



**Guide to
Good Practices on
Equal Opportunities for
Women and Men
in the Mining Sector**





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This translation reflects a commitment to promoting gender equality in the raw materials sector by supporting inclusive practices and fostering diversity across the European industrial landscape.

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Introduction

1.1. WOMEN'S INCLUSION IN THE MINING AND INDUSTRIAL SECTOR

Mining and industrial activities have traditionally been male-dominated fields. However, in recent years, we have witnessed an increase in the participation of women in these sectors. Despite this progress, significant challenges remain in ensuring equal opportunities and representation.

Historically, women in Spain were involved in mining tasks, albeit informally. They worked as coal handlers, wagon operators, pickers, or water carriers. However, strict regulations, such as the Mining Police Regulation of 1897, prohibited them from entering underground mines.

The industrial revolution and advancements in mining techniques in the 19th and 20th centuries led to greater workforce demands, predominantly met by men. Women's participation remained minimal, fluctuating based on economic and political circumstances. For instance, during World War I, the Spanish mining sector experienced a surge in demand, temporarily opening opportunities for women. However, these positions were largely lost once the war ended and the industry declined.

A similar situation occurred during the Spanish Civil War when men left to fight, and women took up mining jobs. Yet, once the war concluded, their presence in the sector was reduced again.

For much of history, women have been restricted to surface-level roles in the mining industry, such as administration, cleaning, and telecommunications. While these roles remain relevant, recent years have seen shifts in gender roles, and there is a growing



recognition of women's capacity to contribute across all aspects of the industry.

Education, policy changes, and social movements have played a key role in improving access to opportunities. Advances in science and technology have further transformed mining, yet inequalities persist. Achieving gender balance in this field requires proactive measures, stronger policies, and a cultural shift that embraces diversity and inclusivity.

Another significant moment of increased female employment in the mining sector was during the Spanish Civil War, the absence of men due to combat resulted in significant recruitment of women, mainly young, single, widowed, or married.

Over the years, the roles traditionally assigned to women in the mining industry were mainly surface jobs such as switchboard operators, administration,

and cleaning roles. However, gender roles and identities have evolved significantly in recent years.

Thanks to the advancements in education, together with societal efforts have enabled women to access previously denied opportunities and rights previously denied to them.

Advances in technology, science and innovation achieved in recent decades have transformed the mining sector, but effective measures to end inequality between women and men still need to be put in place.

With the aim of achieving an effective gender equality, legislative initiatives regarding family-work balance, pay transparency, and flexible working hours have been implemented. This guide will detail these legislative measures and provide recommendations to enhance women's participation in the mining and industrial sectors and promote gender equality.



Female Miners in León, photo by Miguel Aparicio

1.2. THE MINING SECTOR TODAY

Projections suggest that by 2050, Spain could rely entirely on renewable energy. The mining sector will play a crucial role in providing the necessary raw materials for this transition. As the industry grows and modernizes, workforce demands will rise, creating new opportunities for women.

While women's participation in Science, Technology, Engineering, and Mathematics (STEM) fields is increasing, challenges remain. Many women pursuing STEM education discontinue their careers due to limited growth opportunities. Addressing these barriers is essential to attract and retain female talent in mining.



Although employment parity is improving, statistics show that only 16% of workers in technical STEM fields are women. Encouragingly, this number has risen by over 20% since 2015, indicating a positive trend. However, additional measures must be implemented to ensure sustained progress.

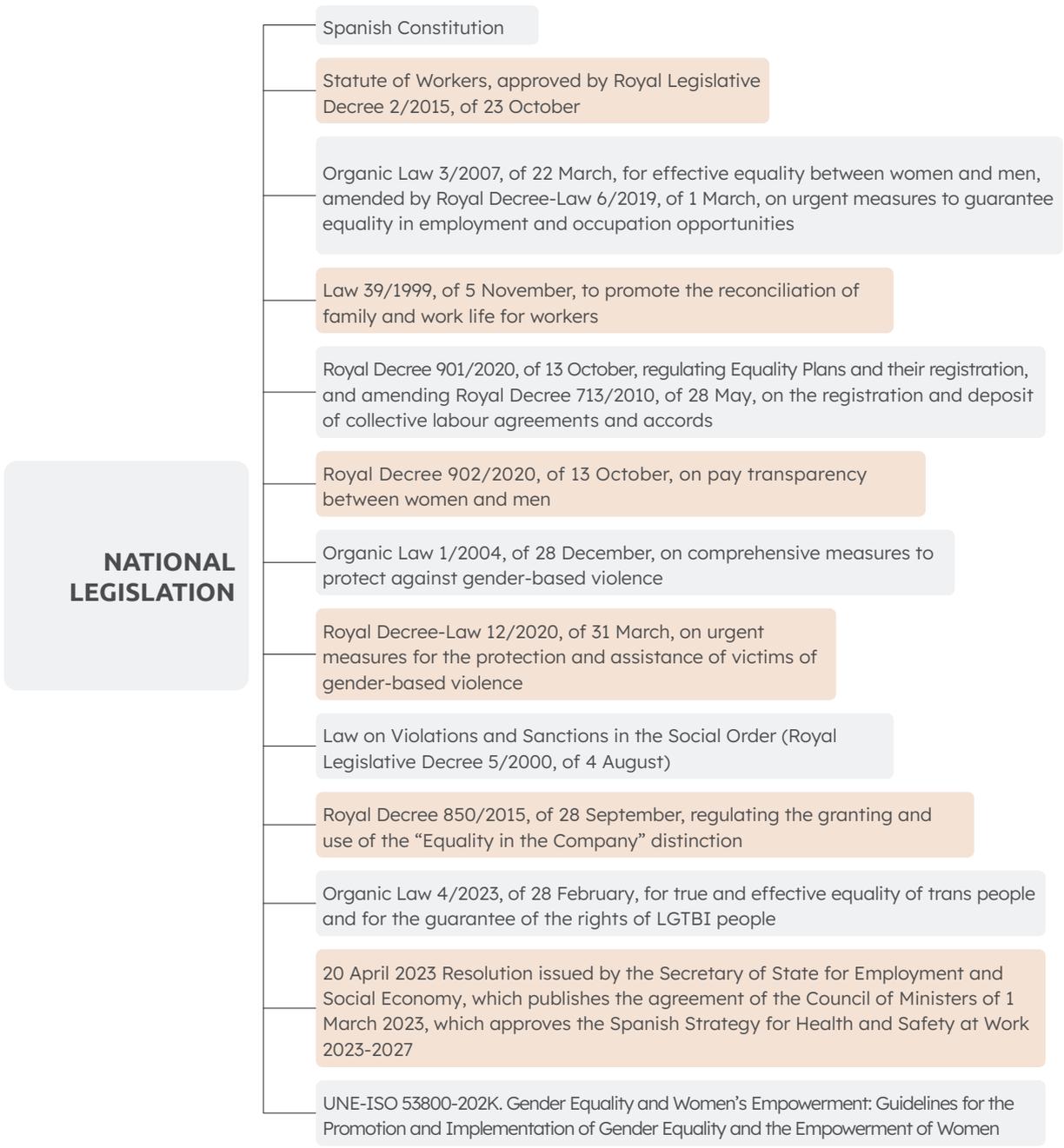
Governments, employers, and male workers must actively contribute to

dismantling gender roles and achieving genuine equality in rights and opportunities for women. The mining sector is at a crucial stage of growth and development, providing an excellent opportunity to achieve real and effective equality.



Legal framework

The legal framework governing equality between men and women in labour relations, includes both national and international regulations (including European directives).



