



# Diversity, Equity and Inclusion Journey

2020/2021





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Message from our CEO

# An increasingly diverse and inclusive Vale evolves with times

With new technologies and greater tolerance of human rights, changes are happening on a global scale and increasingly faster.

While the world evolves, after the tragedy in Brumadinho, Vale started a journey of deep transformation. We have been obliged to recognize our role in society, our vulnerabilities and our errors and to transform from the lessons learned.

The subject of diversity, equity and inclusion plays a fundamental role in this Journey. We employ about 186 thousand people and help to generate of more than one million indirect jobs. In this universe, it is important to recognize and celebrate the huge potential of plurality of gender, age, race, ethnicity, sexual orientation, disability, culture.

We want to face the inequalities which still exist in the world and serve society, using Vale's mobilizing capacity to the benefit of all. Therefore, our goals, are to always include of the most vulnerable groups, to combat to discrimination and to promote equity in all places where we work.

We know the road is long. But we are open to learn, listen, discuss different perspectives, review our positions, and build this future together.

This journey has just begun, but in Vale's first report on Diversity, Equity, and Inclusion, you will find that important progress and structural milestones have been achieved between 2020 and 2021.

The results motivate us to progress towards our purpose to "Improve life and transform the future. Together".

Eduardo Bartolomeo  
Vale CEO



# — First steps



Thálita Mendes  
*Community Relations analyst*

First steps:

## Start the construction work from the foundation

Most of modern societies are still deeply marked by social, racial, ethnic and gender inequalities, among many others. The global labour market is a mirror of this reality, where inequalities cross and reveal big abysses: for example, in Brazil, on average, black women earn only 44% of the average salary of white men (IBGE, 2019). It is still rare to find representative balance in the senior leadership positions in large companies, of black people, PwDs, LGBTQIA+ people, women or other underrepresented social groups.

Vale is also an agent of this scenario, and, therefore, we have a fundamental and non-negotiable role to combat its impacts. We understand that fulfilling this role this is essential to keep Vale relevant among our people and the societies where we operate.

In 2013, Vale began its trajectory in diversity and inclusion by becoming a signatory to the UN Women's Empowerment Principles for Women. We developed several actions over the years, generating organizational learning with successful initiatives, as well as with those initiatives that did not proceed as expected.

In 2019, we took decisive steps to include diversity and inclusion as central **strategic pillar of the business**. In these two years, a lot of work has been done to consolidate and implement this commitment effectively – already with important initiatives, data and projections, mainly in relation to gender equity. The purpose of this first report is to tell this story.

Today, our strategy points to the creation of fully satisfactory work conditions and opportunities, in which all our diverse of professionals can feel equally represented and can reach their potential, thus, contributing to our mission of materializing results for all stakeholders.

For this to happen we must establish relationships with respect, listening, inclusion and zero tolerance for discrimination and harassment, that are anchored in open and transparent dialogue, psychologically healthy environments for human development in our business.

But no matter how urgent this process is, it we must proceed as if constructing- by starting with a strong foundation. Before thinking about any kind of practical implementation, we must “start from the beginning”: this means, by defining Vale's vision for Diversity, and by setting guidelines based on our Five Principles.



Mars Chen  
China

## Diversity, Equity and Inclusion at Vale

# The five Principles

**1**

**Promote an environment of respect to all**  
Recognize and value the individuality of all employees and stakeholders, assuring a fair work environment where everyone has equal opportunities to develop their potential.

**4**

**No tolerance for prejudice, discrimination and harassment**  
Respect the dignity and human rights of all people in the work environment. Any violations of the Diversity and Inclusion Policy are considered violations of Vale's Code of Conduct and are subject to the penalties provided in the document, available on Vale's website.

**2**

**Build an environment of trust**  
Create an environment of psychological safety in which people are free to be themselves, share their ideas and expressing their points of view respectfully with others through open and transparent dialogue.

**3**

**Establish processes free from prejudice**  
Treat everyone fairly and equally, without discrimination based on race, ethnicity, gender, identity, sexual orientation, age, social class, disability, religion, nationality or political beliefs. This must happen also in the internal norms and processes of recruitment, dismissal, promotion, compensation and benefits, training or retirement which must be based on merit.

**5**

**Promote diversity, equity and inclusion**  
Stimulate dialogue and debate to expand the awareness of the employees, third parties suppliers, customers and communities about the importance of showing respect for diversity and combating discrimination by means of internal and external campaigns, training and educational activities.

# History of diversity, equity and inclusion at Vale

How has diversity become a key strategic pillar for the company in the last years?



- Vale becomes a signatory to the United Nations' Women's Empowerment Principles of ONU woman

## 2018

- First group exclusively female of operational trainees are formed to work as equipment operators
- First woman joins Vale in the executive leadership of an operational area (Vargem Grande - Brazil)

# 2019

## 2019

- **June 2019 – inclusion and diversity becomes one of the levers for cultural transformation at Vale**
- The global strategy for inclusion and diversity
- Home office implementation
- Hidden recruitment on Trainee Program
- Maternity and paternity leave in Brazil is extended
- The gender affinity group is created
- **Release of our public commitment on Vale Day**  
December 2019 was a historical milestone in the trajectory of Inclusion and Diversity at Vale. We established a public position with the diversity and inclusion agenda during Vale Day (an annual meeting with the main investors and financial analysts in the market). We assume commitments and targets to increase our capacity to attract, develop and retain the entire spectrum of diversity of profiles the market offers, becoming a more inclusive company.

