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Photo: Marcelo Coelho



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# Annual Diversity, Equity and Inclusion Report 2022



# Our transformation path: from intention to action



Diversity, equity and inclusion is a fundamental part of the cultural transformation underway at Vale. As an organization, our role is to direct our mobilizing force to make our work environments more diverse and inclusive and to mirror the human plurality within the company.

Our transformation path starts with an intention and then turns into action. We understand that mining is a critical aspect of global progress, but we believe that real change comes when we create value for the entire ecosystem around us – our suppliers, communities and society at large. We are committed to transforming our planet today, in pursuit of a better future for all.

We know that a good part of the diversities have been converted into inequalities, and at Vale, we believe that tackling these inequalities is also our responsibility.

We are a multinational company, one of the largest in the world in a sector as essential as mining. Our operations extend to places that many companies do not reach. More than 20 countries, cities of all sizes, and remote regions. Therefore, we are always thinking about our business globally, but acting locally at each site. This led us to discover how diversity generates value for our company. Bringing together diverse talents and voices has contributed to building a culture of constant learning, innovation and sustainability.

We assume the fundamental and non-negotiable responsibility of combating the impacts of inequalities. We are committed to making a difference and ensuring that Vale is a positive and sustainable force in the world. Our territorial footprint and our employer potential result in a great opportunity to expand the representation of the various social groups within our units. In this report, you will be able to follow how we are advancing in the indicators and commitments we have made. But diversity does not exist without inclusion. Goals do not move forward if they are not accompanied by genuine will. Since the beginning of this journey, we have always been aware that our biggest challenge went beyond the numbers. We are committed to building an inclusive culture. And if we are talking about a cultural transformation, it is because we

are promoting many changes. Changes in processes, changes in systems, symbolic changes and, above all, a profound change in the attitude of our people. I invite you to discover some of the ways in which we, here at Vale, are defending equity and inspiring human development by promoting opportunities in our workspaces and in our communities.

In this last cycle, in 2022, we put our energy into this topic with even more intensity in the pursuit of a more plural Vale. We exist to improve life and transform the future. Together.

We honestly and transparently share our actions and results with you on the following pages.

*Enjoy your reading!*



Photo: Take4



**Marina Quental**

Executive Vice President of People

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# 1. Our Commitments to Diversity, Equity and Inclusion

# 1. Our Commitments to Diversity, Equity and Inclusion

## Commitments

### 1. Promote an environment of respect for all

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

### 2. Build an environment of trust

Ensuring a psychologically safety environment in which people are free to be themselves, being able to share their ideas and and expressing their points of view respectfully with others through open and transparent dialogue.

### 3. Establish bias-free processes

Treat everyone fairly and equally, without discrimination based on race, ethnicity, gender, gender identity, sexual orientation, age, social class, disability, religion, nationality and political beliefs. This should include the internal norms and processes for recruitment, dismissal, promotion, compensation and benefits, training or retirement.

### 4. No tolerance for prejudice, discrimination and harassment

Respect the dignity and human rights of all people in the workplace. Any violations of the Diversity and Inclusion Policy are considered violations of Vale's Code of Conduct and are subject to the penalties provided for in the document, available on Vale's website.

### 5. Promote Diversity, Equity and Inclusion

Stimulating dialogue and debate to increase the awareness of employees, third parties, suppliers, customers and communities about respect for diversity and fighting discrimination through internal and external campaigns, training and educational actions.



Photo: Gustavo Baxter



## Commitments undertaken

Double the representation of women at Vale from 13% to 26% by 2025.

Achieve 40% of leadership positions (coordinators and above) occupied by black people by 2026 in Brazil.



Photo: Ricardo Teles

## 2. Highlights of our journey over the years

## 2. Highlights of our journey over the years

...Vale becomes a signatory to the Women's Empowerment Principles set forth by UN Women

### 2018

First class of operational trainees exclusively for women are formed to work as equipment operators

First woman in the executive leadership of an Operation (Vargem Grande Complex - Brazil)

### 2019

June/2019 - Diversity and Inclusion become one of the cultural transformation levers at Vale

Extension of maternity and paternity leave in Brazil

Creation of the women's affinity group

December/2019 - Launch of public commitment at Vale Day, making commitments and targets to increase our capacity to attract, develop and retain the full spectrum of diversity profiles that the market offers, becoming a more inclusive company.

### 2020

Creation of the LGBTI+ and ethnic-racial affinity groups

February/2020 - The 1st Global Diversity and Inclusion Workshop was held for the company's senior leadership

Creation of the Global Diversity and Inclusion Management

Launch of the Global Diversity and Inclusion Policy

Diversity, Equity and Inclusion targets were included in the annual global incentive scorecard

### 2021

Inclusion and Diversity Sounding Panel composed of market experts and executives

Inclusion and Diversity Councils made up of senior leaders by countries

First Diversity Census at Vale (Brazil and Canada)

First Vale LGBTI+ Pride Celebration

Joining of MOVER - Movement for Racial Equity

Launch of Canada's LGBTI+ affinity group

Launch of the women's group in Canada

### 2022

Launch of affirmative actions: Empowering Black Talents, Empowering PwD Talents, Career Acceleration for black Women and the Impulsiona Program for women in situation of social vulnerability.

Association to the PACTO for the Promotion of Racial Equity

Launch of the Racial Literacy Development Track

Classroom Racial Literacy Circuit - Pequena África in RJ

Launch of guidelines (LGBTI+; Fighting Sexual Harassment; Inclusion of PwD and Anti-racism)

Launch of the Accessibility Project - mapping functions for PwD

Launch of REAGIR training - combating sexual harassment - Brazil



Photo: Ricardo Teles

# 3. Our representation, our people

# The characteristics of our internal public and how we are evolving

**At Vale,  
we are driven by  
people.**

We explore the world as a global mining company, our footprint spans the four corners of the planet, we face challenges and we continue to learn every day.

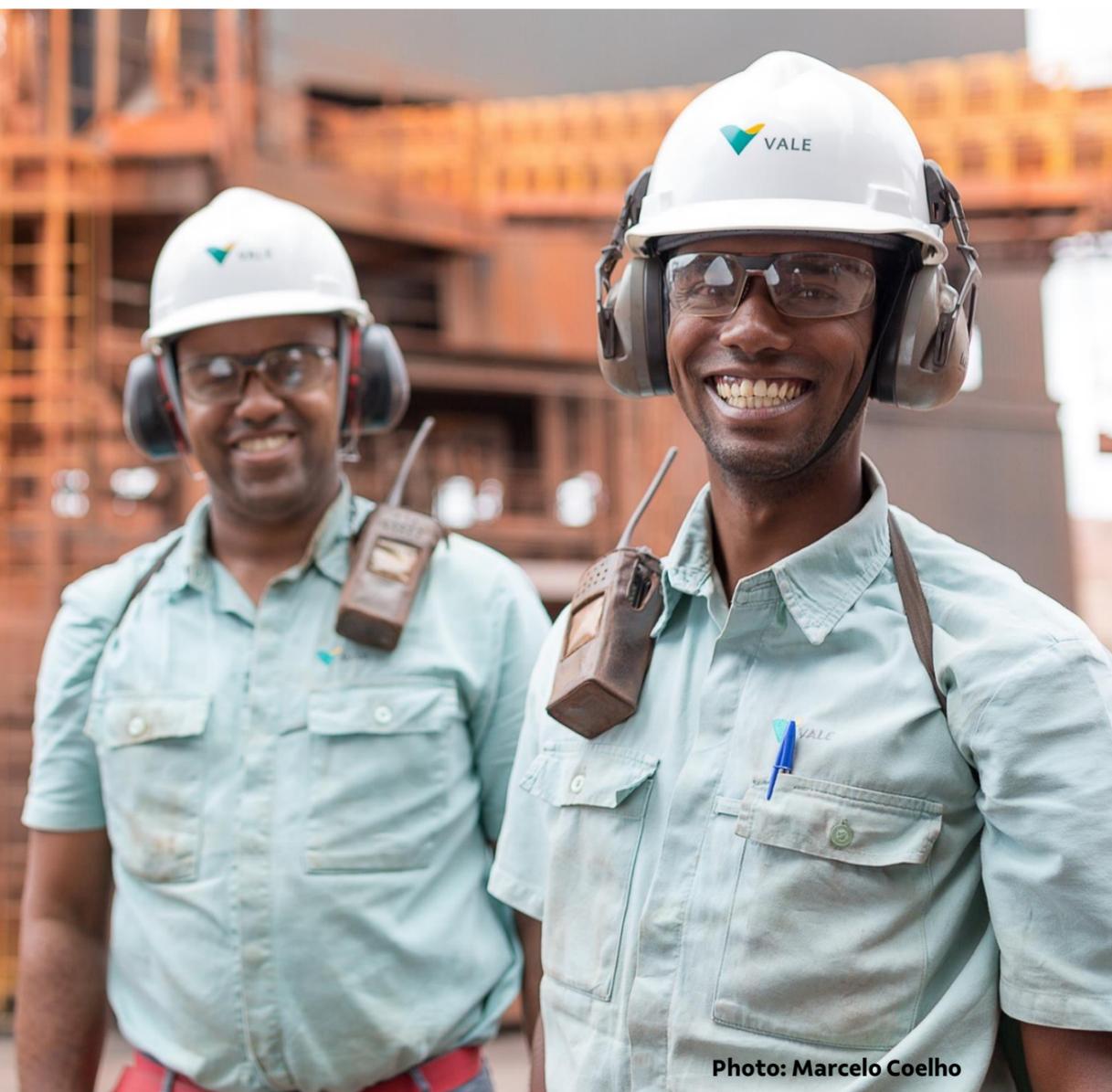


Photo: Marcelo Coelho

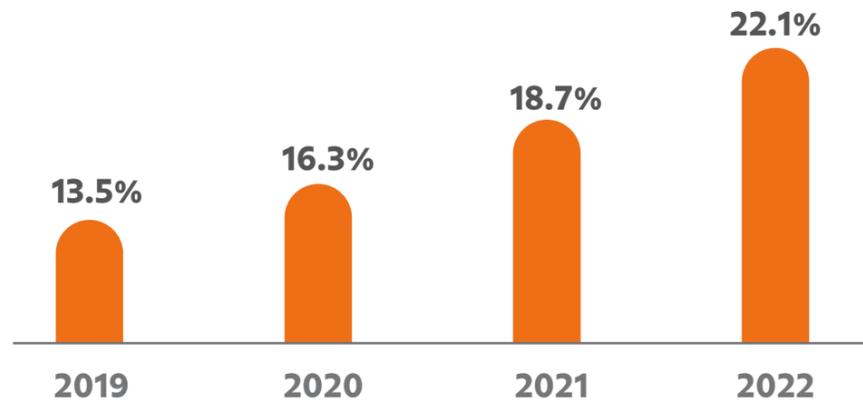


## Indicators

The key to any successful business strategy is setting goals, communicating them, and holding people accountable for achieving them. Since 2019, we have established public commitments to increase the diversity of our workforce and have translated these commitments into indicators closely monitored by our management. The first was to double the representation of women in the company, from 13% (2019) to 26% by 2030.