**INTERNATIONAL
 LEGISLATION**

Declaration of Human Rights, Preamble and Articles 7 and 23 (UN General Assembly Resolution 217A of 10 December 1948)

International Labour Organization Convention No. 100** (1951) on Equal Remuneration

International Labour Organization Convention No. 111** (1958) on Discrimination (Employment and Occupation)

International Labour Organization Convention No. 156** (1981) on Workers with Family Responsibilities

International Labour Organization Convention No. 183** (2000) on Maternity Protection

International Labour Organization Convention No. 190** (2019) on Violence and Harassment

Convention for the Protection of Human Rights and Fundamental Freedoms** and additional protocols, adopted by the European Council on 4 November 1950 (articles 1 and 14)

European Council conclusions of 7 March 2011 on the European Pact for Gender Equality

Treaty on the Functioning of the European Union** and **Charter of Fundamental Rights of the European Union** (articles 8, 153 and 157)

European Union Charter of Fundamental Rights (Articles 20, 21 and 23)

European Council Directive 79/7/EEC of 19 December 1978 on the progressive implementation regarding the principle of gender equality treatment in social security

European Council Directive 92/85/EEC of 19 October 1992 on the introduction of measures to encourage improvements in the safety and health at work of pregnant workers, women who have recently given birth or who are breastfeeding

European Directive 2006/54/CE** on Equal Opportunities and Equal Treatment of Men and Women in Matters of Employment and Occupation

European Council Directive 2020/18/EU of 8 March 2010 implementing the revised framework agreement on parental leave, revoking Directive 96/3K/EC

Strategic commitment on gender equality 2016-2019, European Commission

Gender Equality Strategy 2018-2023, Council of Europe

European Parliament and Council Directive (EU)2023/970 of 10 May 2023 reinforcing the application of the principle that men and women should receive equal pay for equal work or work of equal value through pay transparency measures and compliance mechanisms

European Women's Rights Charter (COM/2010/0078 final)

European Pact on Gender Equality 2011-2020

Committee of Ministers Recommendation CM/Rec (2019) on preventing and combating sexism to States Members

It should be noted the Labor Infringements and Penalties Law (Royal Legislative Decree 5/2000, of 4 August) classifies as serious infringements (with penalties ranging from 626 euros to 6,250 euros) non-compliance with equality obligations, including equality plans, as set out both in the Workers' Statute and in the applicable Collective Agreements. These are considered as highly serious offences (with penalties ranging from 6,251 euros to 187,515 euros):

All unilateral company decisions that involve direct or indirect discrimination in terms of pay, working hours, training, promotion and other working conditions on the grounds of salary

Sexual harassment, when it occurs within the scope of the company's management powers, whoever the perpetrator may be

Failure to develop or implement an equality plan

Glossary of Terms and Definitions

3.1. DEFINITIONS

EQUALITY PLAN

A structured set of measures adopted after a situational diagnosis, aimed at ensuring equal treatment and opportunities between women and men in a company and eliminating gender-based discrimination.

DISCRIMINATION

The unfair or prejudiced treatment of an individual based on their belonging to a specific group, leading to disadvantages or barriers in professional and social contexts.

SEXISM

A cultural tendency to attribute superiority to one gender over another, reinforcing inequalities and limiting opportunities for those affected.

DIVERSITY

The visible and non-visible differences between individuals, which include factors such as gender, age, race, disability, religion, and sexual orientation.

ROLES

The role each individual assumes and embodies in his or her behaviour in their relationship to others

GLASS CEILING

An invisible barrier that prevents women from advancing to higher levels of responsibility within an organization, despite their qualifications and experience. This is often due to gender biases and structural inequalities.

STICKY FLOOR

This term is used to describe the situation in which women are trapped in low-paid and precarious jobs, with no opportunities for promotion or professional development. It also refers to caregiving tasks that have traditionally been assigned to women and that act as a barrier to leaving the domestic sphere and dedicating time to professional advancement.

3.2. BASIC CONCEPTS

- **Direct Gender Discrimination:** Occurs when a person is treated less favourably than another in a comparable situation due to their gender. This discrimination may manifest in hiring decisions, salary differences, access to training, promotions, or working conditions.
- **Indirect Gender Discrimination:** Happens when an apparently neutral policy, criterion, or practice places individuals of a particular gender at a disadvantage compared to others. For instance, workplace policies that do not consider maternity leave may disproportionately impact women.
- **Sexist Language:** Language that reinforces gender stereotypes and excludes or undervalues women by systematically using masculine forms as the default. While traditional grammar rules often default to the masculine, gender-inclusive language seeks to ensure visibility and equality.
- **Inclusive Language:** A way of communicating that avoids gender bias by ensuring both men and women are equally represented. This includes the use of gender-neutral terms, explicit mention of both genders, and alternative phrasing that avoids prioritizing one gender over another.
- **Unconscious Bias:** Deeply ingrained social stereotypes about gender that influence decisions and interactions unconsciously. These biases can affect hiring, performance evaluations, career progression, and workplace policies, often disadvantaging women without explicit intent.
- **Gender Bias:** Attitudes, stereotypes, or assumptions held about people based on their gender, leading to differential treatment. Examples include assuming women are less capable in technical roles or that men should not take parental leave.

PERFORMANCE BIAS

The tendency to evaluate men based on their potential and women based on their achievements, making it harder for women to access leadership roles.

ATTRIBUTION BIAS

The inclination to attribute men's successes to skill and effort while attributing women's achievements to luck or external factors.

APPRECIATION BIAS

The preference for recognizing and valuing the contributions of men more than those of women, leading to disparities in recognition and career progression.

MOTHERHOOD BIAS

The assumption that women with children are less committed to their jobs, leading to fewer career advancement opportunities.

- **Positive Actions:** Measures aimed at a group of people to eliminate and/or prevent discrimination.
- **Moral Harassment:** A systematic and recurring form of psychological violence expressed abusively and unfairly over a prolonged period. It primarily targets employees within an organization, affecting their dignity and creating a hostile, intimidating, degrading, humiliating, or offensive environment.
- **Sexual Harassment:** Any behaviour of a sexual nature that is unwanted and occurs within the organisation's structure or management. This type of harassment aims to undermine an individual's dignity, particularly when it creates an intimidating, degrading, or offensive environment. It also includes discrimination directed at women due to pregnancy or maternity.
- **Sex-Based Harassment:** This refers to any behaviour or conduct based on a person's sex that creates an intimidating, offensive, or degrading work environment. Unlike sexual harassment, it does not necessarily involve explicitly sexual content but rather actions that demean individuals due to their gender. It includes discriminatory treatment directed at women because of pregnancy or maternity and any form of workplace hostility linked to gender stereotypes or biases.
- **Protocols against sexual and/or sex-based harassment:** A set of measures adopted to prevent and avoid sexual and/or sex-based harassment in the workplace, negotiated with the legal representation of workers (RLPT), and the establishment of a specific, exclusive, and unique channel for this type of complaints, mandatory for all companies.

EXAMPLES OF SEXUAL HARASSMENT CONDUCT

Making offensive comments, jokes, or gestures about a worker's appearance or sexual condition.

Any form of intimidation towards an individual to obtain a sexual favour.

Any type of abuse, humiliation, or degradation based on sex.

Inappropriate suggestions or requests for sexual favours in exchange for job benefits or avoiding negative employment consequences.

Physical sexual aggression or any unnecessary physical contact.

The distribution of images, videos, or messages of a sexual nature related to a person's private life without their consent, particularly in professional environments.

Derogatory comments, suggestions, or expressions about women in general made in a dismissive manner, as well as sexist remarks directed at both men and women based on gender prejudices.

Hostile behaviour towards women and men that undermines their right to work-life balance, including personal, family, and professional responsibilities.

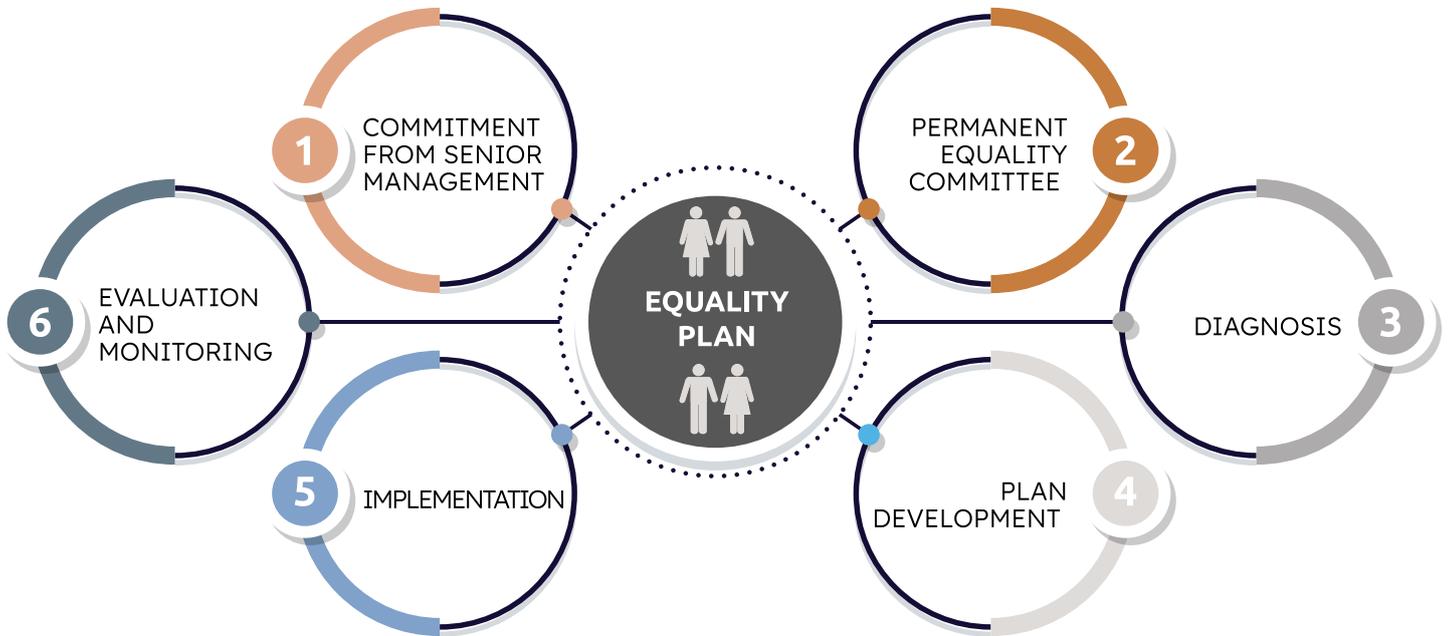
EXAMPLES OF SEX-BASED HARASSMENT CONDUCT