# 2021

## 2021

- Inclusion and Diversity Sounding Panel composed of specialists and market executives is formed
- Inclusion and Diversity Councils are created by country
- First Census of Diversity Survey (Brazil and Canada)
- First Vale LGBTQIA+ Pride Celebration
- Vale joins MOVER – Movement for Racial Equity
- Global Leaders Forum – Theme Psychological Safety

## 2020

- LGBTQIA+ and ethnic-racial affinity groups created
- **February 2020**  
First Global Inclusion and Diversity Workshop for the company's senior leadership, which aligned the main guidelines and endorsed Diversity as the company's strategic pillar for the future. The target to double the representation of women by 2030 was announced.
- Creation of the Global Diversity and Inclusion Management
- The Global Inclusion and Diversity Policy is released
- First season of the virtual web-series Mining by Women



“Today, we are building our path to equity, which is so necessary to reach the human potential in full. Thus, our diversity will be our biggest competitive differential and a value shared with society and everyone around us.”

Marina Quental  
People vice chief executive officer

# — Strategy and Priorities

Celso Santos  
Operation technician



## Strategy and Priorities

Right after having a moment of self-knowledge in which we recognized the need to reinvent our company, which gave birth to our vision of diversity, it was necessary to design a plan to assure that we established guidelines and beliefs aligned with the entire Vale ecosystem.

This was a challenging mission, considering the size and the complexity of our organizational structure, the originality of the discussion within the company, the infinity of perceptions about the subject and male predominance in the mining sector.

The execution of our strategy of diversity, equity and inclusion was designed in a scalable, extensive and structural way, **consisting of three elements:**



### Change the Mindset

Educate and qualify leaders and employees on Diversity, Equity and Inclusion subjects.



### Institutionalize

Improve the employees' experience by assuring that the organizational systems, processes and symbols reflect an inclusive environment.



### Energize

Raise awareness of our entire ecosystem based on our positioning and commitment to the evolution of a fairer and more egalitarian society.

The final goal is to strengthen our culture to the point where leaders and employees, through their behaviors, relationships and decisions independently promote an inclusive environment of respect and opportunities for all.

# Priorities

To implement this strategy, Vale defined six priorities. Our work is not limited to these dimensions. Our purpose is to become a truly inclusive company.



## Gender

Double the representation of women (from 13% to 26%) in the next 10 years and reach 20% women in senior leadership positions globally.



## LGBTQIA+

Raise awareness on the LGBTQIA+ subject and reinforce Vale's position of respect for sexual orientation and gender identity, regardless of personal beliefs and values.



## Ethnic-Racial

Increase the representation of black men and women in leadership positions. Raise awareness among the employees about ethnic-racial issues and their impact on the labour relations.



## Inclusion

Increase employees' awareness of and engagement for a psychologically safe environment where everyone has a voice and opportunities to develop their potential.



## People with Disabilities

Foster the inclusion of professionals who are disabled through training and physical and digital accessibility.



## Local Talent

Continuously increase the visibility, qualification and growth of talents that comes from less represented regions and countries in the company's leadership positions.