Considering our commitment to equity, we understand that our goal could be bolder and we anticipated the completion date of this goal by 5 years (2025), contributing to the transformation process that the mining industry has been undergoing. In 2022, we reached 22.1% of women among our employees. There are more than 5,000 more women in the company since December 2019. The occupation of women in senior leadership positions also accompanied the growth, jumping from 12.4% to 22.6% in the same period. On the Executive Committee, women account for 30% of the seats.

## Women at Vale



### Women by country

	% Women	Number of women	% of all women at Vale
Brazil	23.6%	12,564	88.4%
Canada	15.5%	1,018	7.2%
Indonesia	9.1%	275	1.9%
China	62.3%	91	0.6%
Oman	10.7%	64	0.5%
Malaysia	18.1%	65	0.5%
Switzerland	59.1%	39	0.3%
Singapore	50.7%	36	0.3%
UK	11.6%	22	0.2%
Japan	16.7%	13	0.1%
Netherlands	71.4%	10	0.1%
Peru	29.6%	8	0.1%
Chile	23.1%	3	0.0%
Australia	25%	3	0.0%
UAE	18.2%	2	0.0%
India	100%	1	0.0%
<b>Total</b>	<b>22.06%</b>	<b>14,214</b>	<b>100%</b>

### Women by hierarchical level

Hierarchical level	2019	2020	2021	2022	Increase 3 years	Increase Year
Staff	8,460	10,638	12,433	13,110	55%	5%
Supervision	239	374	412	426	78%	3%
Management and coordination	326	397	598	631	94%	6%
Executive managers and directors	25	34	45	47	88%	4%
<b>Total</b>	<b>9,050</b>	<b>11,443</b>	<b>13,488</b>	<b>14,214</b>	<b>57%</b>	<b>5%</b>

Hierarchical level	2019	2020	2021	2022	Increase 3 years	Increase Year
Staff	13.5%	16.4%	18.7%	22.2%	64%	18%
Supervision	8.8%	12.6%	13.5%	15.5%	76%	15%
Management and coordination	19.1%	20.4%	24.5%	26.5%	39%	8%
Executive managers and directors	12.4%	15.9%	20.3%	22.6%	82%	11%
<b>Total</b>	<b>13.5%</b>	<b>16.3%</b>	<b>18.7%</b>	<b>22.1%</b>	<b>63%</b>	<b>7%</b>

### Women by length of service

Length of service (2022)	Women	% Women	Men	% Men
<5	8,590	60.4%	12,152	24.2%
5-10	1,171	8.2%	7,647	15.2%
11-20	3,970	27.9%	25,096	50.0%
21-30	426	3.0%	4,409	8.8%
31-35	41	0.3%	603	1.2%
>35	16	0.1%	306	0.6%
<b>Total</b>	<b>14,214</b>	<b>100.0%</b>	<b>50,213</b>	<b>100.0%</b>





Photo: Marcelo Coelho

# Black people at Vale

In 2021, we assumed yet another commitment with our shareholders and society as a whole. We are going to expand ethnic-racial diversity at Vale, mainly addressing the asymmetry of opportunities for black people\*1 in leadership positions (coordinator and above) in Brazil.

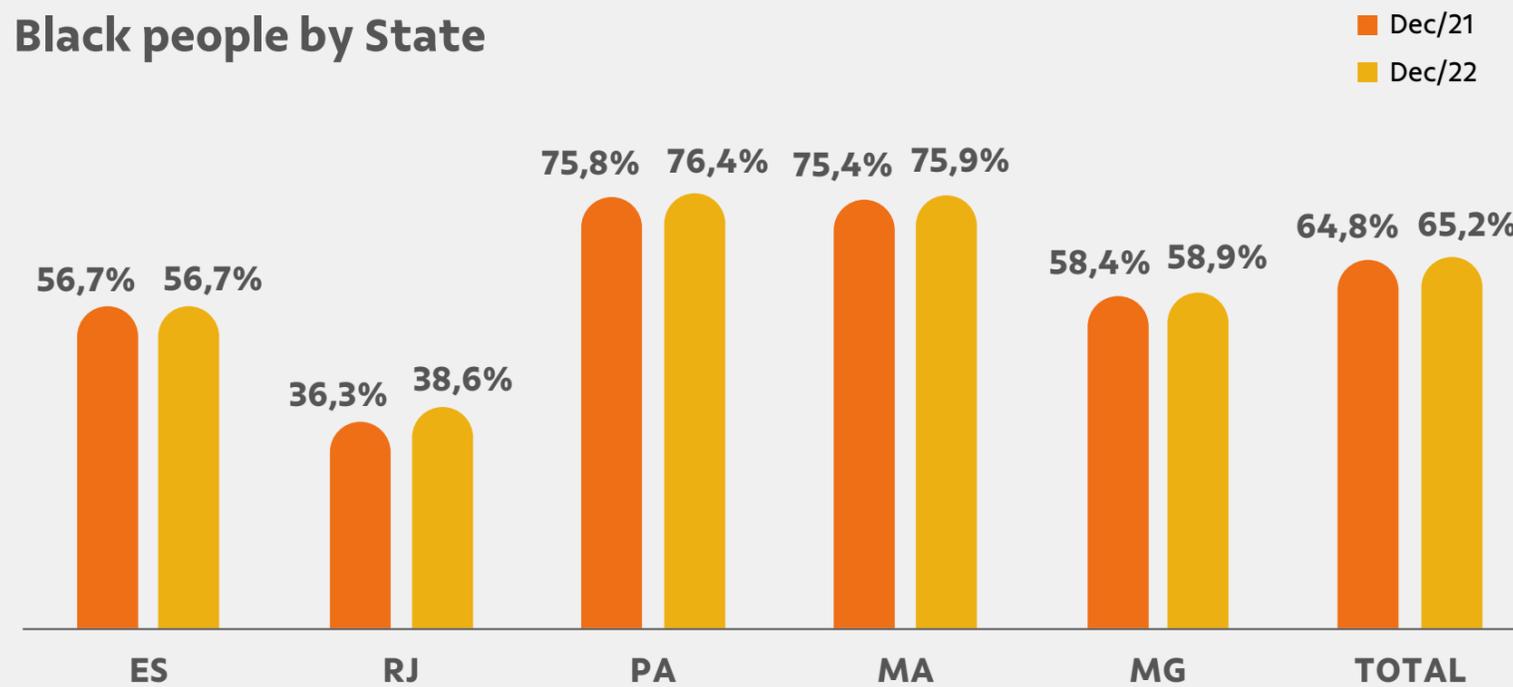
After a year of initiatives focused on this purpose, we have already seen an increase of 3.3 percentage points.



Through affirmative actions, Vale gave me the opportunity to reach a leadership position. I am a black man from the outskirts of the city and these actions are important because they show that it is possible for us to reach these spaces, we just need to have the opportunities.

**Jackson Gonzaga – Port Maintenance Supervisor – São Luís, MA Brazil**

## Black people by State



## Black people by hierarchy

Hierarchy	Dec 21	Dec 22	Increase pp
Staff	66.5%	66.8%	0.3
Supervisor	57.3%	57.6%	0.3
Coordinator	39.1%	43.2%	4.1
Manager	26.0%	26.9%	0.9
Executive manager and above	11.8%	15.2%	3.4
<b>Total</b>	<b>64.8%</b>	<b>65.2%</b>	<b>0.4</b>
<b>Racial goal (coordinator and above)</b>	<b>28.9%</b>	<b>32.2%</b>	<b>3.3 pp</b>

\*1 The Brazilian Institute of Geography and Statistics (IBGE) considers black people to be the sum between mixed race and black people. Vale followed the same guidelines for self-declaration of its internal public.





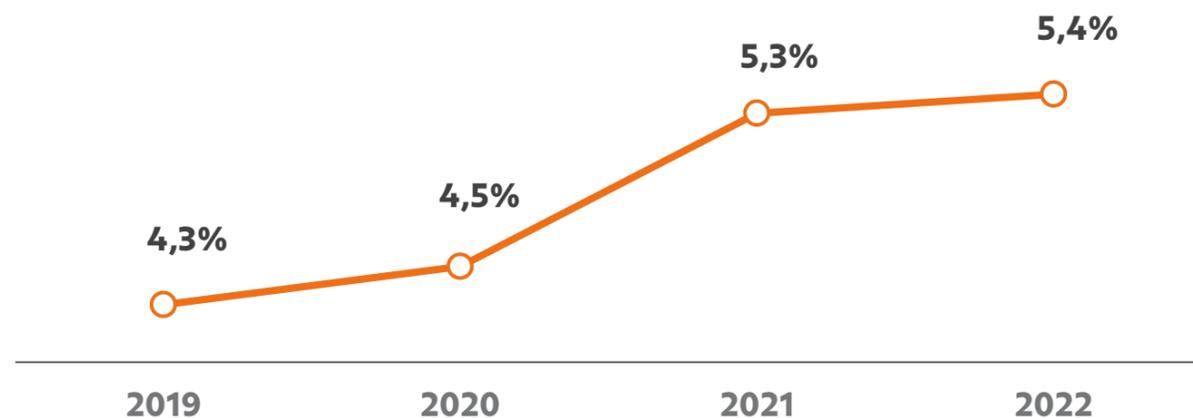
# People with Disability at Vale

In 2019, 4.3%\* of Vale's workforce in Brazil consisted of people with disabilities. Our objective was to achieve 5% representation of this audience in 2021.