The devaluation of professional worth solely based on motherhood.

- **Feminism:** A political, social, academic, economic, and cultural movement that seeks to raise awareness and create conditions to transform social relationships, achieve equality among individuals, and eliminate all forms of discrimination or violence against women.
- **Work-Life Balance:** The essential need to harmonise spaces dedicated to work, family, and personal life for both men and women. Achieving this balance requires an active commitment from companies and families to ensure individuals can fulfil both their professional and personal responsibilities.
- **Workplace Compatibility:** The ability to establish a balance between professional responsibilities and personal commitments, ensuring that work arrangements allow individuals to perform their roles effectively without conflicting with personal or family needs.
- **Corporate Social Responsibility (CSR):** Beyond fulfilling legally established obligations, companies should voluntarily integrate social, ethical, and gender equality considerations into their policies and procedures, fostering real inclusion and fairness in the workplace.



Equality Plans



4.1. CONCEPT AND CONTENT

Equality Plans consist of an organized set of assessable measures, adapted following a situational diagnosis, negotiated between companies and workers’ representatives. These measures aim to promote effective equality between women and men and to eliminate gender-based discrimination that may exist within the organisation.

These Equality Plans apply to the entire workforce of a company, including those hired through temporary employment agencies (ETT) for the duration of their assignment.

Failure to comply with the agreed measures included in the Equality Plan constitutes a serious offence (Articles 7, 13, and 40 of the Labour and Social Security Inspection Act) and may result in fines ranging from €751 to €7,500.

The minimum content of an Equality Plan must include:

- Identification of the parties involved in its negotiation
- Scope of application (personnel, territorial and sectoral reach)
- Internal diagnosis of the company’s situation regarding equality
- Follow-up and evaluation system, as well as indicators to assess impact

Equality Plans must include the following key elements

Definition of specific objectives

Strategies and practices to be adopted to achieve these objectives

A detailed enumeration of concrete measures

Implementation of an effective monitoring and evaluation system for assessing goal achievement

- The definition of qualitative and quantitative objectives.
- A description of the specific measures, their implementation timeline, and prioritization, as well as the definition of indicators that allow for the monitoring and assessment of each measure implemented.
- Identification of the resources and materials required for implementation, follow-up, and evaluation.
- Establishment of a monitoring, evaluation, and periodic review system.
- The composition and functioning of the parity committee or body responsible for follow-up, evaluation, and periodic review of the plan.
- Modification procedures, including how to resolve potential discrepancies that may arise regarding its application.

4.2. COMPANIES REQUIRED TO PRESENT EQUALITY PLANS

The companies required to implement an Equality Plan are:

a. companies with 50 or more employees. To calculate the company's workforce for the purposes of determining whether an Equality Plan must be implemented, the following considerations apply:

- The total number of employees across all workplaces must be included.
- All existing employment contracts must be taken into account, including fixed-term, part-time, and permanent-discontinuous contracts, as well as temporary contracts exceeding six months in the previous year (even if due to substitution or workforce rotation).

This calculation should be carried out at least twice a year, on 30 June and 31 December.

Once the numerical threshold is reached, the company is obligated to establish a negotiating committee and commence the development of an Equality Plan within a maximum of three months, regardless of any subsequent workforce reductions.

b. those companies in which the applicable collective agreement provides for its implementation.

c. companies subject to administrative or legal sanctions due to findings of direct or indirect gender-based discrimination. These companies may request from the Labour Authority, through the Labour and Social Security Inspectorate, the issuance of a mandatory corrective measure. This measure serves to mitigate sanctions and, where applicable, offset any additional penalties that might otherwise apply. The preparation and application of an Equality Plan are integral to these corrective actions.

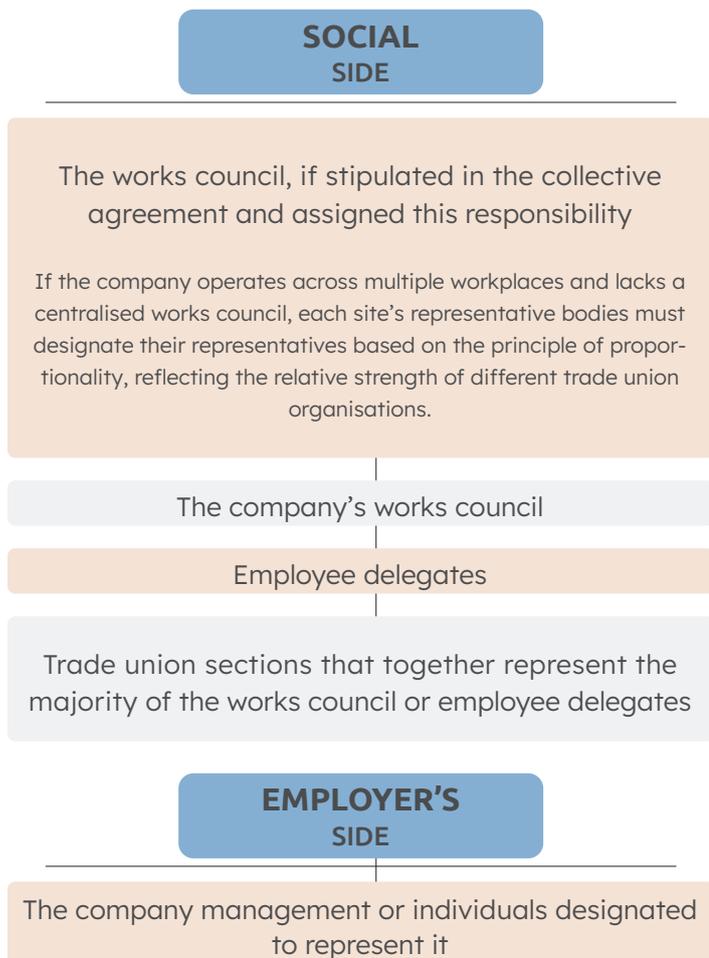
Business groups may establish a group-wide Equality Plan covering all or some of the companies within the group, provided its suitability is justified. This plan must include information on the individual diagnoses of each participating company