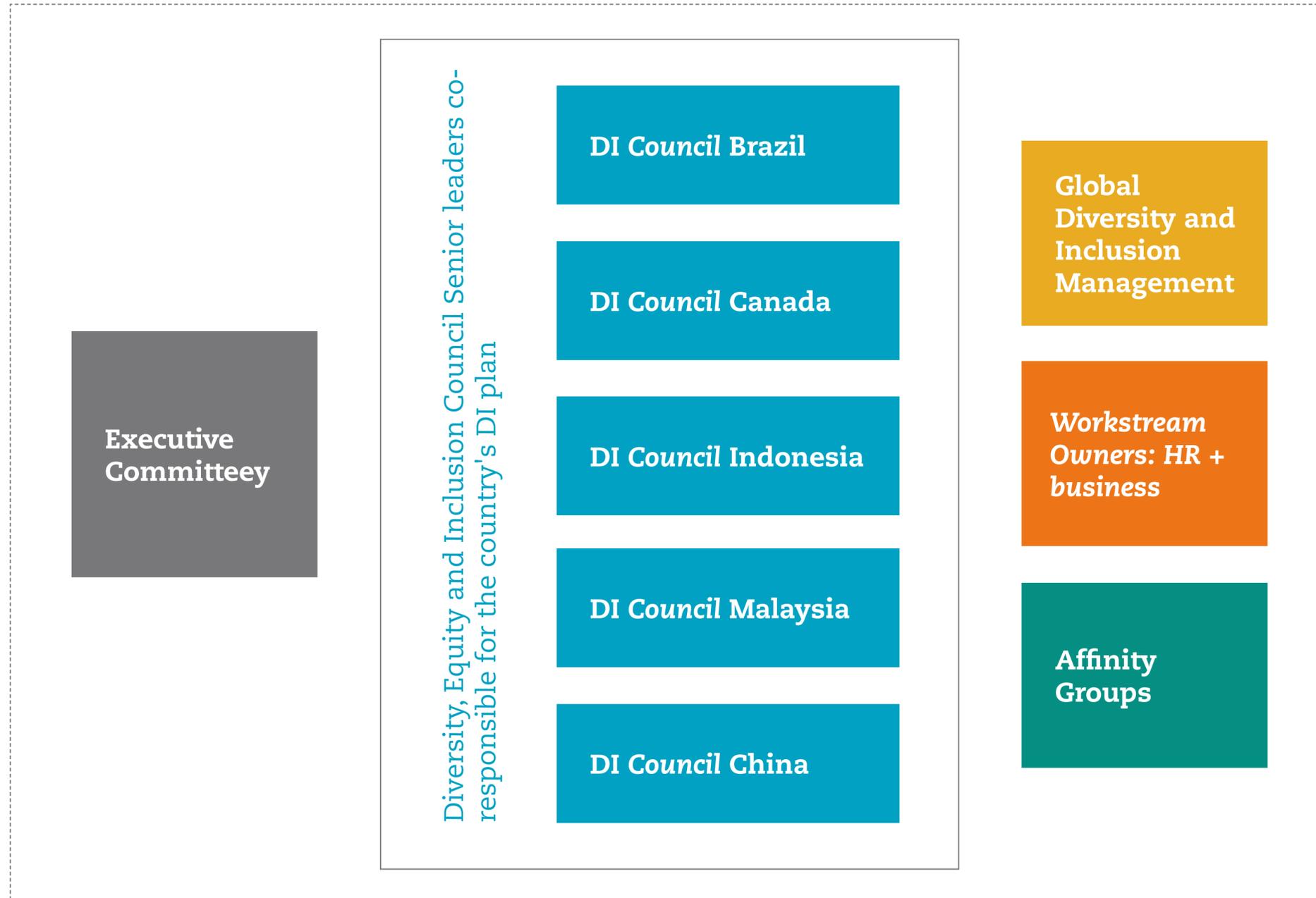
# — Governance

Jéssica Rodrigues  
Trainee 2019



# Governance

Considering Vale's size and geographic distribution, we have structured governance at all levels of the organization, assuring that the diversity and inclusion plans of each country are based on their local cultures and legislation.



## Sounding Panel on Inclusion and Diversity

In 2021, Vale set up the Sounding Panel, composed of five executives and independent external consultants from different countries. These consultants are specialists in subjects related to race, gender, LGBTQIA+ identities and disability people. The purpose of this committee is to promote the discussion of global trends and subjects on inclusion and diversity with the CEO and vice-presidents of Vale, promoting a long-term sustainable strategy.

# Affinity Groups

Progress in inclusion and diversity are reflected in the many discussions supported by Affinity Groups.

These groups were born spontaneously, very much stimulated by open and transparent dialogue. They work as committees representing the themes we want to promote and strengthen within the organization.

In 2019, the first group representing the Women's Network was launched and, in 2020, the **Ethnic-Racial Equity Group and the LGBTQIA+ Group emerged. In 2021, the first Women's Affinity Group** was launched in Canada and the UK.

Amplifying voices and the resources of our employees is extremely relevant for the culture we are building, because their personal experiences enriches the discussion and provides knowledge.

“Comprehension of LGBTQIA+ diversity by companies is fundamental. Companies that commit

clearly by means of their policies and work practices can promote improvement of the quality of life, the working conditions and the dignity of all employees.

We must celebrate LGBTQIA+ diversity as something that makes societies richer with its plurality of possibilities and with the lessons generated through the practice of respect in the social relations.”

Willer Junior  
LGBTQIA+ Affinity Group - Brazil

“Diversity and inclusion is not the arrival point, but a constant road. We started our journey to seek a

more inclusive environment and the creation of the Ethnic-Racial Equity Affinity Group was a very important point. But for the success of the group, it is indispensable that everyone to join us in the effort to make our voice echo throughout the company, throughout Brazil and throughout the world. To become a single voice, which consolidates ethnic and racial equity.”

Carolina Nascimento  
Ethnic-Racial Equity Affinity Group - Brazil

“Our purpose is to connect women to inspire us, develop us and support us in the challenges

and the dilemmas faced in our professional journey. Internally, we promote different actions involving conversation circles, the leaders' awareness and reflections on unconscious biases, thus, contributing to the cultural transformation of the company.”

Thaís Nascimento  
Women Affinity Group - Brazil

“When women come together, amazing things will happen! The Women+Allies Network was

recently launched in Canada and the UK and has been a place for women and their allies across the company to connect and network. Our monthly virtual coffee huddle has been a powerful tool to talk to one another and discuss the challenges that we face at home and at work. The Teams site has been a great resource to share material and inspiration. I'm looking forward to seeing this network grow in the years to come.”

Erin Cullen  
Women Affinity Group - Canada and UK



—  
**Where  
are we?**



Rismawati Baslam  
Indonesia

Where are we?

## Change the mindset and implement structuring initiatives: Tidy the house

To start diversity and inclusion work, it is necessary to take a photograph of the current situation and put this image in perspective, questioning what is behind the scenes. This requires us to ask tough questions. Why is the mining sector, all over the world, still mostly male? Why is there a perception that men are "naturally" more able to deliver good results in our industry? Why don't we see black people in senior leadership positions?

For us, asking these questions and generating the necessary conversations about them is the healthiest, most sustainable and humane way to lead the transformation of a corporate culture.

With priority focus on changing the mindset, our plan, therefore, has articulated extensive inclusion and diversity trainings for leaders, on a range of subjects.

To provide support, we continue with the implementation of structuring actions for the gender, LGBTQIA+ and more recently, ethnic-racial and PCDs agendas. Below, is an overview of all the initiatives we have developed since 2019, in line with our commitment.

### Diversity Census

Understanding the talents that makes up our company in matters relating to educational background, origin, gender identity, race, sexual orientation, generation and disability is essential to guide Vale's strategy of diversity, equity and inclusion. In 2021, we carried out the Census in Brazil and Canada. The results will be released when the analysis is complete.

Between 2020 and June 2021, we had more than

# 4,000

leaders participate in training on Unconscious Biases, Toxic Masculinity, Gender Intelligence and Inclusive Leadership.

We promote workshops, campaigns, webinars and conversation circles in order to listen to our employees and create opportunities for learning about important topics such as gender, structural racism, white privilege, sexuality, inclusion of trans people and inclusion of people with disabilities.



Maria Santana Moraes Rodrigues  
Professional Welder

# Culture of Respect

Respect must be the basis of all relationships, regardless of sexual orientation, race, ethnicity, personal characteristics, etc. The cultural transformation Vale is undergoing showed the need for us to review processes and policies, highlighting the non-tolerance of discrimination, prejudice and harassment.