**We overcame that and, in 2022, people with disabilities accounted for 5.4% of the company's workforce.**

Year	PwD	Total	% PwD
2019	2,047	47,734	4.3%
2020	2,292	50,399	4.5%
2021	2,702	51,029	5.3%
2022	2,713	50,371	5.4%

## People with disabilities at Vale



\*Data of Vale SA Brasil



I feel appreciated, recognized and fairly evaluated for my professional competence, without being treated like just another PwD, who is there just to fulfill a quota. Vale's inclusive environment makes it possible to break down these negative stereotypes around people with disabilities.

Ailson Silva – Senior Legal Analyst – Nova Lima, MG – Brazil

## People with disabilities by position – 2022

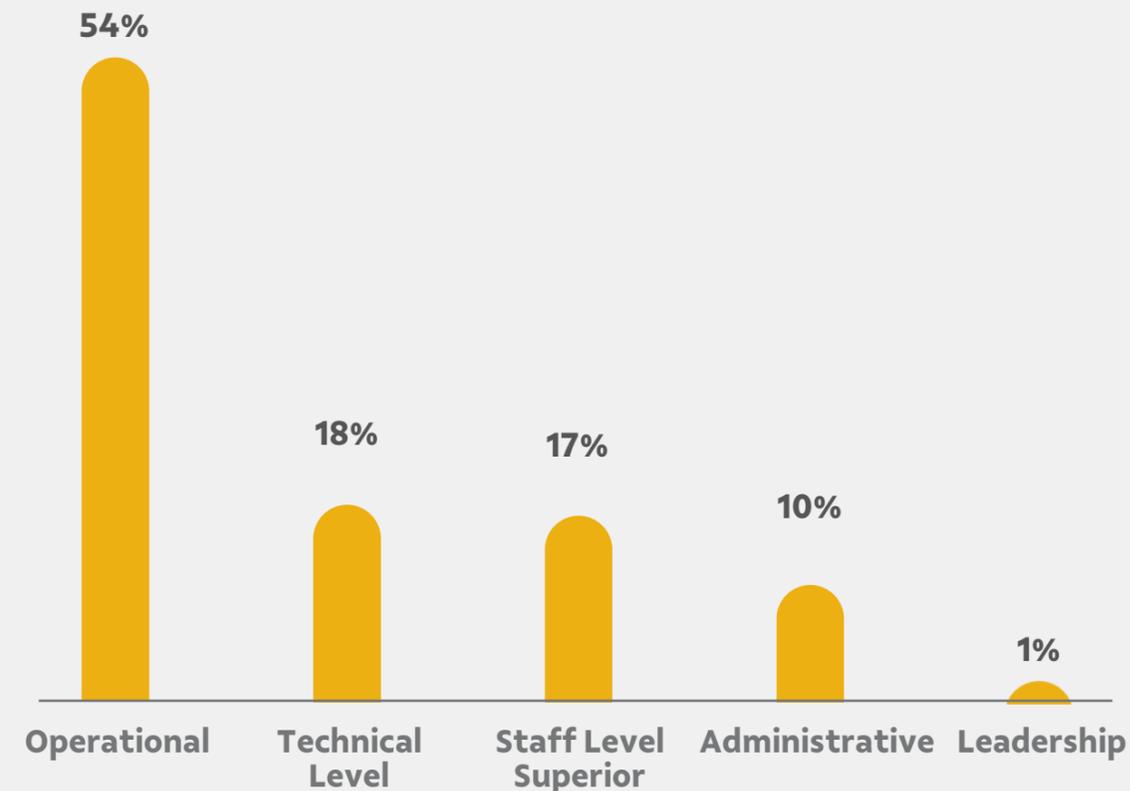


Photo: Ricardo Teles



# LGBTI+ People at Vale

Raising awareness of the topic of LGBTI+ and reinforcing respect for sexual orientation and gender identity, regardless of personal beliefs and values, is one of Vale's priorities when we talk about Diversity, Equity and Inclusion.

**In 2021, we conducted a census in Brazil and, for the first time, we were able to measure the representation of the LGBTI+ community at Vale in this country.**

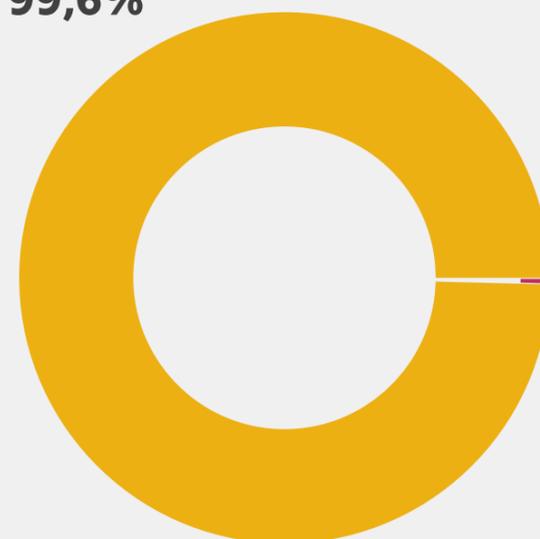


In 2022, I was the first trans man to undergo transsexualization surgery through Vale's health plan. This benefit demonstrates Vale's commitment to truly having an environment of respect and inclusion.

**Aldecir Sousa – Equipment Installation Operator São Luís, MA Brazil**

## Gender Identity and Sexual Orientation

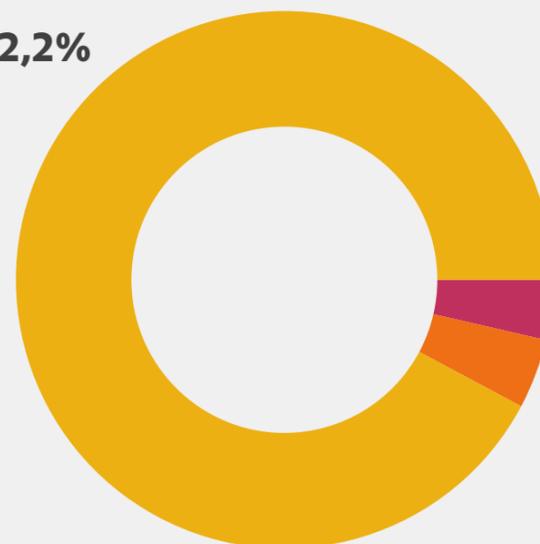
99,6%



0,4%

- Men and women
- Transgender, non-binary/fluid, I prefer not to inform and other

92,2%



3,6%

4,2%

- Heterosexual
- Gay, lesbian, bisexual and other
- Did not inform



Photo: Daniel da Costa Gomes Martins

\*Dados do Censo de 2021

## Affinity Groups

Our workforce goes far beyond numbers and indicators. **We are people, lives, voices, dreams, desires. Listening, empowering and acting on behalf of our professionals who belong to underrepresented groups is a mission that we carry out with enthusiasm and dedication.** A collective construction not only for these people, but mainly with these people. At Vale today, we have affinity groups focused on issues of the

LGBTI+ community, gender and ethnic-racial equity. They are linked to our commitment to valuing diversity and promoting inclusion to build a safe environment that respects the uniqueness of each individual. We value the existence and performance of groups as an initiative that strengthens representation by uniting people and enhancing belonging and identification among its participants.



Photo: Vítor Nogueira

### EVA: Elas na Vale – Women's Affinity Group

EVA, Elas na Vale, was the first affinity group to be launched in 2019, at that time still under the name Rede de Mulheres. The group's horizon has always been the desire to connect women, create a support network for challenges and dilemmas in the professional world, in addition, of course, to gaining new inspirations in shared attitudes.

### Women's Affinity Group – Canada

Since 2021, the Women's Affinity group has been an essential pillar in Canada to drive change and achieve significant results on our journey towards diversity and equal gender opportunities. We recognize that by empowering and supporting women within the company, we are building a fairer and more inspiring environment for all employees.

### LGBTI+ Affinity Group

Since 2020, we have had a group to amplify Vale's LGBTI+ voices in Brazil and since 2021 in Canada. With different profiles, life stories and worldviews, our employees broaden Vale's views on the subject. Over time, the group has heightened discussions and enriched knowledge among community members and allies.

### Rede Afro – Ethnic-Racial Affinity Group

Launched in 2020, the Ethnic-Racial Equity Affinity Group is made up of volunteer employees who have the common goal of promoting discussions, proposing practical actions for racial equity and combating unconscious biases and discriminatory behavior through the dissemination of knowledge and awareness about the subject.



Photo: Marcelo Coelho

4 What we never give up on,  
• today and always

# 4. What we never give up on, today and always

Transforming the culture of an 80-year-old company is not a trivial task.

Over these 8 decades, Vale has grown, internationalized its presence, modernized its operations and reinvented its way of thinking about mining, inseparably uniting concern with environmental and social impacts to its business. As we seek to evolve as a company, so does the world. The guarantee of respect for human rights and the contribution of the private sector in the fight against different forms of inequality are no longer a matter of choice, but a business imperative.

**In 2022, we matured our vision of what it means to be an inclusive company and adopted affirmative action as a great lever to accelerate our journey in search of a more diverse, equitable and inclusive Vale.**

Being more intentional and having policies and practices targeted towards underrepresented groups are symbols that reflect the path of our transformation.