4.3. STAKEHOLDERS INVOLVED

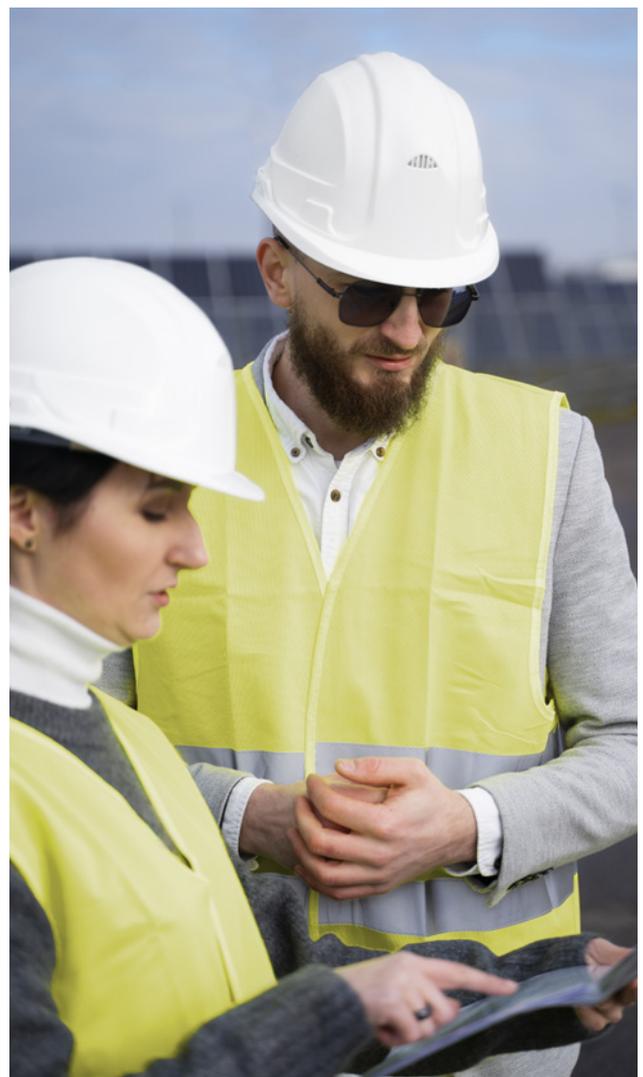
The adoption of an Equality Plan must be carried out through a negotiating committee, which must be established within a maximum period of three months from the date the workforce reaches the numerical threshold requiring an Equality Plan. This obligation also applies when the Labour Authority mandates the plan's implementation as a corrective measure following the substitution of additional sanctions within a sanctioning procedure.

This negotiating committee must be composed on a parity basis and must include:



It is recommended that the negotiating committee maintains a balanced composition in terms of gender to ensure an inclusive and representative approach. Additionally, committee members are encouraged to receive appropriate training to enhance their understanding of gender equality and labour rights.

In companies without employee legal representation, the social side of the committee will be composed of the most representative sectoral trade unions, unless the company's workforce decides otherwise, ensuring at least six members per side.



Either party may seek advisors or specialised professionals to support them during negotiations. However, these external advisors will participate with voice but no vote.

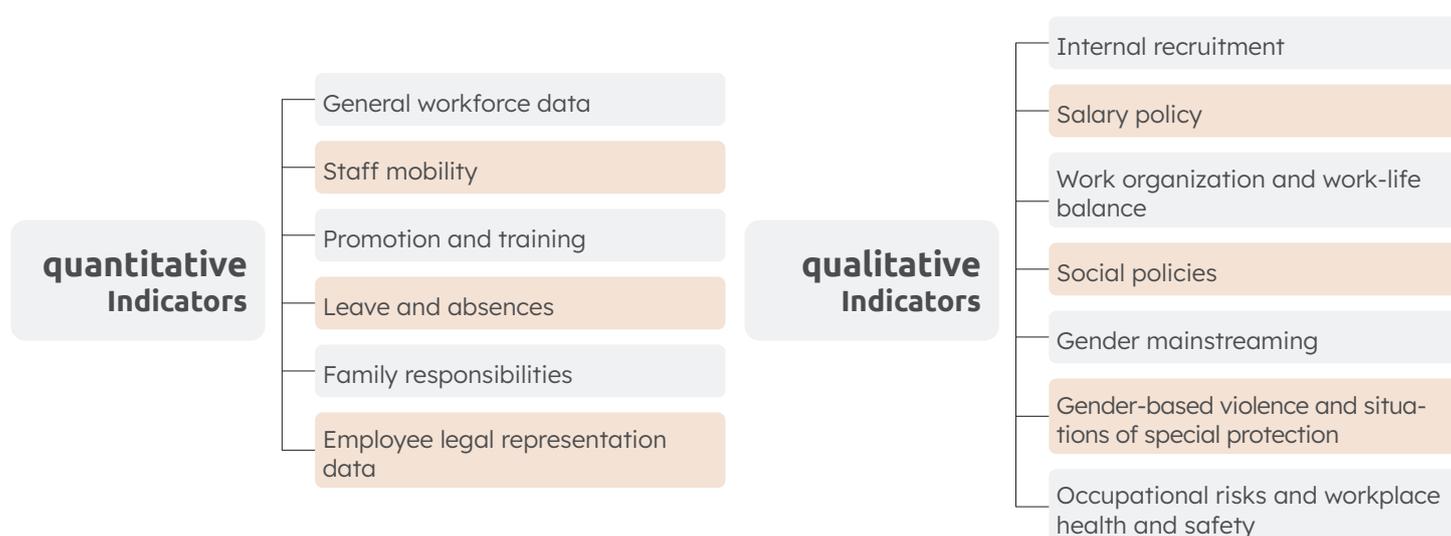
4.4. STEPS TO DEVELOP AN EQUALITY PLAN IN THE COMPANY

4.4.1. INTERNAL BUSINESS DIAGNOSIS: DATA COLLECTION AND ANALYSIS

To design and draft an Equality Plan, it is mandatory to conduct a diagnosis of the company's situation regarding gender equality. This involves analysing the actual conditions of women and men within the company, in accordance with Article 48 of the Organic Law for the Effective Equality of Women and Men (LO 3/2007, of 22 March). This process must also identify areas for improvement, considering at least the following aspects:

- Selection and recruitment process
- Professional classification
- Training
- Career promotion
- Working conditions, including pay audits
- Work-life balance and co-responsibility
- Underrepresentation of women
- Remuneration
- Prevention of sexual harassment and gender-based harassment

Data collection efforts should be divided into:



4.4.2. EVALUATION OF EQUALITY INTEGRATION IN THE COMPANY'S OWN MANAGEMENT SYSTEM BY THE NEGOTIATING COMMITTEE

With all the information obtained from the previous analyses, an assessment should be conducted to identify existing imbalances in the company, the impact of gender disparities, and possible differentiated effects on women and men. This will help determine how gender equality is integrated within the workforce and what business strategies and practices should be improved to achieve equal opportunities.

It is essential to analyze how the workforce is structured in terms of gender distribution, salary levels, seniority, and job stability. Additionally, it is important to examine the use and approval of leave, absences, and working time reductions permitted by work-life balance regulations. If necessary, the company should incorporate sexual and gender-based harassment prevention policies into its Equality Plan.

By collecting and analysing these data, cases of direct or indirect discrimination based on gender and/or sexual orientation can be identified. To address and prevent these issues, the following corrective measures should be implemented:

INDICATOR	CONTROL	PROPOSED MEASURES
Access to the company's workforce	Are distinctions made based on gender or gender identity?	Promote gender parity in recruitment processes. Avoid biases related to family responsibilities, marital status, or gender identity. Apply equality, merit, and capacity principles in workforce access
Training provided by the company	Is training equally available to men and women?	Ensure equal access to training for men and women and verify gender equality courses are conducted
Career promotion	Are promotion conditions fair and free from gender discrimination?	Even when equal conditions exist, promote the advancement of underrepresented groups. Encourage a gender-balanced presence in selection and evaluation panels
Social benefits	Is access to and use of benefits free from discrimination based on gender or gender identity?	Establish equal social benefits for all employees
Salary policy	Do men and women receive the same pay for the same job?	Set salaries based on collectively agreed salary scales
Work organisation and work-life balance	Are collective agreement measures applied equally to men and women?	Foster work-life balance and co-responsibility measures. Implement flexible working hours for the entire workforce
Communication	If there are internal communication channels, do they reach men and women equally?	Establish accessible communication channels and ensure internal notices are published in formats suitable for all employees
Support measures for specific groups	Are there specific support measures for victims of gender-based violence, or persons with disabilities?	Regulate support measures to prevent discrimination in the workplace. Provide gender equality training for employees. Avoid architectural barriers

SUMMARY TABLE OF THE INTERNAL BUSINESS DIAGNOSIS

01

DATA COLLECTION AND ANALYSIS

Isolated analysis of the situation regarding equal opportunities between women and men:

- Quantitative indicators
- Qualitative indicators

02

ASSESSMENT OF EQUALITY INTEGRATION IN THE MANAGEMENT SYSTEM

Analysis of the data collected, for example, we can assess whether equality is being addressed in:

- Workforce access
 - Training
- Career promotion
 - Salary policy
 - Social benefits
- Family reconciliation
- Support measures for specific groups
- Occupational hazards and workplace health

03

ANALYSIS OF THE IMPLEMENTATION OF EQUALITY MEASURES

Assess whether the measures are adequate and meet the marked objectives, such as:

- Preventing discrimination on the basis of sex or access to employment
- Promoting and disseminating inclusive values to prevent all forms of violence
- Promoting a non-stereotyped and inclusive culture
- Promoting work-life and family balance
 - Staff training in gender equality, reconciliation, and co-responsibility

Once the negotiating committee has carried out the diagnosis of how equality is integrated across the workforce, it must:

Identify the most urgent measures in terms of equality, including their scope.