## 2.3.

### Value the people who build our company

#### 2.3.1.

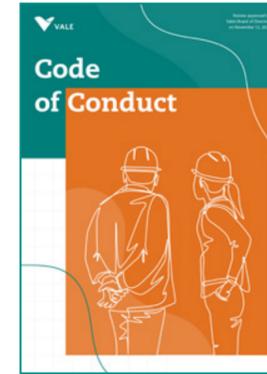
##### Inclusive work environment

We value diversity and promote an inclusive work environment. We ensure continuous learning and development of our employees, because we believe that Vale's growth is intertwined with the growth of those who help us build our business every day. We recognize and provide fair, equal, and meritocratic opportunities for everyone.

We ensure that each individual is respected and has the opportunity to develop their potential, regardless of their cultural or ideological differences, disabilities, gender, skin colour, ethnicity, nationality, origin, political beliefs, religious beliefs, age, marital status, union status, social class, sexual orientation, gender identity, or any other condition. We are committed to building a respectful environment in which people can have open dialogue and be their true selves.

We reject any form of prejudice, discrimination, racism, homophobia, Harassment or Sexual harassment, humiliation, intimidation, exposure to ridicule, hostility, or embarrassment. We encourage reporting of these types of misconduct through our [Whistleblower Channel](#).

The inclusion of differences is a starting point for a more fair and egalitarian world. At Vale, difference makes all the difference.



## New Code of Conduct

To help employees better understand what it means to have an inclusive work environment, we have included a special chapter in our Code of Conduct. This document breaks down our values into fundamental principles that guide the way for Vale to remain an ethical company, growing in a continuous and sustainable way.

Strengthening of the Conduct and Integrity Committee with higher focus on guidelines and consequence management.

New Consequence Management Policy

Whistleblowing Channel Re-organization

## Global Diversity and Inclusion Policy

This internal document formalizes our guidelines and commitments to build psychologically healthy, respectful, inclusive environments with equal access to opportunities. It also regulates what is expected of each employee who speaks and acts on behalf of Vale.

# Development and awareness actions

Managing increasingly more diverse teams and assuring an environment with equal opportunities, where everyone can exercise their full potential, is imperative for the performance of leadership at Vale.

In fact, leaders are the key to leveraging a more inclusive culture. It is in the daily routine when the leaders can inspire change: through their small acts, feedbacks, mediation of conflicts, alignment of expectations, listening and orientation.



Um ambiente de trabalho saudável não permite atitudes negativas contra

peças LGBTQIA+, que geralmente acontecem por meio de piadas pejorativas e julgamentos estereotipados. Na Vale, não toleramos nenhum tipo de preconceito ou discriminação.”

Jefferson Corraide  
Executive manager of Brucutu  
Operations and Água Limpa – Brazil

## Unconscious Biases

The purpose of this program has been to qualify our leaders to recognize the most common unconscious biases in people management and follow good practices for the performance of Inclusive Leadership. **Since 2020, more than 2,500 leaders from different countries have participated in this action.**

## Inclusive Leadership

In 2021, we started the Inclusive Leadership training program as a complement to the Unconscious Biases program. There are already more than 700 leaders, who benefit from case study discussions and practical tips on the topic.

## Inclusion and Diversity Workshops

Since 2020, approximately 1,500 leaders have already attended the workshops. They provide a space for reflection on our commitments to diversity, equity and inclusion, generating knowledge through exchange of experiences and discussion of critical issues.

## Reverse Mentoring

The ways to provoke reflection and development of the leadership are varied and complementary. From the perspective of diversity, equity and inclusion, reverse mentoring helps leaders gain insights from the experience of younger and/or junior colleagues, deepening their knowledge on topics such as gender, race and ethnicity, LGBTQIA+, disabilities, different cultures and others.

## Qualification focused on gender

Since 2019 when Vale set the target to progress in gender diversity, we have increased the number of women in senior leadership positions by 60%. And that, in part, this is the result of the entire campaign and awareness we are promoting in the work environment.

**Highlighted three events:**

Gender Intelligence Workshop

Workshop on Toxic Masculinity

Cycle of Lectures on “Women and Career”

## Actions to train and build awareness

### Qualification of the HR team

The HR area is one of the main actors responsible for solidifying positive experiences for our employees. This team is qualified and dedicated to fulfilling our purpose to develop processes that are inclusive and welcoming and to support the leaders in developing talents while, respecting everyone's individuality.

#### Recruiters

Focused on teaching recruiters to recognize and mitigate unconscious biases during the recruiting and selection process, and to working to seek different talents. 100% of the recruitment team in Brazil was trained.

#### Business Partners

To expand our diversity and inclusion repertoire, get to know our partners companies, and have access to tools that help to promote a more inclusive work environment.

This training featured customized content for different cultures where we operate (Latin America, Asia Pacific, Europe, the Middle East and North America).

## The Diversity and Inclusion guide for Leaders

The Diversity and Inclusion Guide offers content with answers on how to promote diversity, equity and inclusion in practice. The document dialogues with the real challenges that leaders have shared at different levels of the organization and promotes alignment of our global guidelines in relation to the subject. The purpose is to offer a practical tool our leadership can use in their daily routine.

## Learning platform - Valer Digital

There is a special session at Valer Digital, presenting texts, research, articles, videos and books on various issues related to gender, LBTQIA+, race, ethnicity and people with disability.



Giovanna Assis  
Trainee 2019



# Gender

Gender equity is one of the six priorities of our strategy and that's where our diversity and inclusion commitment begins.

Over the past two years, we have invested a lot in raising leadership awareness, reviewing our processes and systems, and taking affirmative action to speed up our progress and correct an historical imbalance between men and women in the mining industry.