Photo: Marcelo Coelho



## Results our intentionality

**5,000+**  
women  
since December 2019

**+63%** in  
representation  
of women  
in 3 years

**+ 11,4%**  
in representation of  
black people  
(black and mixed race)  
in leadership roles  
(cordinator and above) in  
2022

**120,000**  
hours of training and  
literacy  
in the various topics of Diversity,  
Equity and Inclusion

## 4.1 Transforming with a focus on *Diversity, Equity and Inclusion*

One of our greatest lessons learned along this journey is that transformation in diversity, equity and inclusion is not achieved with actions focused only on groups that are underrepresented in the company.

When we talk about an inclusive environment, we advocate the inclusion of all people and the creation of a work environment where everyone can have their voices and ideas valued. In this equation, people belonging to predominant groups in general numbers or in decision-making positions play a fundamental role. Bringing them in as active allies on this agenda is one of our biggest challenges.

This premise positions the education of our workforce as a powerful tool for building an inclusive experience in day-to-day interpersonal relationships. The

interaction between people results in a unique experience for each of them. This includes feelings, learning, purposes, behaviors and even the company's processes and systems. Our literacy efforts help us to create a shared universe of listening and empathy and foster spaces for open and transparent conversations even when we are addressing sensitive issues such as social inequalities and discrimination against historically minoritized groups.



Photo: Gustavo Baxter

# 4.1 Transforming with a focus on Diversity, Equity and Inclusion

We believe in the enormous potential of making this experience something pleasant and welcoming, encouraging people to be themselves.

**Learn more about some of the main training courses we conducted in 2022:**



Photo: Felipe Borges

## Global Diversity, Equity and Inclusion Workshop

**Public:** Executive managers, directors and vice presidents

**Reach:** More than 100 leaders, from all the countries where we operate

**Modality:** Synchronous online

The event takes place annually with the objective of promoting a great reflection on the advances we have made in the diversity, equity and inclusion agenda and what we need to do to be an even more inclusive company that actively fights discrimination, prejudice and harassment.

## Regional Workshop on Diversity, Equity and Inclusion

**Public:** Managers, coordinators and supervisors

**Reach:** More than 1500 leaders from Brazil, Canada, Malaysia, Oman, China, Japan and Indonesia

**Modality:** Synchronous online

The event takes place annually and functions as an unfolding of the messages of the Global Workshop for Vale's mid-level leadership. With a practical approach, the event seeks to guide how these leaders can be more proactive in building inclusive environments and combating harassment and various forms of discrimination.

## Introductory Workshop on Diversity, Equity and Inclusion for Salobo III

**Public:** Operations employees

**Reach:** More than 270 employees, managers and supervisors from Brazil

**Modality:** On-site

In 2022, we held an exclusive event on diversity, equity and inclusion to prepare the Salobo III team (Pará Complex- Brazil), along with the launch of the Salobo Metais mine expansion project.

# 4.1 Transforming with a focus on Diversity, Equity and Inclusion

We believe in the enormous potential of making this experience something pleasant and welcoming, encouraging people to be themselves.

**Learn more about some of the main training courses we conducted in 2022:**



Photo: Zé Palma

## Unconscious Biases

**Public:** Managers, coordinators and supervisors

**Reach:** More than 2500 leaders trained from Brazil, China and Malaysia

**Modality:** Synchronous online

We recognize as a challenge the fact that people belonging to minority groups still face prejudice, unconscious biases and mistrust of their potential and productive capacity by some leaders and colleagues. We offered training classes throughout the year so that leadership could discuss how to recognize and break down the barriers of bias to build a more inclusive and diverse environment.

## Inclusive Leadership

**Public:** Managers, coordinators and supervisors

**Reach:** More than 1900 leaders trained from Brazil, China and Malaysia

**Modality:** Synchronous online

As a follow-up to the training on unconscious biases, in this training offered throughout the year, leaders were able to learn about what is considered to be inclusive leadership at Vale and discuss the gains from promoting an inclusive environment. In challenging dynamic activities, participants were able to experience everyday situations in which their decision-making needs to include diversity and equity perspectives to act inclusively on a daily basis.

## Unconscious Biases online

**Public:** For all employees, but most participants are staff

**Reach:** Brazil, more than 3000 people trained

**Modality:** Synchronous online

The course that addresses how to recognize and break down the barriers of biases to build a more inclusive environment is available for all Vale employees.

## 4.2 Transforming for *gender equity*

Since 2019, when we set the goal of **doubling the representation of women in the workforce, from 13% to 26%**, we have been focusing our efforts on ensuring a welcoming, respectful environment with opportunities for career growth for women at Vale.

Through professional training programs for women and the literacy of our internal public, **we increased this representation by 49%, showing that it is possible to attract women to occupy functions that were historically seen as masculine.**

At Vale, we believe that the presence of women is essential for building a more egalitarian and sustainable future. Our initiatives focused on inclusion and diversity help us to increasingly progress in the creation of a more collaborative, innovative and attractive environment for new talents.

Studies, research or actions at Vale, with the participation of women, are advancing in all the countries where we operate and casting new perspectives on our challenges in all sectors. In sustainability, for example, several solutions for adaptation, mitigation and response to climate change have been conducted by our scientists.



Photo: Ricardo Teles

In 2022, we worked on intentional selections to hire women engineers, analysts and managers and a Professional Training Program (PFP) with more than 1,200 vacancies exclusively for women in operational areas.

**Between 2020 and 2022, more than 2,000 women were hired through the PFP throughout Brazil.**

With a focus on career development, Vale also promotes the Inspiring Conversations initiative for women. For three months, female leaders of the company have the opportunity to receive mentorship from renowned external professionals from different areas, in order to exchange experiences and share new ways of thinking and acting. The initiative aims to empower female employees and boost their careers. There were approximately 200 participants between 2021 and 2022.

## 4.3 Transforming for the inclusion of *people with disabilities*

People with disabilities are also among our priorities. **In 2022, we exceeded the legal quota of 5% of professionals with disabilities in our company in Brazil.**

Currently, 5.4% of our workforce is made up of professionals with disabilities, totaling around 2,700 employees in a wide variety of positions. This was an important milestone to raise the level of discussion on the topic. We seek to promote an equal work experience by investing in accessibility, career development and combating ableism, the discrimination that affects people with disabilities. We work to provide an inclusive and accessible workplace where people with disabilities can deliver their full potential.



Photo Ricardo: Baxter

Since 2021, we have been developing the Empowering PwD Talent. Focused on people with disabilities, the program aims to empower these professionals in relation to their capacity and potential, awakening in them a new way of thinking and acting when faced with challenges. The initiative encompasses development workshops, coaching sessions and conversation circles. The pilot version of the program in 2021 included the participation of 30 people. In 2022, this number climbed to 350 beneficiaries.



### Accessibility Project

An essential aspect of including these professionals is accessibility in the work environment. In 2021, we started the Accessibility Journey for Vale with the identification of instrumental, architectural, educational and communicational improvement points that allow us to advance in the agenda of professionals with disabilities (PwD). It is a multidisciplinary

project with the participation of several areas such as infrastructure, medicine, occupational safety, and operational excellence, in addition to professionals with disabilities who experience the reality of our operations. The journey was conducted on a pilot basis in the locations of Brucutu (MG), Exploração CDM (MG) and Portos Sul (RJ) and will be extended to other locations over the coming years in Brazil.



### Disability Pride Month

We took advantage of important dates to provide visibility to different Vale groups. In September 2022, during the month of the fight for people with disabilities, we promoted the webinar 'Inclusion of Professionals with Disabilities: celebrating diversity and eliminating prejudice'. The event was held online and brought together employees from all over Brazil who, together, reflected on topics such as empowerment, career and inclusion of people with disabilities.



### Safety Alert System for the Deaf

From the analysis performed in Serra Pelada, in the southwest of Pará, Brazil, where we perceived the lack of accessibility for deaf employees at the time of a safety emergency, since the emergency systems used in our company were only audible signals, we developed a device that provides autonomy and alerts the employee as quickly as possible in critical situations.

We developed a system where a watch on the employee's wrist emits a vibrating signal and displays the message "Evacuate", informing about the need to go to the Meeting Point. This helped us provide greater safety to deaf employees and we are able to potentially eliminate accidents and fatalities in operations, resulting from the non-perception of emergency signaling, thus enabling actual inclusion of this public.

## 4.4 Transforming for more inclusion and visibility of the *LGBTI+ community*

**Raising awareness of the LGBTI+ topic and reinforcing respect for sexual orientation and gender identity, regardless of personal beliefs and values, is one of Vale's priorities when it comes to diversity, equity and inclusion.**

The company works to build a respectful environment, with zero tolerance for harassment, discrimination, prejudice and any form of violence.

We have increasingly sought to ensure inclusive practices, policies and processes. In addition to the structuring initiatives, Vale has been conducting internal and external campaigns to increase everyone's knowledge and awareness of the LGBTI+ topic. In 2022, we held the 2nd Vale LGBTI+ Pride Celebration, a live virtual show, with the participation of renowned Brazilian singers, the company's senior leadership and around 20,000 spectators, including employees and their families.

In Canada and the UK, we held the Pride Celebration workshop, which included the participation of employees from the LGBTI+ community and experts on the subject, bringing together more than 600 people online. We believe that these and other initiatives that we have conducted focused on inclusion and diversity contribute to promoting an increasingly collaborative, innovative and attractive environment for new talent.



Photo: Daniel da Costa Gomes Martins

## 4.5 Transforming by *fighting racism*



**We are an anti-racist company** and we have a duty to build a work environment free of ethnic-racial discrimination.

Therefore, we do not tolerate any form of prejudice or racial discrimination. Based on the results of the 2021 census, we identified that, although **Vale in Brazil is made up of 64% of black professionals, we still have a great opportunity to expand** this representation in mid-level and senior leadership positions.

And when we identify a chance to change reality, we take action. We set a goal to reach 40% of leadership positions (coordinators and above) occupied by black people by 2026. We also reinforced our anti-racist position by making public commitments and promoting racial literacy actions with our workforce. Transforming through education is one of Vale's beliefs. We invest in educational programs to intensify the professional training of black people within the company and in the communities where we operate.