Negotiate these measures with all stakeholders.

Identify the material and human resources required for implementation.

Establish an action schedule.

Define indicators for monitoring and tools for collecting information for subsequent evaluation and follow-up of the Plan.

Submit the Plan to the Labour Authority for registration, filing, and publication.

To carry out these actions, the negotiating committee shall meet as often as agreed, keeping minutes of each meeting. Agreements must be approved by a majority of the social partners, with the company's agreement.

The final text of the Equality Plan must be signed by both parties and submitted in the official format for registration, filing, and official publication, just as a collective agreement would be.



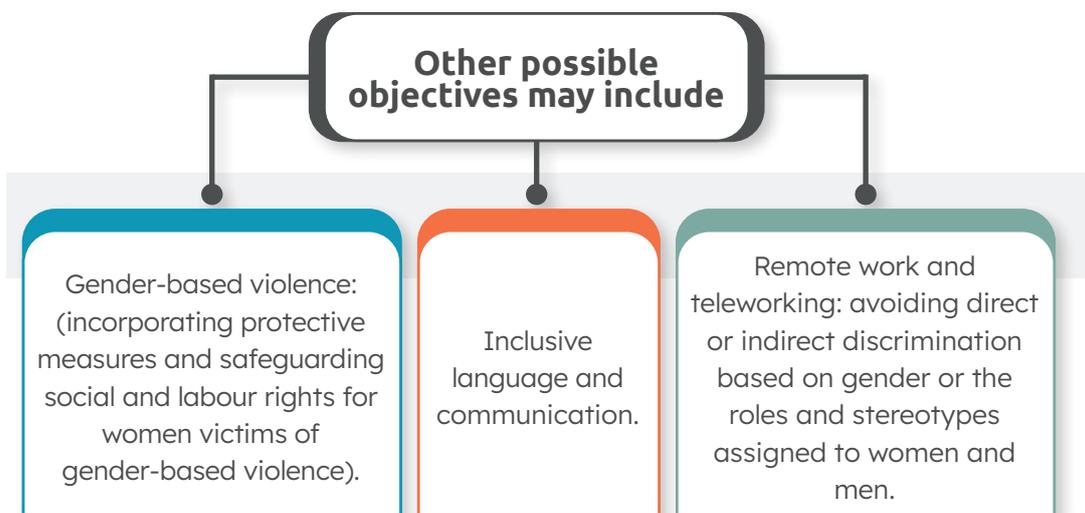
It is a mandatory requirement that equality plans be registered for companies to be eligible to tender with Public Administrations (Central Administrative Tribunal

for Contractual Appeals, TACRC). If not registered, this will act as a bar to contracting and, as a result, the company will be excluded from the tendering process.

4.5. OBJECTIVES

The measures included in each Equality Plan must correspond to the actual situation of the company, considered individually and as reflected in the previously conducted diagnosis. They must contribute

to achieving real equality between women and men, adopting measures to eliminate all forms of discrimination based on sex or those that have not yet been identified.



4.6. REVIEW AND VALIDITY OF THE PLAN

Each Plan must be subject to monitoring and evaluation according to the schedule of actions established in the Plan or according to the rules set by the monitoring committee. In any case, at least two evaluations must be carried out: one intermediate and one final.

The review of each Plan will be based on the results of the monitoring and evaluation and may include specific timeframes for different areas or sets of measures.

This review may aim to add, redirect, improve, correct, intensify, or reduce measures, or even eliminate those that no longer apply.

The period of validity of Equality Plans shall be that which is agreed by the negotiating parties, but it may never exceed four years.

4.7. COMPANIES NOT REQUIRED TO PRESENT EQUALITY PLANS

Companies that are not legally obliged to adopt an Equality Plan in accordance with the parameters outlined in previous sections may voluntarily decide to adopt such a plan after consulting or negotiating with the workers' legal representatives, if any exist.

In these companies, negotiation of the Plan is not mandatory but, if it is negotiated, the same procedures described previously must be followed, and the Plan must include the minimum content legally required.



4.8. RECOMMENDATIONS

It is important to highlight that both companies required to implement an Equality Plan and those that are not legally obligated may apply for the **“Equality in the Company” Distinction**, awarded by the Ministry of Equality to recognise and promote the work of companies committed to equality.

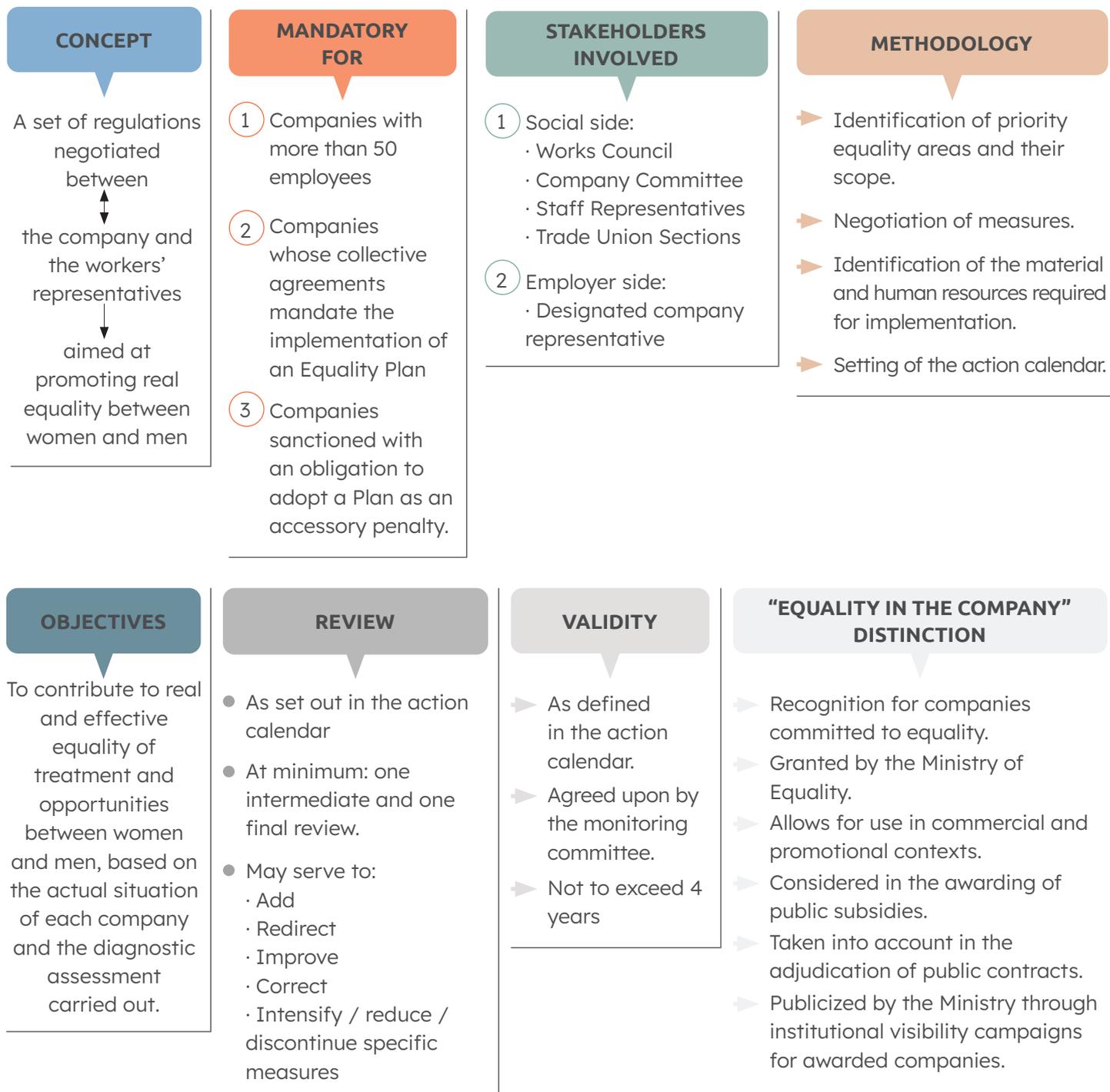
It is granted to companies that have initiated the implementation of an Equality Plan, have not been firmly sanctioned in the previous three years for serious or very serious infringements in matters of equal opportunities and non-discrimination, or for very serious social infringements, and that have an explicit commitment to equal opportunities between women and men in working conditions, the organization and internal functioning of the company, and social responsibility.