Another reason we began with gender was the idea of intersectionality: women are different from each other and bring other markers with them. They are black and white, lesbian, bisexual and heterosexual, transgender and cisgender women. They live with or without disabilities and come from different regions and cultural realities. For us, focusing on gender is a way to start “pushing” the other underrepresented groups that are also part of our strategy.

## Initiatives implemented focused on women: Impartiality in the attraction of new talents

Diversity, Equity and Inclusion were highlighted in the decision-making process.

Artificial intelligence and hidden recruitment were implemented making Vale's selection processes fairer and free from bias.

### Recent Graduate Programs 2022

With the purpose to foster the development of future leaders of the organization, Vale has sought to increase the predominance of the female gender in the Trainee Programs.

**Of the total number of hired people, there were:**

2020  
**61% women** (82 trainees)

2021  
**69% women** (117 trainees)

## Professional Qualification Program

Gender inequity in the mining industry is mainly rooted in the mine operation - an activity historically attributed to men. To correct this historical imbalance, we created Vale Professional Training Program, exclusively for women.

This has been a good experience that allowed us to hire more than

**1,000 women**

In 2020/2021.

The Professional Training Program is the main gate to the company's operational and technical positions. In this context, Vale does not simply create jobs, but also creates alternatives that increase the possibilities of social inclusion in the communities where it works.

The people selected for the program take technical training courses customized for Vale, in areas such as maintenance, railway and operations. After this training, women gain professional experience performing practical activities in our operations, getting ready to work at Vale or the labour market.

Melynda LaRosa  
Professional Welder – Canada



# Gender Equity

In December 2019, Vale publicly announced our goal to double the representation of women, including in leadership positions. We had great evolution in this context: we increased the total number of women in our company by 42% (data from Jul/21) compared to 2019.

We focused on assuring a welcoming, respectful environment with opportunities for career growth for women at Vale.

By means of professional training programs, we doubled the total number of women hired in the year to fill position, which were historically seen as male.



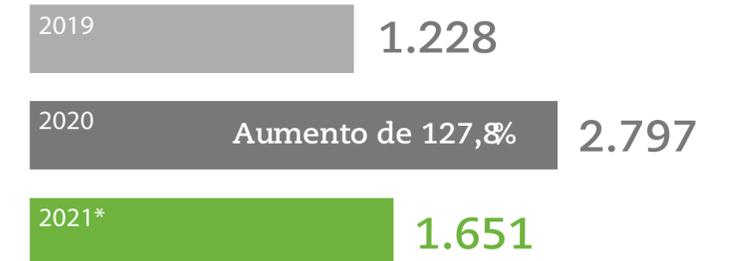
Rede Elswal  
Technology  
analyst -  
Canada

## The representation of women at Vale increased from 13.5% to 18.1% in less than two years.

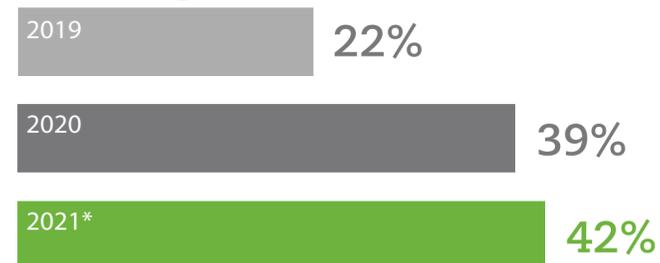
### Total women working at Vale



### Total women hired



### % women hired through selective processes



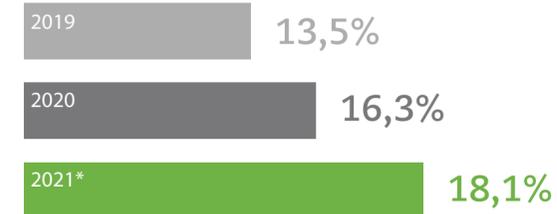

“ We want to attract and leverage diverse talent, because we understand that this will be an essential part of in the company's cultural transformation process. We are committed to achieving gender equity and selecting a diverse group of professionals assuring that our future leadership is also diverse and inclusive.”