### **Anti-racism Manifest**

You know that biased joke?  
**We don't tolerate it.**

That offensive comment?  
**We don't accept it.**

That racist attitude?  
**We don't allow it.**

Do you know why?  
**Because we are here to improve life and transform the future.**

Transformation is action.  
**So is anti-racism.**

## 4.5 Transforming by fighting racism

### Literacy action and engagement actions' highlights:

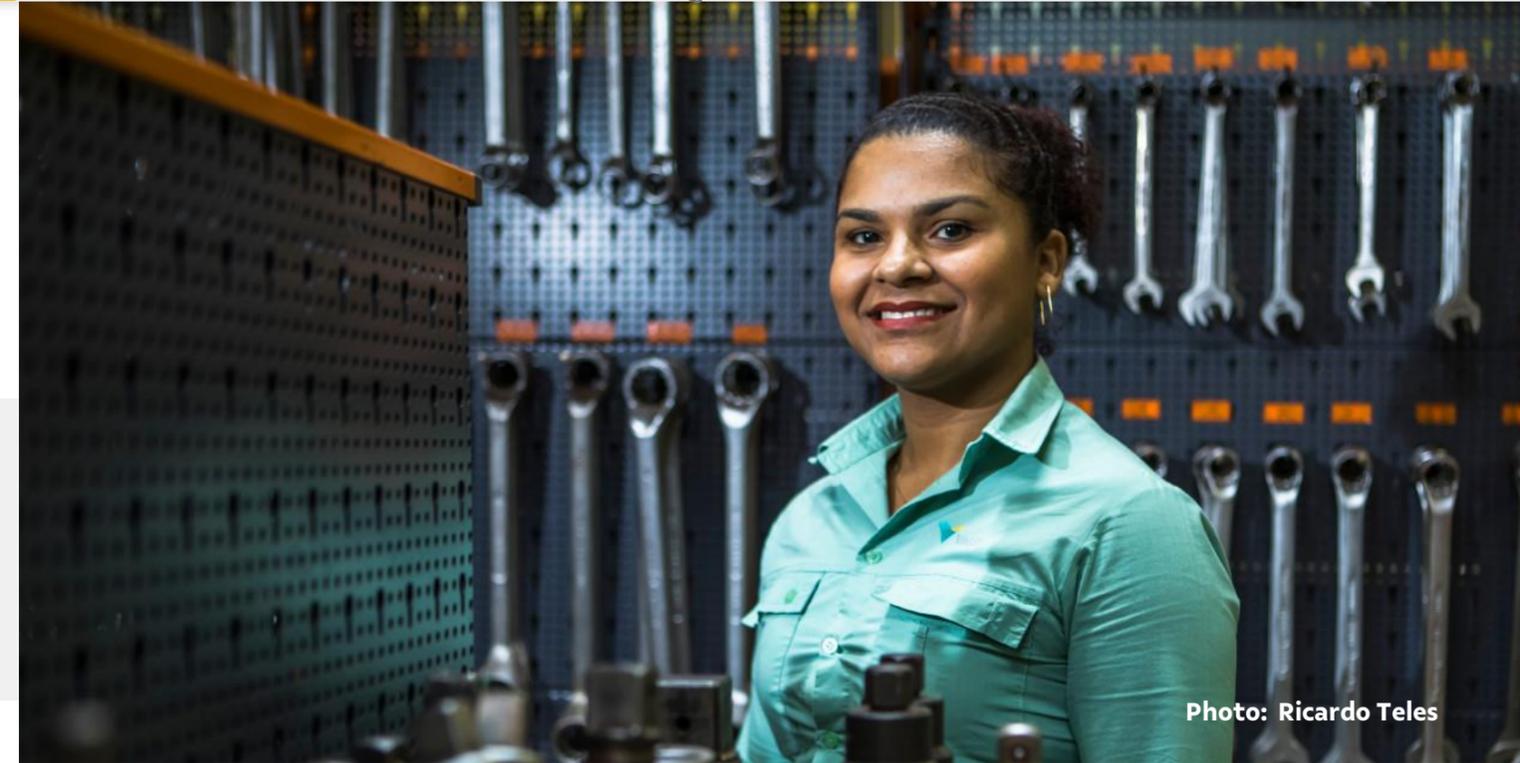


Photo: Ricardo Teles

#### PACTO for Racial Equity

In 2022, we joined the Pact for the Promotion of Racial Equity, an initiative that proposes to implement a Racial ESG Protocol for Brazil, bringing the racial issue to the center of the economic debate and attracting the attention of large national and multinational companies and civil society to the topic.

Also in 2022, we sponsored the 1st ESG Racial Business Conference, an initiative of the Pact for the Promotion of Racial Equity Association, which aims to contribute to companies in the implementation of policies to strengthen the racial agenda, focusing on affirmative actions and private social investments to combat racism.

#### MOVER

We are one of the founding companies of **MOVER**, a collective movement of private sector organizations to promote racial equity. Together with our partners, we have an action plan that aims to generate 10,000 new leadership positions for black people and opportunities for 3 million professionals.

All the companies involved make a public commitment as agents of transformation to collectively evolve in the anti-racist journey, in a proactive way with their entire value chain. The union of companies in **MOVER** relies on the active participation of CEOs in decision making and aims to accelerate the existing transformation processes in the member companies and effectively impact society.

#### Anti-Racist Literacy Circuit – Pequena África in Rio de Janeiro

Being familiar with history is essential to strengthening our anti-racist commitment. In 2022, we promoted a bridge between professionals in the Vale ecosystem, including employees, interns and contractors, and an important piece of Afro-Brazilian history, “Pequena África”.

Located in the port area of Rio de Janeiro, Brazil, the region is part of the Historic and Archaeological Circuit to Celebrate African Heritage. The visits were conducted by history professors and tour guides who showed Vale visitors important sites and monuments, recounting the presence, history and black heritage in Brazil, also covering mining.

## 4.5 Transforming by fighting racism

### Literacy action highlights:



Photo: Ricardo Ortiz

#### Indigenous History Month – Canada

**Public:** Male and female employees

**Reach:** More than 370 participants in Canada

**Modality:** Synchronous online

The commitment to indigenous reconciliation is an ongoing process and we encourage all employees to take advantage of this month to continue their learning of other colleagues' indigenous stories and contributions. To mark the National Indigenous History Month, celebrated in June, the Vale Canada team spoke with Rick Webber, from Sudbury (ON), who is the chief engineer of mines in Voisey's Bay (NL) about our commitment to the topic and his personal experience.

#### Training on the Fundamentals of Indigenous Issues – Canada

**Public:** Employees

**Reach:** 189 participants in Canada

**Modality:** Asynchronous online

Opportunity to learn more about indigenous culture and deepen understanding and appreciation of indigenous peoples.

#### Black History Month – Canada

**Public:** Male and female employees

**Reach:** More than 400 participants from Canada

**Modality:** Synchronous online

Canada and several other countries celebrate Black History Month in February. With the topic "Celebrating black history today and every day", throughout the month, Vale, in Canada, carried out a series of actions demonstrating our support and engagement in the anti-racist cause, such as workshops and panel discussions. These initiatives reinforce our global commitment to fighting racism and promoting ethnic-racial equity, going beyond the black race.

## 4.5 Transformar pelo combate ao racismo

### Literacy action highlights:

#### Empowering Black Talents

Launched in 2022, Enabling Black Talents is one of our educational commitments to accelerate people's development and offer opportunities with more racial equity so that they can work in more complex positions.

In its first edition, the program offered training to 100 self-declared black professionals of the company for four months in coaching sessions and group mentoring, in addition to thematic workshops on personal empowerment, growth mindset and humanized leadership.

#### Racial Literacy for Leaders

**Public:** Managers, coordinators and supervisors

**Reach:** More than 100 leaders from Brazil

**Modality:** Synchronous online

In this experience, leaders had the opportunity to learn how to take on new perspectives in people management, acting against racism and breaking with the automatism of limiting beliefs about talents and their potential.



# 4.5 Transforming by *fighting racism*

## Communication actions

### Fighting racism

Ever since it joined Vale's diversity agenda, we have been concerned about talking openly and transparently about racial equity with our employees. We also took advantage of the month of November, when we celebrated Black Awareness Day in Brazil, to reinforce our commitment to fighting racism.

One of our objectives with Black Awareness Month is to promote reflection on the various forms of racial discrimination, including one of the most difficult to identify: veiled racism.

Although racism is still manifested throughout society in an explicit way by insults, offenses and aggressions, in our workspace, we also pay attention to the subtle manifestations of unconscious biases based on stereotypes that affect the black population.