Obtaining this distinction allows companies to use it in commercial dealings and for advertising purposes, to be valued in the awarding of public subsidies where the effective achievement of equality is rewarded, to be considered in the awarding of public contracts, and to receive institutional publicity and dissemination by the Ministry of the companies that have obtained it.



4.9. EQUALITY PLAN FRAMEWORK



Social policies with a focus on equality. Measures and recommendations



5.1. SUMMARY TABLE OF LEGAL MEASURES, INCLUDING RIGHTS OF VICTIMS OF GENDER-BASED VIOLENCE IN THE WORKPLACEL

There are many measures provided in the Workers' Statute (ET) to promote work-life balance. Below is a summary of some of the key provisions:

MEASURE	REASON	REGULATION	DURATION
Reduction of working hours	Birth, adoption, fostering or pre-adoptive fostering	Art. 37.4 and 45.1 d) ET	Right to 1 hour of absence from work to care for the child until the child turns 9 months. May be replaced with a proportional reduction of the workday or accumulated into full days.
	Birth of a premature child or hospitalisation of the newborn	Art. 37.5 ET	Right to be absent for 1 hour, or to reduce working hours by up to 2 hours with a proportional salary reduction.
	Direct care for a child under 12 or a dependent person with a disability who does not perform paid work	Art. 37.6 ET	Right to reduce working hours, with proportional salary reduction, by at least one eighth and up to half of the daily schedule. In the case of hospitalisation or long-term treatment of a dependent person with a disability, the right includes the possibility to reduce hours for the duration of such care.

MEASURE	REASON	REGULATION	DURATION
Specification of hours and definition of leave/reduction	As provided in previous sections	Art. 37.7 ET	Right of the worker to specify their working hours by notifying the employer 15 days in advance, indicating start and end date of the leave/reduced schedule.
Adaptation and distribution of working hours	Right to adapt and distribute working hours, including remote work	Art. 34.8 ET	Until the child turns 12 (or older if the child cannot care for themselves due to health issues, accidents, or disabilities).
Paid leave		Art. 37.3 ET	<ul style="list-style-type: none"> · 15 days for marriage or civil partnership registration · 5 days for serious illness, accident or surgery without hospitalisation of spouse, civil partner or close relative · 2 days (4 if travel required) for death of a spouse, civil partner or close relative · 1 day for change of residence · Leave for fulfilling public and personal duties · Leave for trade union or staff representation duties · Leave for childbirth preparation and antenatal appointments · Leave to attend prenatal classes, information sessions, and psychosocial support sessions
Suspension of employment contract	Birth and care of a child under 12 months	Art. 48.4 ET	<p>Right to suspend the employment contract for 16 weeks (6 of which are compulsory immediately after birth) for the biological mother or pregnant person, ensuring health protection and fulfilment of care responsibilities.</p> <p>In cases of premature birth or hospitalisation, suspension may begin from hospital admission. In case of death of the child, the parent retains the right to the full leave period.</p> <p>After the compulsory leave, the remaining weeks can be taken on a part-time basis or split until the child is 12 months old.</p>

MEASURE	REASON	REGULATION	DURATION
Suspension of employment contract	For adoption or fostering for adoption or guardianship purposes	Art. 48.5 ET	Right to suspend the employment contract for 16 weeks per adopter/guardian/foster parent, with 6 weeks of compulsory full-time leave to be taken uninterruptedly after the court decision granting adoption/fostering. The remaining 10 weeks may be taken part-time or until the child turns 12 months from the court ruling. In cases of disability or multiple adoption/birth, an additional 2 weeks per child is granted.
	For risk during pregnancy or breastfeeding of a child under 9 months	Art. 48.7 ET	The suspension ends on the day the parental leave begins or the child turns 9 months, or when the inability to return to work ceases, with salary reinstated.
Leave of absence for child or family care	To care for a biological or adopted child	Art. 46.3 ET	Right to a period of leave not exceeding 3 years from birth or court ruling. Period counts for seniority and training access. The first year guarantees job retention; after that, a job of equivalent professional category must be offered.
	To care for a spouse, partner, or second-degree relative (including partner's relatives) unable to care for themselves and not engaged in paid work	Art. 46.3 ET	Right to a period of leave not exceeding 2 years. Period counts for seniority and training access. The first year guarantees job retention; after that, a job of equivalent professional category must be offered.
Rights of gender-based violence victims	Reduction in working hours	Art. 38.8 ET	Right to reduce working hours with proportional salary reduction, adapt the work schedule, or perform work remotely.
	Geographic mobility	Art. 40.4 ET	Right to occupy a position in the same or equivalent category in another workplace for 6 months with job retention.

MEASURE	REASON	REGULATION	DURATION
Rights of gender-based violence victims	Suspension of the employment contract	Art. 45.1(n) ET	When a worker who is a victim of gender-based violence is forced to leave their position, the employment contract may be suspended.
	Termination of the employment contract	Art. 49.1(m) ET	When a worker who is a victim of gender-based violence is forced to leave their position permanently, the contract may be terminated.
	Invalid dismissals and sanctions for objective causes and/or disciplinary dismissal	Art. 53.4(b) ET	The dismissal will be declared null and void if it is the result of exercising rights recognised under gender-based violence protection legislation.

5.2. NON-MANDATORY GOOD PRACTICES

Welfare Provisions

Possibility for companies to create spaces dedicated to the care, monitoring, or education of employees' children aged 0 to 6 during working hours (play areas and/or nursery schools).

Possibility for companies to offer “nursery vouchers” as non-salary compensation. These can be included as a positive action for women.

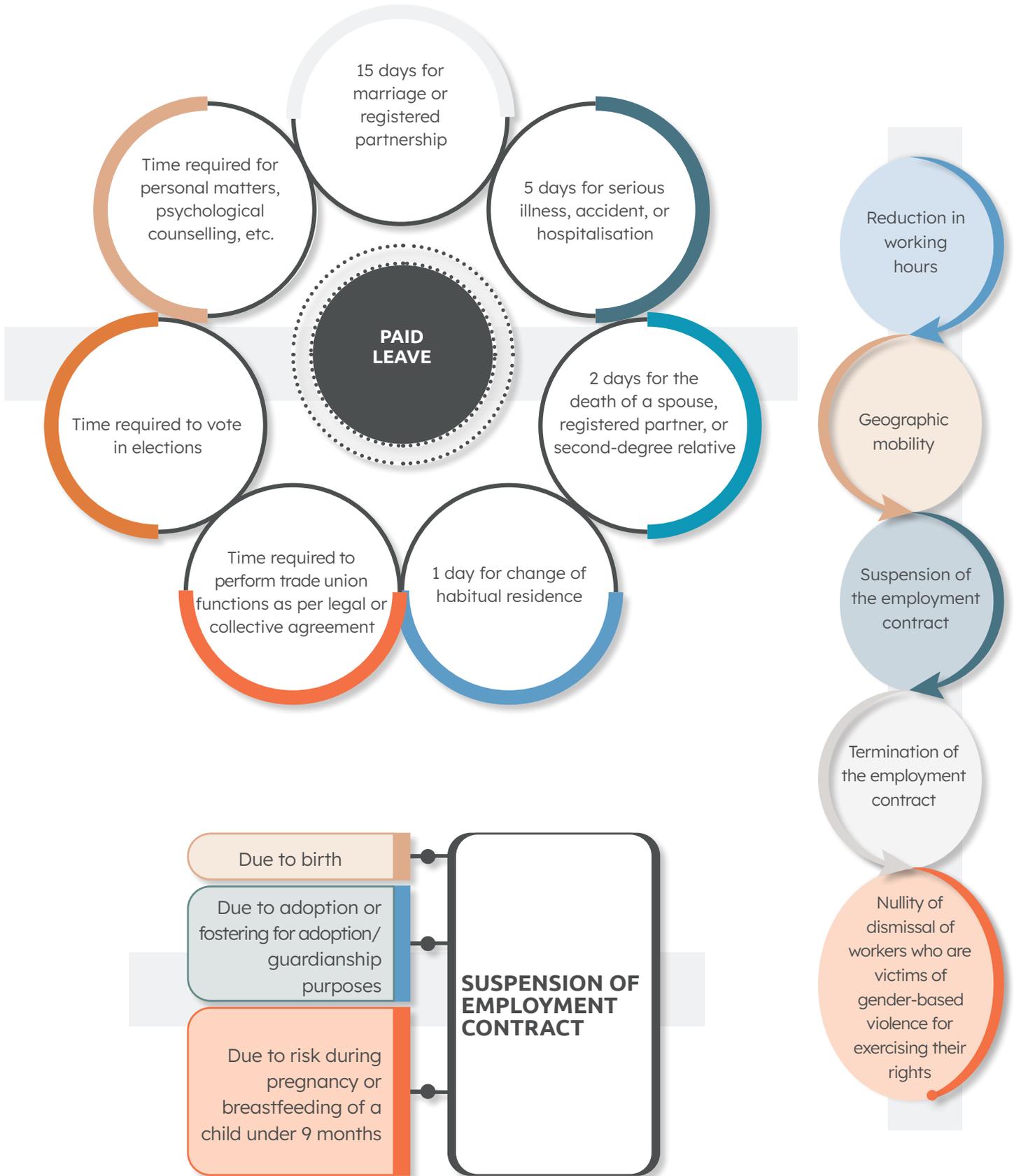
Possibility to create breastfeeding rooms—private, clean, well-equipped, comfortable spaces with access to washing facilities—where mothers can breastfeed or pump milk if permitted by the company. It is advisable to include ergonomic seating, a work surface for breast pumps, electrical sockets, a mini fridge for storing expressed milk, etc.