Mira Noronha  
Brazil

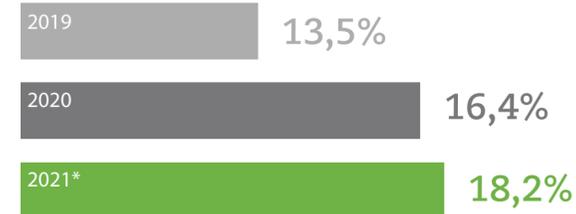
\*Data reference: by July 2021

# Representativeness of women by hierarchy

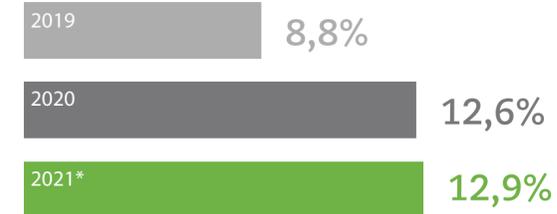
## Total Women



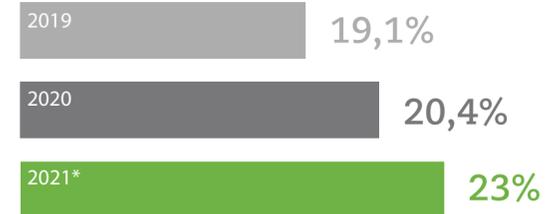
## Staff



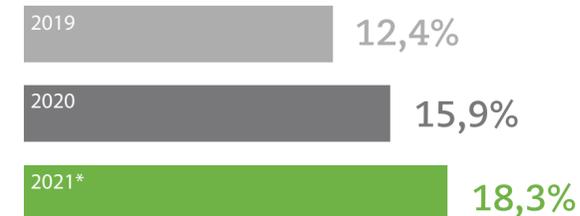
## Supervision



## Management and Coordination



## Executive Managers and Directors



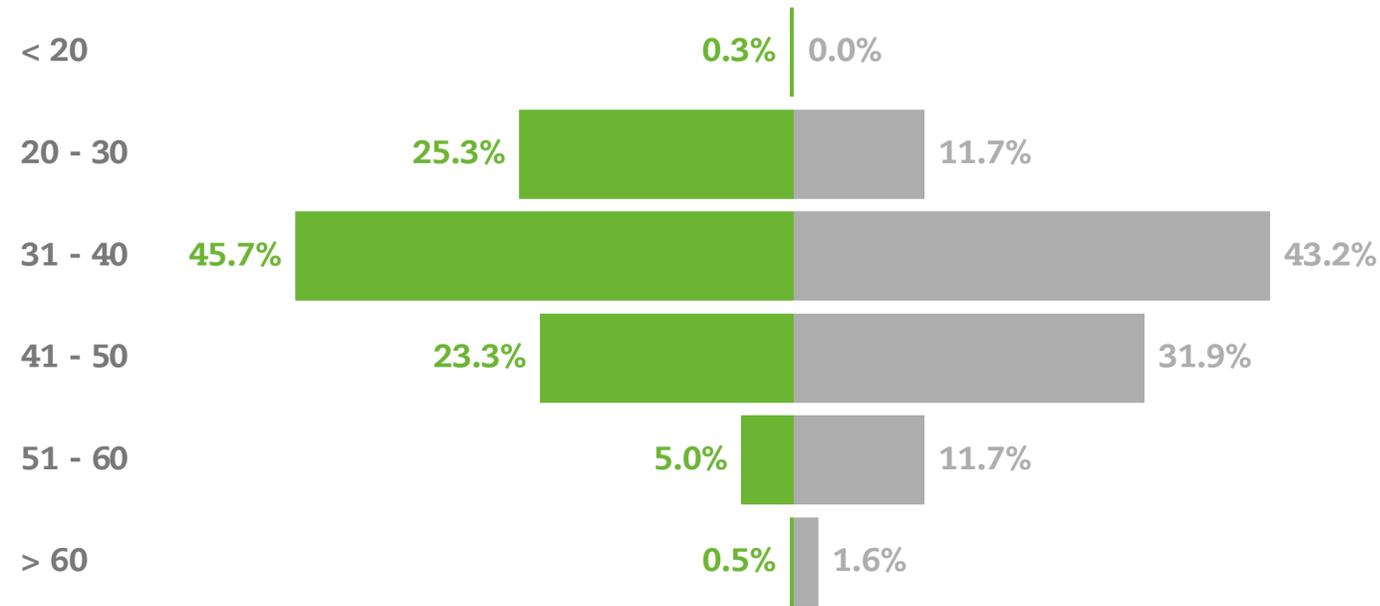
	2019	2020	2021 *	Increase
Total Women	9.050	11.443	12.851	42,0%
Staff	8.460	10.638	11.923	40,9%
Supervision	239	374	397	66,1%
Management and Coordination	326	397	493	51,2%
Executive Managers and Directors	25	34	40	60,0%



We adjusted our contracts with headhunters to guarantee that at least 50% of the nominated candidates were women.