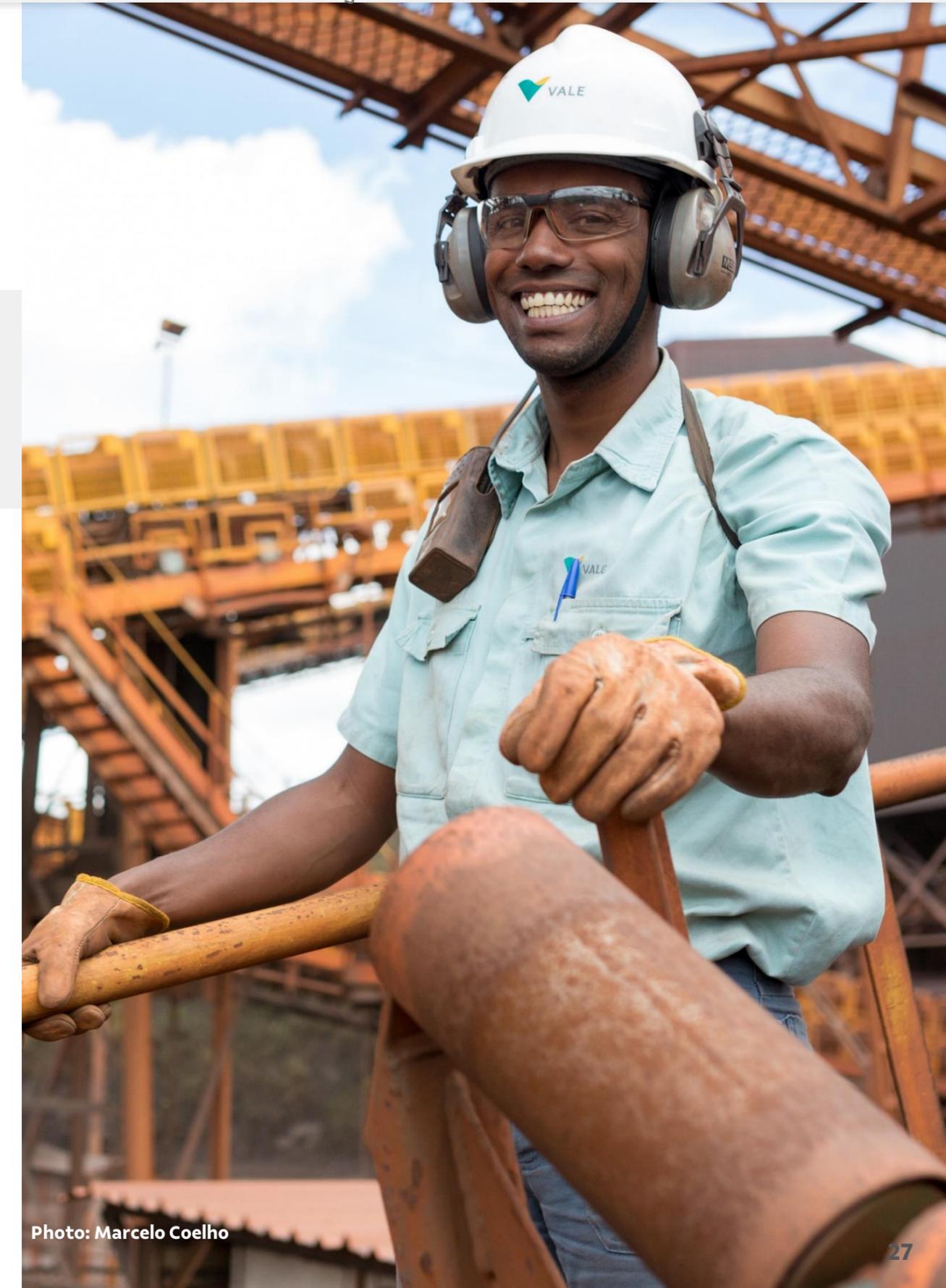


Photo: Marcelo Coelho

## 4.5 Transforming by *fighting racism*

### Career Acceleration Program for black Women

In addition to looking at our internal talents, we also think about how to boost the professional development of black people in society. Bringing together race and gender in an intersectional way, in December 2022 we created a career acceleration program focused on black women with higher education.

Through thematic workshops and individual mentoring, we want to contribute to strengthening the participants' management skills, preparing them to work in more strategic positions in the job market. With the aim of inspiring these women through identification and representation, classes are taught by black women with solid professional careers. Conducted in partnership with specialist career and racial consultants, the program is free and lasts for five months, with an average of three hours of weekly dedication. The meetings are online and at night so as not to compromise the participants' work routine. A new class will take place in 2023.



Photo: Zé Palma

### It was reported in the press

Our program was featured on the Exame portal, a traditional business vehicle in Brazil.

Check out the article.

**exame.**

**Vale abre inscrições para programa de capacitação profissional exclusivo para mulheres negras**

As candidatas precisam se auto identificar como pretas ou pardas e ter formação em qualquer curso entre dezembro de 2012 e dezembro de 2018

## 4.5 Transforming by *fighting racism*



### Impulsiona: training for black women in situation of social vulnerability

Our desire to tackle inequalities led us to create Impulsiona, which is training dedicated to black women in situations of social vulnerability.

We believe that increasing the number of black women ready to work in the labor market is a way to contribute to accessing decent work and expanding income generation for more vulnerable populations.

One hundred vacancies were offered to self-declared black women in the states of Pará, Maranhão, Minas Gerais, Rio de Janeiro and Espírito Santo – Brazil.

The course lasts 12 months with online classes in subjects such as languages, mathematics and English, as well as content related to the world of work, behavioral skills and technical knowledge.

To encourage the permanence of participants in the program, we offer each student a laptop, monthly internet allowance to cover its cost and monthly cost allowance, subject to attendance of more than 80% in the courses.

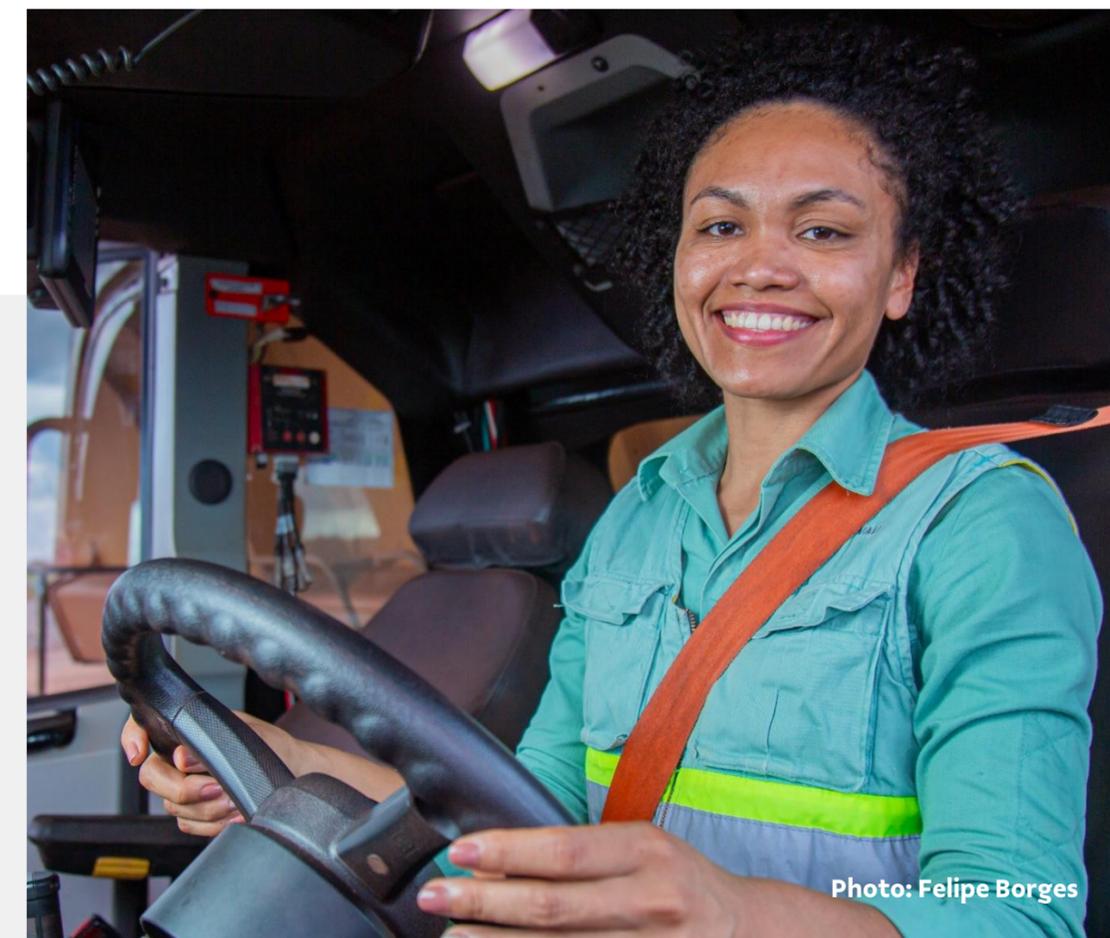


Photo: Felipe Borges

“The Career Acceleration Program for Black Women was a turning point in my life. This program provided me and the other participants clarity about what we want and what we can achieve professionally. After I participated, I got a job at Vale.”

Gesiany Bispo dos Santos – Senior Occupational Safety Engineer – Canaã dos Carajás, PA – Brazil

## 4.6 Transforming by *fighting harassment, prejudice and discrimination*

**We are an operational base company, with our greatest value being people's safety**

We observe that the paradigm of health and safety focused on physical integrity has been shifting radically in recent years, mainly after the Covid-19 pandemic. The importance of companies expanding their care for the mental health and psychological safety of their teams is being increasingly discussed, promoting a work environment free of discrimination and harassment, where people feel that their voices are heard and that their ideas and feelings matter.



Photo: Ricardo Teles

**When we think of historically minority groups, such as women, people with disabilities, black people and LGBTI+, we know that their members are the most affected by discrimination and harassment.**

At Vale, having a diverse and inclusive environment necessarily involves building a culture of respect, acceptance and accountability, where everyone works to ensure a healthy work environment.

Respect for all people is a central element of our cultural transformation. An ethical attitude in our relationships is something we insist upon.

## 4.6 Transforming by *fighting harassment, prejudice and discrimination*

### What are we doing to fight harassment?

Reaffirming our commitment to becoming an increasingly safer company, we launched the **No Harassment** website, where you can find information on the topic and even take training to learn how to identify and react to harassment.

In 2022, Vale launched a new telephone channel for employees and contractors in Brazil to report sexual harassment or discrimination and receive empathetic support.

The channel is provided by specialized professionals from an external company. If the victim chooses to register an allegation, which can be done anonymously, the investigation is carried out by the Whistleblower Channel team.

In 2022, we also offered training on diversity, equity and inclusion for all members of our Whistleblower Channel to strengthen the capacity of our analysts to handle situations of discrimination against people from minority groups in its different manifestations.

All reported cases are investigated and, if confirmed to be valid, measures provided for in our Consequence Management Policy are applied, such as warnings, suspensions or dismissals. Approaches are defined according to the severity of the situation, the impacts caused and the contexts analyzed.

### Sexual harassment

We are attentive and sensitive to the issue of sexual harassment and act rigorously based on our Code of Conduct and internal policies, such as Human Rights and Diversity and Inclusion. Any attitude that violates rights or endangers the physical and/or psychological health of our employees is treated with respect for the parties involved, with guaranteed data protection and in compliance with the legislation of each country.