It is also advisable to raise awareness and train staff on the importance of these rooms, ensuring clear and transparent policies on support for breastfeeding in the company, and that such measures are clearly communicated to all staff.

The benefits for companies are numerous: higher satisfaction, commitment, and loyalty from women employees; lower absenteeism; easier return to work; reduced loss of skilled staff due to maternity; and an improved corporate image as a responsible employer.



SUMMARIES



5.3. PAY TRANSPARENCY

This matter is regulated under Article 28 of the Workers' Statute and Royal Decree 902/2020, of 13 October, on pay equality between women and men.

· Identification of Potential Discrimination

To uphold the principle of pay transparency, companies must identify any direct or indirect discrimination occurring within the organisation when there is a perception of lower pay for work of equal value, without objective and legitimate justification. All conditions that make each position unique must be considered, without undervaluing or overlooking any aspect. It must also be ensured that part-time workers enjoy the same rights, including pay-related rights, as full-time workers. In fact, any proportional reduction in salary must not negatively affect rights related to maternity and the care of children or dependents.

· Pay Transparency Instruments

a. Pay Register

"The employer is required to keep a record of the average values of salaries, salary supplements, and non-wage payments in the workforce, broken down by sex and distributed by professional groups, professional categories, or positions of equal or equivalent value.

Employees have the right to access the company's pay register through their legal representatives."

In the absence of legal representation of the workers, employees are entitled to direct access to the pay register; however, they may only view the percentage differences in the average remuneration between men and women."

"A job shall be considered of equal value to another when the nature of the actual functions or tasks entrusted, the educational, professional, or training conditions required for its performance, the factors strictly related to its execution, and the working conditions are equivalent."

Employer's Obligation

"The employer is obliged to pay the same remuneration for work of equal value, whether paid directly or indirectly, and regardless of its nature, whether salary or non-salary, without any discrimination whatsoever on the grounds of sex in any of its elements or conditions.

The pay register must cover the entire workforce, including executive staff and senior management, and must reflect the calendar year.

Its contents, disaggregated by sex and including base salary and each salary supplement and non-wage payment, shall comprise:

- The average values of salaries, salary supplements and non-wage payments of all staff, distributed by professional groups, categories, or positions of equal value.
- The arithmetic mean and median of what is received under each of these concepts in each professional group, category, level, position, or
- other applicable classification system.

"Where, in a company with at least fifty employees, the average remuneration of employees of one sex is higher than that of the other by twenty-five percent or more, the employer must include a justification showing that the difference is unrelated to the sex of the workers."

b. Pay Audit

“Companies that develop an equality plan must include a pay audit within it, in accordance with Article 46.2(e) of Organic Law 3/2007, of 22 March, on the effective equality of women and men, following the required negotiation process for such equality plans.

The aim of the pay audit is to obtain the necessary information to verify whether the company’s pay system, in a comprehensive and cross-sectional manner, complies with the effective application of the principle of equal pay between women and men.

It must also enable the identification of needs for correcting, preventing, or eliminating existing obstacles and difficulties in order to ensure pay

equality, and to guarantee transparency and monitoring of that pay system.”

The content of the pay audit must include a diagnostic assessment of the company’s pay situation, evaluating all positions in terms of tasks and functions, and an analysis of the impact of other factors that may cause pay differences. It must also examine inequalities that may exist in work-life balance and co-responsibility measures, or difficulties that employees may face in their professional or economic promotion due to discretionary company decisions related to mobility.

Ideally, the data or findings of the pay audit should be made public without requiring any employee to request access to them.



Communication Recommendations

6.1. USE OF INCLUSIVE LANGUAGE IN THE WORKPLACE

The use of inclusive, non-sexist language is one of the tools for progressing towards real equality between women and men. Its use also responds to a new demand for more inclusive communication and contributes positively to the corporate image.

The language and images used in both internal and external company communications reflect the image a company wishes to project. Language shapes reality and plays a strong role in socialisation and identification. For this reason, the review of language must involve not only company management but the entire workforce.

6.1.1. INCLUSIVE LANGUAGE

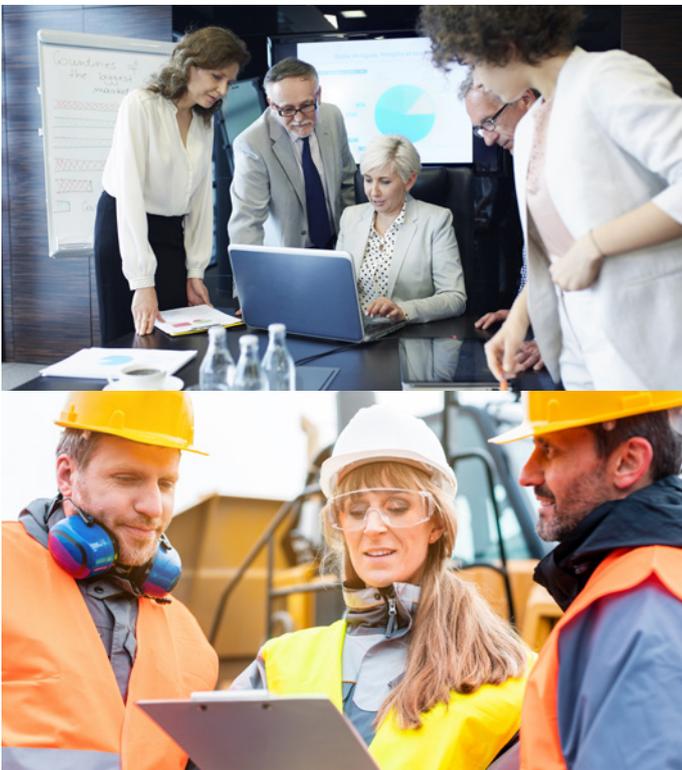
Inclusive language is the way of expressing oneself, both orally and in writing, without discriminating against any sex, gender identity, or gender role, and without perpetuating gender stereotypes. The following table presents common usage examples and how they can be replaced to avoid such forms of discrimination.

EXAMPLES	Instead of using	We will use	EXAMPLES	Instead of using	We will use
Use of generics	The miners	The mining workforce	Relative pronouns without gender	He who leaves the building must turn off the lights	Whoever leaves the building must turn off the lights
	Employees on part-time contracts	Staff on part-time contracts		Those who use the cafeteria service	Whoever uses the cafeteria service
Use of determiners without gender	The associate will complete the application	The application will be completed	Explanatory appositions	All workers will attend...	All workers, both women and men, will attend...
	The director will carry out...	It will be carried out by management...		Training courses are for managers and users...	Female and male workers of the company
Omission of determiners	Those responsible for the works	Each person responsible for the works	Splitting or use of slashes	The company's employees	The company's male and female employees
	All the members of...	Each member of...		The miners	The male and female miners
Abstractions or paraphrases	The managers	Management			
	The technicians	The technical staff			

6.1.2. USE OF IMAGES

Just as inclusive language should be used in speech and writing, the use of images should also follow inclusive practices. To build a positive corporate image, a company’s website or social media channels should use images that make women visible and avoid the exclusive use of male figures representing the company’s workforce. Images should include both women and men equally.

