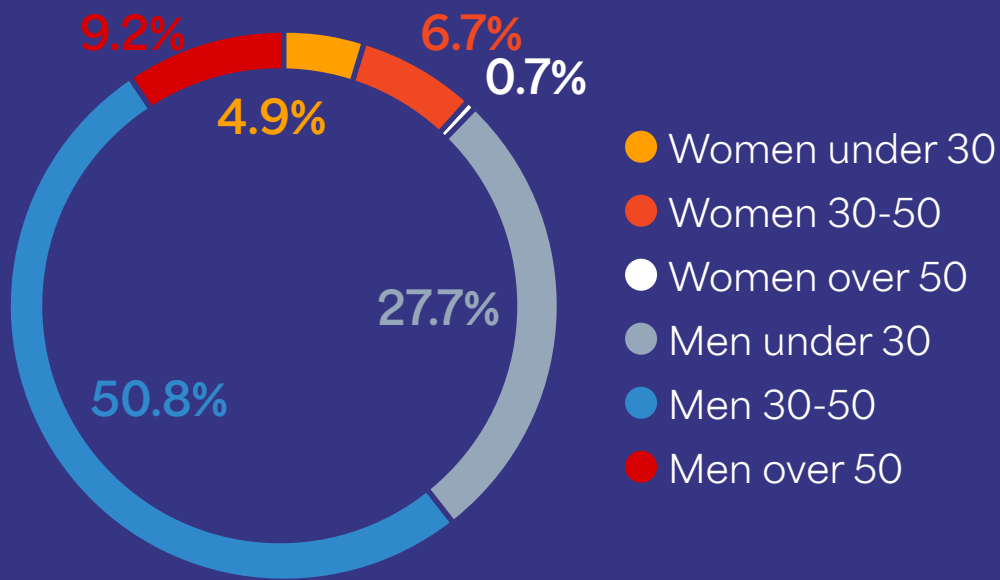
Hierarchical level	Women	Men
Senior positions	27.68%	30.64%
Professional	53.87%	53.59%
Non-professional	18.45%	15.77%
	<b>100%</b>	<b>100%</b>

This gap is mainly due to the average length of service in the position and the number of women in relation to the number of men at the various hierarchical levels. In the case of senior management, there are 3% fewer women than men, while at the non-professional level there are 3% more women than men. Peñoles pay scales make no distinction as to gender, sexual orientation, religion or other personal characteristics. Compensation policies and procedures are based on the relative value of the position in the organization. The ratio of starting salaries between men and women is 1 to 1.

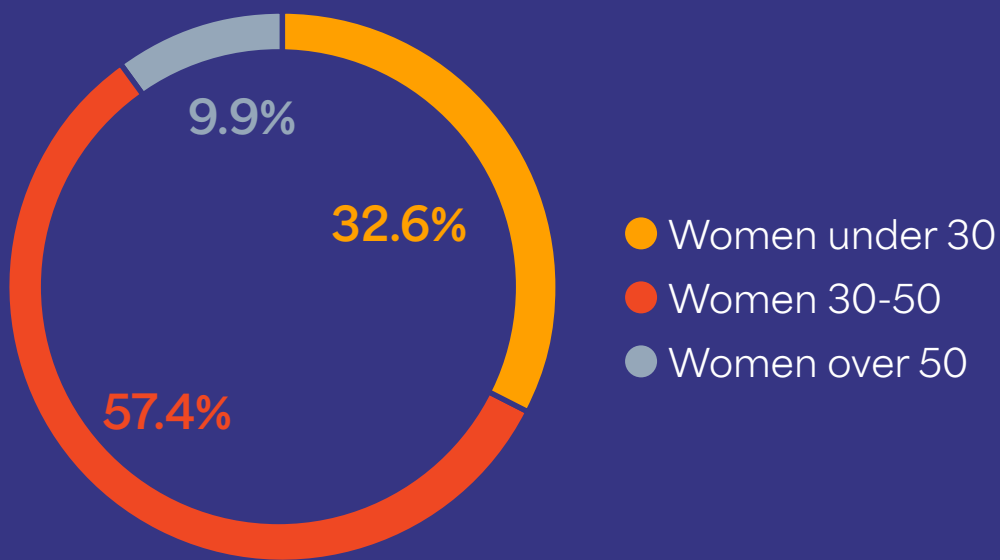
## Performance and metrics

	Peñoles		Fresnillo		Industrias Peñoles		Total
Division	Men	Women	Men	Women	Men	Women	
Manager and senior executive positions	352	65	158	14	510	79	<b>589</b>
Employees (unionized and non-unionized)	7,082	1,065	6,096	992	13,178	2,057	<b>15,235</b>
Contractors	4,419	739	11,173	1,343	15,592	2,082	<b>17,674</b>

### Breakdown by gender and age

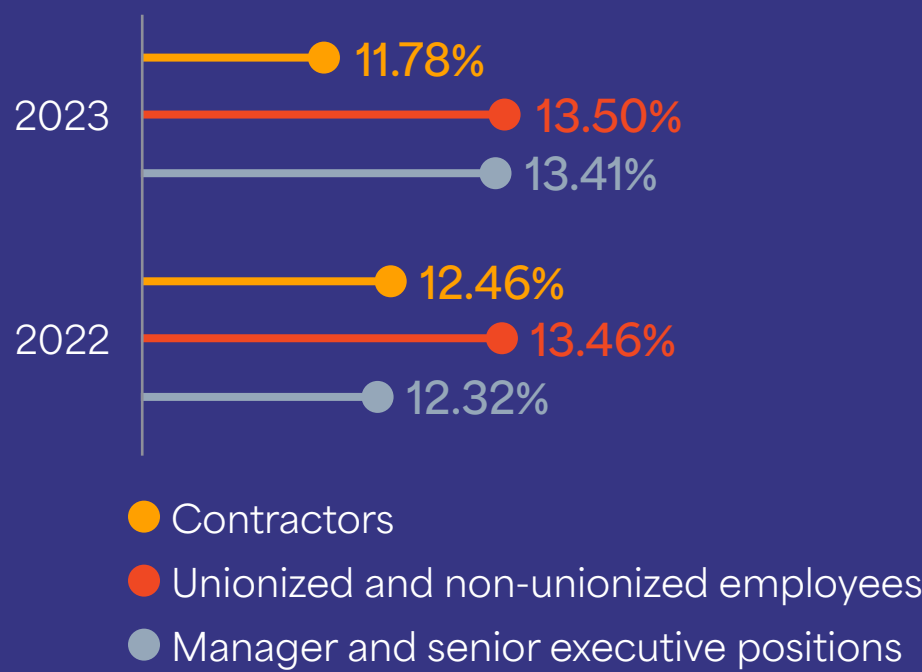


### Breakdown by age

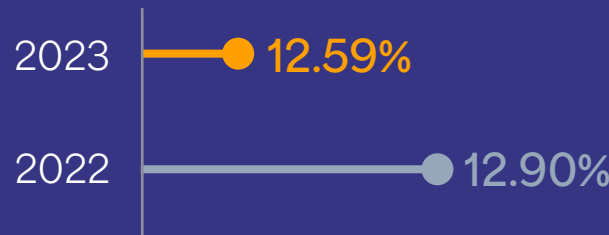


\* Breakdowns by age and gender exclude employees of BAL Holdings (42) and Peñoles contractors (5,158).

### Percentage of women



### Total percentage of women



\* The drop in the total percentage of women is due to a decline in the percentage of women contractors.