We prepared a method to help us REACT when faced with a situation of sexual harassment: .....



### REAGIR method

1. Record what happened
2. Listen to the victim
3. Call someone or some authority
4. Ensure victim safety
5. Intervene in the situation
6. Redirect the situation, distract the harasser

### Reported in the press

We were featured in an article by Valor Econômico, in Brazil, about our actions to combat harassment and the various forms of discrimination.

**Check out the article featuring our Executive Vice President of People, Marina Quental.**

**Valor**<sup>ECONÔMICO</sup>

#### Vale aperta o cerco contra assédio e discriminação

Mineradora desligou, no ano passado, 157 funcionários por violação ao código de conduta da companhia, sendo 11 por assédio sexual e outros três por

## 4.6 Transforming by *fighting harassment, prejudice and discrimination*



### Transparency

Transparency is an important lever for keeping us on the path of evolution in the fight against harassment and discrimination.

In 2022, we received **6,736 reports on the Whistleblower Channel and closed 6,600 records**. This number of reports received represents a **7.8% growth compared to 2021**, a lower growth rate when compared to previous years.

Of these reports, **62% of the allegations investigated and confirmed by the Whistleblower Channel were about interpersonal relationships**. This category includes reports on inappropriate behaviour, inappropriate management, harassment, sexual harassment and discrimination

Anyone who feels victimized in a situation of harassment or discrimination can – and should – take the matter to the leadership or report the situation on our Whistleblower Channel.

### Consequence Management Policy

The reports are registered by an independent company and forwarded to our team responsible for the investigations. All confirmed cases are subject to application of Consequence Management Policy



**Ethics & Compliance Program Report** [\(click here\)](#)



Photo: Ricardo Teles



Photo: Ricardo Teles

# 5. A talent-oriented company

## 5. A talent-oriented company

**One of our ambitions is to be a talent-oriented company.**

For that to happen, we need to increasingly place people at the center.

We continuously invest in combating any form of discrimination and prejudice, promoting respect for individual differences, whether they are disability, gender, race, ethnicity, origin, beliefs, generation, social class, sexual orientation or level of education.

To attract diverse talents and diversify our workforce, **we are committed to inclusive recruitment** that seeks to reduce the unconscious biases of the process of selecting people, breaking down barriers and recognizing the true power of candidates.

The programs we created and the results we achieved in 2022 reveal this strategy as a major driving force for expanding diversity at Vale.

**Discover our initiatives in inclusive recruitment.**

# 5. A talent-oriented company

## Inclusive Recruiting – Affirmative vacancies

We are intentional in seeking to increase the representation of diverse audiences within the company and we have adopted affirmative vacancies as one of our tools in inclusive recruitment.

**Affirmative vacancies seek to promote racial, gender, and disability inclusion, among others, opening selection positions directed exclusively at these groups of people.** This type of selection process is effective for expanding hiring with a focus on diversity, as it drastically reduces the unconscious biases that affect people from underrepresented groups and works as an alternative to historical reparation to build more inclusive organizations.

Vale is adopting affirmative vacancies as one of the main levers for achieving our goals in diversity and inclusion. We have two very important goals for

our business: Have 40% of leadership positions (ordinator and above) held by black people by 2026 and reach 26% of women in the company's total workforce by 2025. In addition, in Brazil, there is a law that establishes quotas in the job market for people with disabilities and the adoption of affirmative vacancies was fundamental for us to reach 100% adherence to the inclusion of people with disabilities in the company's professional staff.

**To support recruiters, HR Business Partners and leaders in opening vacancies and conducting an affirmative selection, we launched a communication tool kit, including videos, e-books and infographics.**



Available on our intranet, the materials provide practical guidance on the influence of unconscious biases in selection processes and deconstruct myths about affirmative vacancies still present in our society.



# Inclusive Recruiting – Affirmative vacancies

In **2022**, we had 70 positions open exclusively or as a priority for women, black people and people with disabilities.

To boost the search for diverse talents, in addition to exclusive vacancies, we also defined contract terms with the human resources consultants that serve us throughout Brazil so that in all open positions at least 50% of the final list of candidates is filled with society's different dimensions of diversity.

We have already reaped consistent results in the evolution of inclusive recruitment, especially in gender diversity, a pillar we have worked on since 2019. **We left a level of 22% of all hiring made with women, in 2019, and reached 60% of female occupancy** compared to the total number of new positions at Vale in 2022.

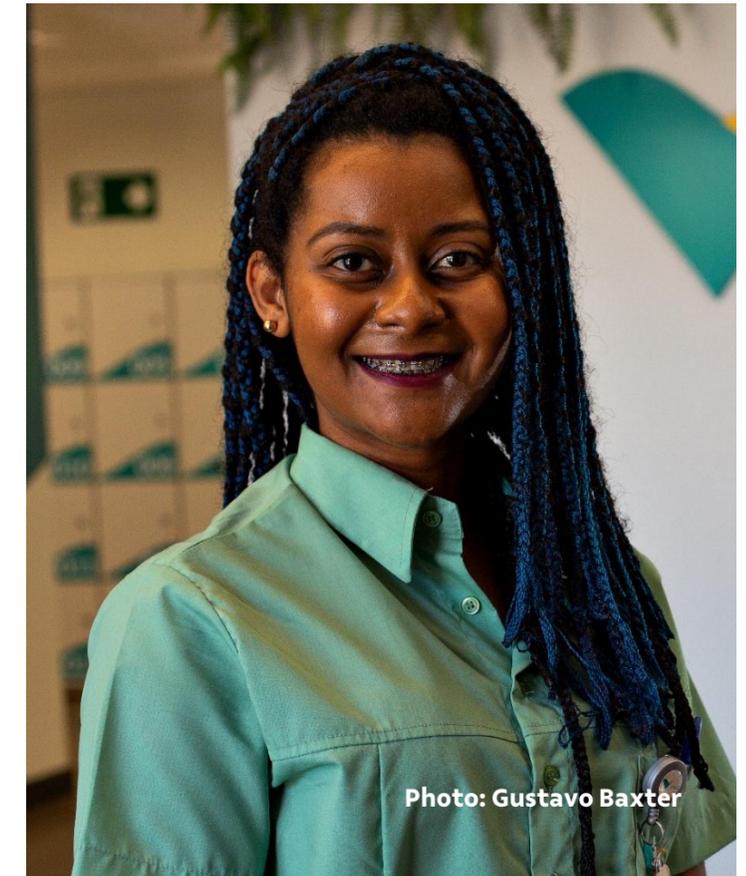
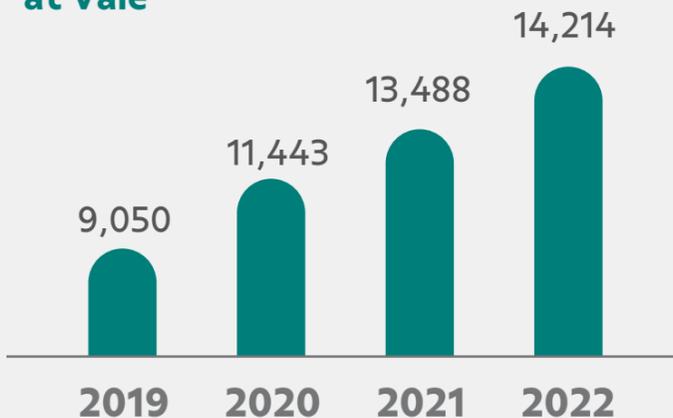


Photo: Gustavo Baxter

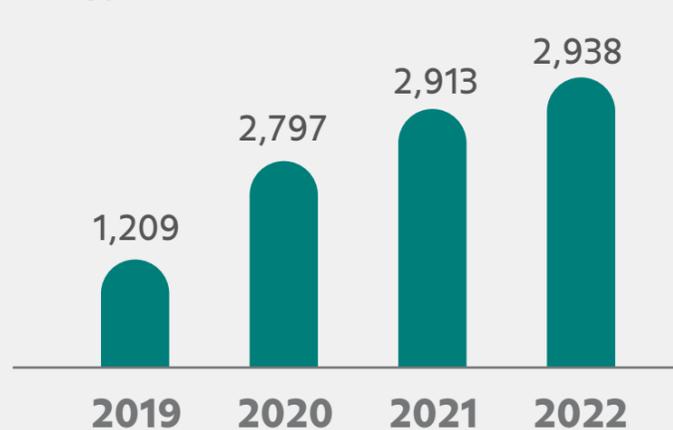
% Hiring of women



Total of women at Vale



Total of women hired



**These numbers fill us with pride and motivate us to continue breaking down barriers and limiting beliefs.**

The myth of mining as an exclusively male environment that does not arouse the interest of female workers is no longer pertinent today.

# 5. A talent-oriented company

## Recent Graduate and Specialist Trainee Programs

Over the years, selection programs for recent graduates have sought to increase the attraction of diverse talents. We believe that diversifying our trainee base contributes to building a more diverse leadership pipeline, driving an inclusive future also at the highest levels of the company's decision-making.

candidates who have not yet had the opportunity to learn the language at this level. **Also, there is no age limit to apply.** The selection process is open to recent graduates from all regions of Brazil and does not require previous professional experience.

**Valuing diversity and seeking plurality, the selection process of the trainee program is carried out in a hidden way** until its last stage. This means that information such as age and training institution, for example, are omitted to avoid the influence of unconscious biases in the selection.

Advanced knowledge of the English language was eliminated as a prerequisite for the specialist trainee program, increasing the chances of

**Every year, the company seeks to hire at least 50% of women and prioritize the hiring of black professionals, people with disabilities and also the LGBTI+ community.**



## Discover the results of our evolution

We want to expand the representation of women in the mining industry. To that end, recent graduate programs have focused on attracting a female audience and have contributed to awaken women's interest in becoming future operational and corporate leaders.