\*Data reference: by July 2021

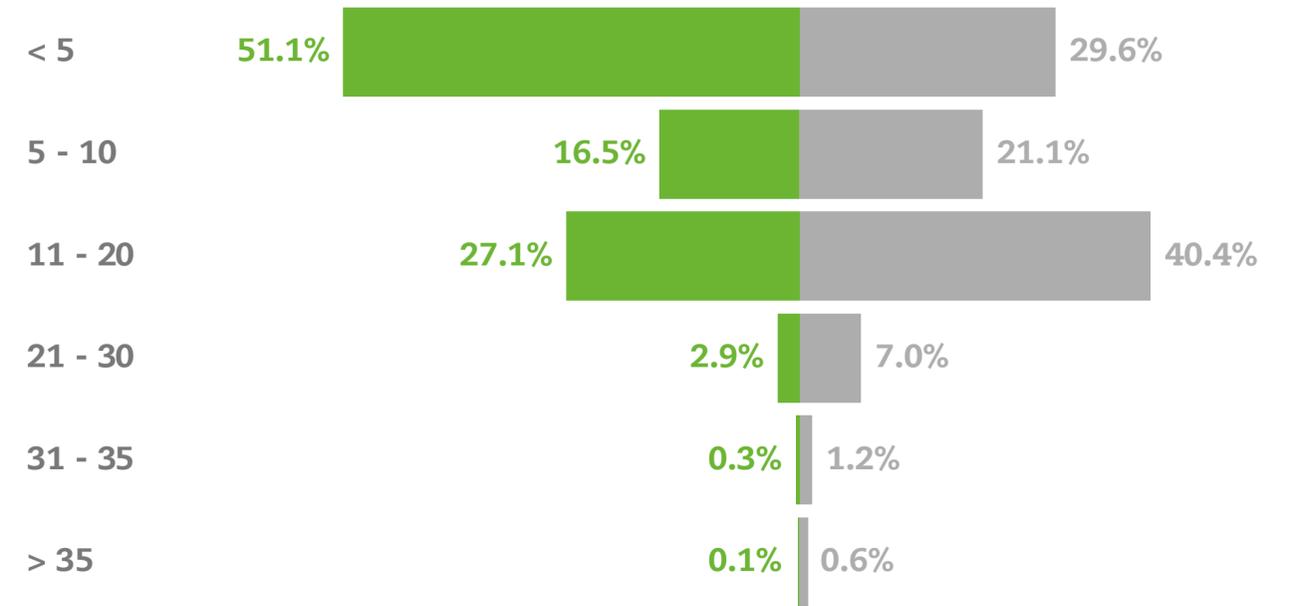
## Distribution by Age Group



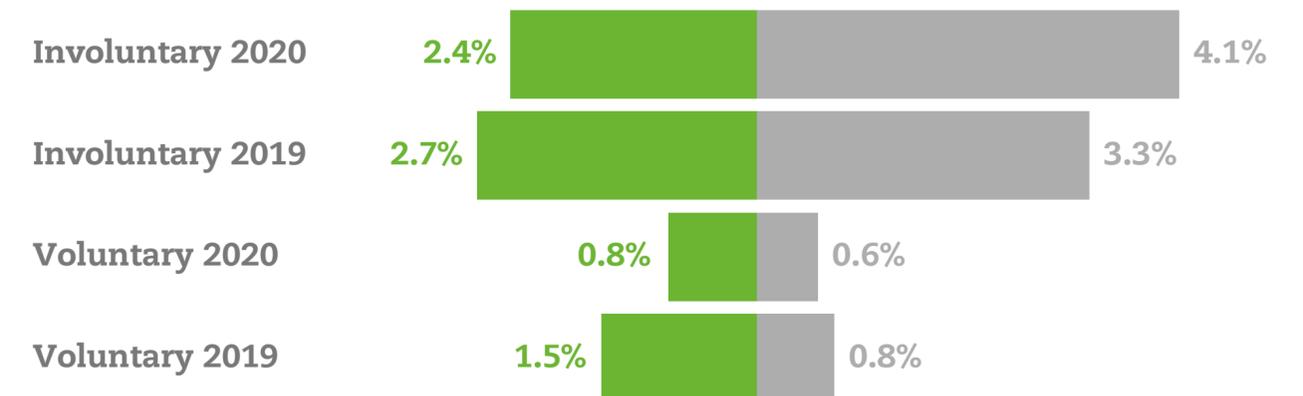
■ Women  
■ Men

**The voluntary dismissal of women reduced 33% in 2020.**

## Distribution by length of service



## Dismissal percentage by Type (Accumulated Yearly)



# Mining By Women

Female employees from Oman, Canada, Indonesia, Switzerland and Brazil participated in the first season of the web-series Mining by Women, in 2020. This series, created and produced by women, gave visibility to the potential of women who work in our operations. Our goal is to show the world that a woman's place is where she wants to be and through these stories, encourage other women to pursue career opportunities in the mining industry.

The second season, launched in 2021, celebrates the women who are helping to build a more inclusive Vale, showing the subjects of pioneering, black women, disabled women, women from the LGBTQIA+ community, etc.

“The electrical area is no longer an exclusive area for men. When I started, the people doubted me and interfered with my work. (...) Even my father was worried about me working in the field. But I proved my capacity to him, I passed all the tests and told him not to worry about my decision.”

Nella Yunita  
Indonesia

“To be a Muslim does not mean to have a blocked mind. Islam is not like that. Islam is not an obstacle to personal improvement; you can grow and develop. You can work, travel and achieve your goals; you can do what you want.”

Amna Al Mamari  
Oman

“Everyone can teach someone something. I think part of our journey towards diversity and inclusion will enable us to benefit from cultural mentoring. This is mentoring between people who are different from one another so that we can all learn and grow together.”

Thereza Nyabeze  
Canada



# LGBTQIA+

Since 2020, Vale has been working consistently to raise the employees awareness of the LGBTQIA+ community through training, webinars with specialists and communication campaigns. Our goal is to welcome the plurality of our workforce and encourage everyone to live authentically.

The celebrations held during LGBTQIA+ Pride month, on the International Day Against Homophobia and on Coming Out Day are part of our diversity, equity and inclusion calendar.

In 2021, hormone therapy for gender transition was included as a benefit in Vale's health insurance for our employees and their dependents.

“Declaring my homosexuality was an important way for me to be able to live happily and authentically. When we bring our differences to the company (ethnicities, sexual orientations, religions, backgrounds, experiences, etc.), it is wonderful to realize that what we learn from each other connects and unites us.”

Fran Hansen  
Fran Hansen - Executive manager of human resources for Base Metals (right)





# Vale's first LGBTQIA+ Pride Celebration

A unique milestone in the trajectory of our company included a virtual live show with the participation of famous Brazilian singers, our CEO, Vice-CEO and more than 14,000 spectators, including employees and their family members, celebrated this moment together.



It is necessary to celebrate our differences and recognize that they exist for us to be able to develop our capacity to feel empathy and respect for all people. Vale's LGBTQIA+ Pride celebration was an incredible moment Vale gave us. Every day, I feel prouder to be part of this company."

Jeane Magalhães  
Mobile maintenance supervision programmer



I have been at Vale for more than 10 years. Today, I feel thrilled to see this event and the celebration of LGBTQIA+ pride. This is a big victory in a world where prejudice at work is part of history. Our company's evolution in this subject is noticeable. Very proud to be at Vale!"

Tais Baptista  
Infrastructure supervision analyst



During the entire month our operational units mobilized to demonstrate their support and respect for the entire LGBTQIA+ community.

# Ethnic-Racial Equity

In 2020, supported by the Ethnic-Racial Equity Affinity Group, we started to boost the company's awareness through discussions, such as structural racism, white privilege and representation of black men and women in leadership positions.

## Racial Literacy with the Executive Leadership

We invited specialists on the ethnic-racial agenda to sessions with our executive leadership to broaden our repertoire and deepen our knowledge about structural racism and its impacts on the society and the organizations.