### Evolution of the percentage of registered female candidates



Photo: Ricardo Teles



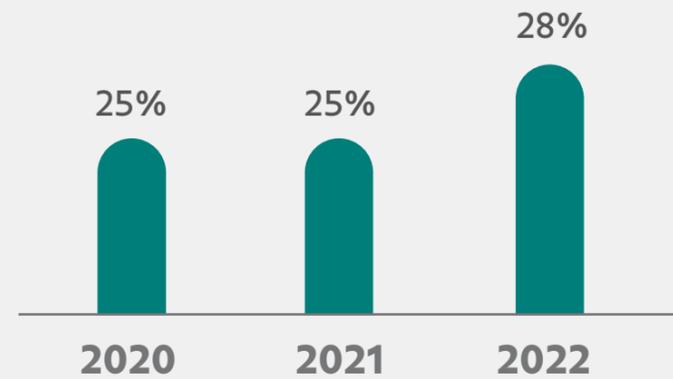
# 5. A talent-oriented company

Following our objective of developing local talent, since 2020, the programs have invested in attracting candidates from the North and Northeast regions of Brazil, mainly in the states where Vale has operations.

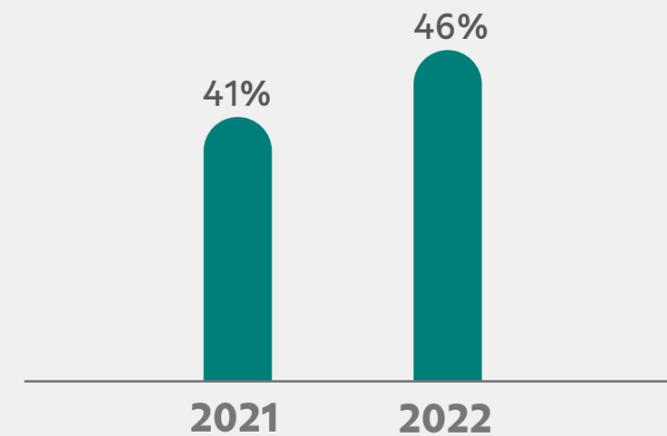
This contributes to the decentralization of opportunities in the Brazilian scenario, which usually focus on candidates from the Southeast region.

As of 2021, we began to focus heavily on the racial issue, including the question of self-declaration of race and ethnicity on the application form.

Evolution of the percentage of registered candidates from the North and Northeast regions



Evolution of the percentage of registered black candidates



## 2022

All this attraction has been converted into more diversified hiring in Brazil.

Total hired	113
Gender	67% women
Race	71% black
Talents Locations	49% North/Northeast 15% Pará 9% Maranhão
PwD	5



**71% black people**  
20 declare themselves as black and 60 as mixed race



**Local Talent:**  
17 trainees from Pará and 9 from Maranhão - Brazil



# 5. A talent-oriented company

## Professional Training Program

**In 2022, Vale contracted more than 1200 women to work in its operational areas in Brazil through the Professional Training Program (PFP).**

The opportunities were distributed across five states in Brazil: Espírito Santo, Maranhão, Minas Gerais, Pará and Rio de Janeiro. PFP promotes technical-operational training and is one of Vale's main entry points for technical and operational professionals.

In addition to learning based on Vale's production processes, it also offers the opportunity to start a career with responsible action, seeking local development and sustainability.

The selection processes were aimed specifically at women. They will be future mechanics of industrial machines, mine equipment operators, electro-electronic maintenance electricians, among other occupations.

**Reinforcing our affirmative stance on the inclusion of women in our operations, this year we removed the age limit for enrollment in the Professional Training Program.**

This positioning allowed us to take an important step towards the hiring initiatives for people over 50.



We were delighted with the sparkle in Kátia's eyes (60 years old). She showed a lot of vivacity and strength. It is an opportunity to show that our cultural transformation has to be experienced in practice. She wants to be an example for her grandchildren by wearing the Vale shirt.

**Dalila Carpinetti Mérito Brandão**  
Shipment Maintenance Manager  
at GER Maintenance Porto Tubarão – Brazil

The strengths of Maria do Carmo (54 years old). Adaptability, flexibility, humility in saying that she is willing to learn. She knows how to position herself in the face of questions directed at her clearly and directly.

**Jorge Evandro Ramos**  
Predictive Maintenance Supervisor  
at GER EXEC OP SER NORT LES MAN – Brazil



Photo: Ricardo Teles



# 5. A talent-oriented company

## Recruitment ready to select talents

With a focus on changing the mindset and perceiving talent beyond biases in a fairer and more inclusive way, **in 2022 Vale promoted actions for the recruitment team that prepared the team with key information and activities for a respectful and inclusive recruitment and selection process**, focused on trans and non-binary people.

Vale's recruitment and consulting partner in the selection of black women acceleration program also received specific training in racial literacy.

**Seventy recruiters participated in the initiative.**

**In addition to conceptual content on racism and discrimination, participants were able to experience simulations and day-to-day challenges of a recruiter, confronting their unconscious biases.**



Photo: Gustavo Baxter



Photo: Ricardo Teles

6. Inclusion is caring  
for our people

## 6. Inclusion is caring for our people

We understand that offering tangible benefits to people belonging to historically minority groups is a fundamental pillar of the care and reception necessary to build a more inclusive Company.

**We recognize that people are diverse in their social backgrounds, identities and life histories.** Our benefits seek, with equity, to balance the inequalities faced in the job market by women, people with disabilities, black people and LGBTI+ people.

They are fundamental in our people management strategy and a differential to attract talents who want to build a career in our company.



Photo: Ricardo Teles

**Discover some of Vale's benefits that enhance equity in our employees' experience.**

# 6. Inclusion is caring for our people

## EAP: The benefit from Vale that leverages inclusion in multiple dimensions

The Employee Assistance Program (EAP) is a free benefit we offer to help employees and their dependents when they need support with personal and/or work-related issues. The services are carried out by an external service provider, involving psychologists, social Workers and lawyers, with total confidentiality of information.

This benefit is an example of how we include a diversity and inclusion perspective when targeting care for underrepresented groups within a program offered to everyone at the company.

**Take a look at some of the issues that different minority groups can get support for in this benefit.**



Photo: Ricardo Teles

### 01.

#### Gender Equity

Welcoming through psychological support

Strengthening of self-knowledge and self-esteem

Guidance on social rights

Legal support Maria da Penha Law in Brazil

Guidelines for economic autonomy

### 02.

#### Ethnic Racial

Legal support in situations of prejudice

Psychological support for situations of discrimination

Guidance on social rights

Strengthening of self-knowledge and self-esteem

### 03.

#### LGBTI+

Guidance on social rights

Legal support during situations of prejudice

Guidance regarding the right to use the social name

Informational support on civil and common-law marriage between people of the same gender

Strengthening bonds and support network

Building trust and resilience

### 04.

#### People with Disabilities

Guidance on specific assistance benefits, such as exclusive parking, exemption from taxes on specific products and income tax

Guidance on priority access and accessibility in public places

Information related to access to regular education schools by people with disabilities



# 6. Inclusion is caring for our people

## Health Plan

This benefit offered to 100% of employees also receives an inclusion perspective to better serve LGBTI+ people, extending it to:

- Spouse or partner living in a marital relationship with the employee
- Child or stepchild who demonstrably lives under the support of the employee, spouse or partner;
- Minor under custody who demonstrably lives under the support of the employee, spouse or partner.

## Hormone therapy and coverage of transsexualization process surgeries

We offer coverage of 99% of the cost of hormone therapy for gender transition in the AMS health plan, in some countries, for beneficiaries over 18 years of age under medical supervision.

We also provide surgical coverage for beneficiaries\* of our health plan, including Mastectomy (removal of the breast), Hysterectomy (removal of the uterus), Oophorectomy or oophoroplasty (total or partial removal of the ovaries), Orchiectomy (removal of the testicles), Thyroplasty (laryngeal cartilage plastic surgery).

(\*) Over 21 years of age, being followed up in the transsexualization process by a multidisciplinary team consisting of a psychiatrist, surgeon, endocrinologist and psychologist for at least 2 years.

## Pharmacy benefit and medical reimbursement

Our health plan offers a pharmacy benefit with discounts for a series of important medications that are sometimes economically inaccessible to everyone in Brazil. This benefit helps, in particular, people with disabilities, whether our employees or their dependents, to pay for medications for possible necessary treatments. Along those same lines, medical reimbursement expands the possibility of seeking treatment alternatives that are not directly linked to the health plan.

## Family Leave

We grant extended leave of 180 days to women, single men and people in same-sex relationships who have applied for maternity leave from the INSS - Brazil. For same-sex couples, where both work at Vale, the 180-day leave is granted to one of the adopters/parents. The other will be granted a 20-day leave (respecting the criterion of isonomy in relation to heterosexual couples). As for female Vale employees in the same situation, extended maternity leave will be granted to the one who carried the child.

## Reimbursement Daycare/Nanny

Vale offers Daycare, Preschool and Nanny reimbursement to female Employees (female gender) who have a child or minor under their care, aged between 3 (three) and 72 (seventy-two) months. Day care assistance is offered to all women at Vale and also to people who are in a same-sex relationship and have obtained a 120-day leave from the INSS. Widowed and divorced men with custody of children are also entitled to the benefit. - Brazil

## Use of social name

In addition to the mentioned benefits, it is important to emphasize that we respect and guarantee the use of the social name on badges, emails, Teams or any other space controlled by Vale in some countries.



Photo: Felipe Borges

# 7

## A path forward:

- our commitment to keep promoting inclusion to transform

# 7. A path forward: our commitment to keep promoting inclusion to transform

Actions and numbers demonstrate that we are evolving and that the change we propose regarding inclusion within Vale is here to stay and has become part of what we are as an organization that focuses on diversity and equity.

With each goal achieved, we renew our energy to continue transforming and sharing our lessons learned, allowing other companies to be inspired and to follow this path.

**We have no doubt  
that inclusion is the  
path forward  
to transform.**



Foto: Ricardo Teles

Photo: Ricardo Teles