## Learning Journey

Campaigns and educational actions by means of webinars, training and content on Valer Digital platform. The company has evolved creating spaces for debates on ways to move forward from our society's history of ethnic-racial conflict.

## Thus, we celebrate:

- International Day for the Elimination of Racial Discrimination
- Black Awareness Day (Brazil)
- National Day of Indigenous Peoples Day (Canada)
- Black History Month (Canada)

## Joining to **mo** pra ser maior, só fazendo juntos. **ver**

In 2021, we joined MOVER\_ "The Movement for Racial Equity", because we believe that it is possible to transform the future together. The initiative combines more than 45 large companies in the country and multinational companies. Their joint efforts with other signatory companies will enhance our goal to build a fairer society with equal opportunities for black men and women. This is an important step which reinforces our commitment to create a more inclusive work environment and reduce racial inequity in Brazil.

## Recently Graduate Programs

In addition to gender equity, we also prioritize the hiring of black professionals.

Of the 144 trainees hired in Brazil

# 66% of the selected are black

(equivalent to 95 professionals).

Advanced knowledge of the English language is no longer a prerequisite for the Specialist Trainee Program, expanding opportunities for everyone.



Sérgio Chitará  
Country Manager Vale Mozambique

# Local Talent

Our goal is to continuously increase the representation of local talent in senior leadership positions in the regions and the countries where we operate.

## Qualification of applicants from indigenous communities

In partnership with the Impacts and Benefits Agreement (IBA), a Canadian governmental agreement, Vale Canada created a training program for applicants from Indigenous communities to prepare them to work in its operations in Voisey's Bay. This program started in 2016, and today, we are proud to report that 31% of our labour force in this region is Indigenous. This represents 201 Indigenous employees.

## Hiring of local talents for the Global Trainee Program

Vale seeks to attract newly graduated talent who represent the diversity of the communities where we operate.

Trainees hired in 2021 in Brazil:

- Minas Gerais - **32%**
- Pará - **7%**
- Maranhão - **7%**
- Rio de Janeiro - **7%**
- Espírito Santo - **4%**



Tracy Xie  
Country Manager at China



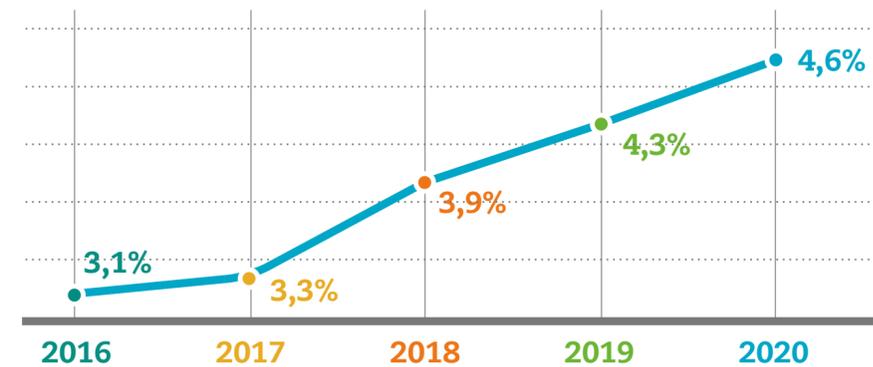
Febriany Eddy  
Country Manager at Indonesia

\*Data Reference: September 2021

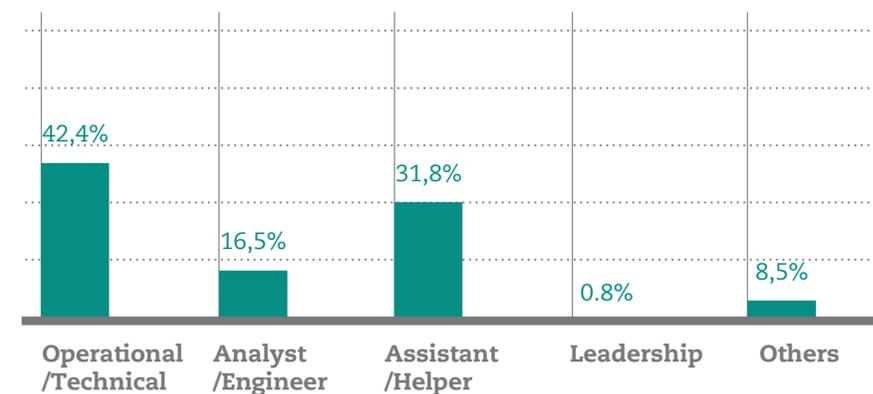
# People with disabilities

In Brazil, Vale employs more than 2,351 professionals with disabilities, who work in both administrative areas and operational positions. This represents 4.5% of our workforce (as of August 2021). Our commitment is to raise this number to 5% by the end of 2021.

## Percentage People with disabilities



## Positions occupied by professionals with disabilities



## Inclusion diagnostics

In 2021, we measured the degree of inclusion of employees with disabilities, with the aim to redesign the employee's experience and raise the level of equity at our company.

## Attraction campaign

More than 400 vacancies were offered in exclusive campaigns to attract professionals with disabilities in several Brazilian states.

## Awareness and qualification actions

- Webcast: Challenges of Including People with Disabilities.
- Introductory content on Libras (Brazilian sign language) in the education platform.
- Exclusive professional training programs for professionals with disabilities and professionals without experience in mining.

Rosivânia França  
Maintenance Technician Assistant



## Where do we want to go?

### Boost changes and expand the house

Throughout this document, we hope we have conveyed the evolution we have undergone in the last two years to meet the constant challenge of making diversity, equity and inclusion an effective and central realities that define our company.

**We are here to improve life and transform the future. Together.**