Examples:



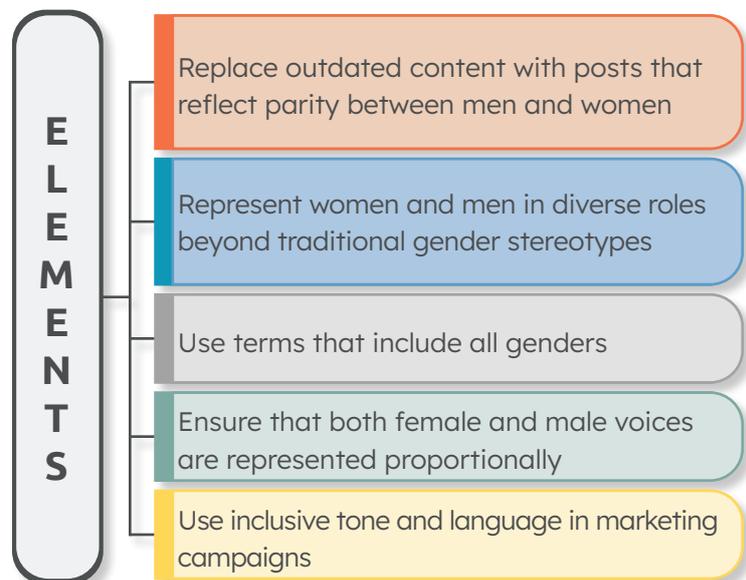
6.1.3. FORMS OF ADDRESS

The use of egalitarian forms of address helps promote equality when applied in workplace communications, whether addressing the workforce or external stakeholders.

It is advisable to use symmetrical forms of address that include both genders, such as Mr./Ms., and to avoid forms like “ladies and gentlemen” that reference civil status or age unless required. Instead, aim for gender-neutral phrasing whenever possible.

6.1.4. WEB AND SOCIAL MEDIA COMMUNICATION

Language used on social media and websites should be inclusive and non-sexist. It is particularly important to make women visible by giving them the same presence and space as men. When using social media or posting on company websites, consider the following elements:



6.2. TRAINING, AWARENESS-RAISING AND EDUCATION MEASURES FOR STAFF

6.2.1. COMMITMENT TO ONGOING TRAINING

In order to promote real gender equality in the mining and industrial sectors, training courses must be provided for both management and middle-level positions as well as the broader workforce. These sessions should aim to identify inequalities and act upon them. Similarly, in small and medium-sized enterprises in the sector, it is advisable to offer the same type of training to staff to prevent and avoid potential inequality situations.

To address conscious and unconscious gender biases entrenched among employees, they must be equipped with the necessary knowledge, skills and tools to understand and tackle issues related to equality. Therefore, they must receive ongoing training, which should be provided and facilitated by the company.

Gender equality is a matter of great importance in today's society and requires active, committed participation from the entire community to create an optimal working environment. For this reason, it is necessary to provide training sessions that evaluate individual and collective behaviour within the sector.

6.2.2. REPORTING CHANNELS FOR INEQUALITY

According to Law 2/2023, companies with more than 50 employees are required to establish a reporting channel that provides employees and third parties with a secure and confidential mechanism for reporting unlawful or irregular conduct such as workplace harassment, gender discrimination or corruption. Implementing a whistleblower channel within the framework of Equality Plans strengthens the protection of those who report and promotes an organisational culture based on ethics and accountability.

Although not mandatory for companies with fewer than 50 employees, it is advisable to implement such channels as they protect whistleblowers, guaranteeing confidentiality and safeguarding their data. This also contributes to the early detection of unlawful conduct and enables the company to take immediate corrective action.



Inform the entire workforce about its existence and procedures, while ensuring confidentiality at all times.

To successfully implement a Whistle-blower Channel, it is important to:

Guarantee easy access to the channel for both women and men.

Ensure procedures are clear, agile, and conducted impartially, with effective corrective action.

Provide staff with training so they know how to use the channel and follow up on its effectiveness.

6.3. AWARENESS AND MOTIVATION IN COMPANIES

6.3.1. RECRUITMENT

In large, medium, and small companies alike, the use of inclusive, non-sexist language is vital when drafting job offers and descriptions. This includes avoiding gendered terms in job titles and encouraging people of all genders to participate in recruitment processes.

Unconscious bias can significantly influence hiring decisions and result in discriminatory practices in recruitment.

Some measures to avoid unconscious bias in hiring include:

1 Draft job offers using inclusive, non-sexist language so that both men and women identify with the role.

2 Develop competency-based profiles by describing the necessary skills and knowledge required for the role to ensure selection criteria are based on objective, job-related factors.

3 Blind CV screening, omitting personal data such as name, gender, age or photo, so the focus is placed solely on skills and qualifications.

4 Use structured interviews based on standardised questions for all candidates.

5 Establish diversity targets including measures for increasing female representation in the workforce.

Example of a job offer and competency profile description:

“Mining company seeks qualified chemical professional specialising in mineralogy, with a degree in Chemical Engineering...”

“We are seeking a mining engineer with knowledge of... and a minimum of two years’ experience in the mining sector.”

To ensure equal opportunities between women and men, not only in recruitment but also in training and career development, companies should establish the following equality goals:

- Guarantee equal treatment and opportunities for men and women by establishing policies that ensure their full and active inclusion and permanence in the workforce.
- Promote policies that support work-life balance for all employees.
- Prevent and prosecute any conduct that may constitute workplace harassment or harassment based on sex, by establishing clear, swift, and effective protocols for reporting and intervention.
- Encourage greater participation of women in all sectors of the company, especially where there is lower female representation, and ensure balanced representation of women across the organisation.

6.3.2. RECOMMENDATIONS FOR COMPANIES

To effectively achieve real equality between women and men within a company - regardless of its size or the specific nature of the mining sector, which is traditionally more masculinised than other areas of society - the following recommendations are proposed:

- 1 Ensure the continued commitment of the management team, providing the necessary support and resources for all actions aimed at achieving real equality.
- 2 Promote greater representation of women in the mining industry and proactively guarantee equal opportunities and non-discrimination in management processes, recruitment, training, professional development, and fair remuneration, fostering the creation of mixed-gender work teams.
- 3 Promote the inclusion of women in trade union leadership by supporting the empowerment of female workers through tools that enable them to participate equally under the same conditions as men.
- 4 Increase the presence of women in decision-making roles by eliminating biases in selection and preparing women professionals to take up such positions.
- 5 Ensure that staff receive training on equal opportunities between men and women.
- 6 Facilitate work-life balance by adopting workplace policies tailored to the nature of the mining sector. This includes promoting shared responsibility after maternity/paternity leave and ensuring that men and women can return to work without losing their acquired rights or career progression opportunities.
- 7 Create annual equality objectives and evaluate them in a manner that is tailored to the company. Establish your own commitments and make them public so that the entire workforce is informed.
- 8 Provide the material, human and financial resources necessary for the implementation of equality measures, setting clear objectives and performing ongoing monitoring and evaluation.

6.3.3. BUSINESS MOTIVATION. BENEFITS OF HIRING WOMEN

- Better access to available talent: by including women in the workforce, companies broaden their recruitment pool beyond male candidates, increasing the chances of finding the person best suited to the role and expanding the possibilities for attracting talent.
- Improved business management: companies that implement Equality Plans improve their governance and internal operations, as they gain greater awareness of their internal processes and, through prior diagnosis, understand the mechanisms they need to follow.
- Increased productivity and innovation: more creative teams are built when women and men work together, enriching team dynamics through diverse perspectives and proposals.
- Better working environment: gender-diverse teams contribute to a more inclusive workplace, enhancing mutual respect and collaboration, which leads to higher performance and lower absenteeism.
- Improved internal image: when female employees feel included and valued, their commitment and performance increases.
- Improved external image: the company's public reputation is enhanced among clients and other stakeholders by projecting a responsible and socially committed brand.

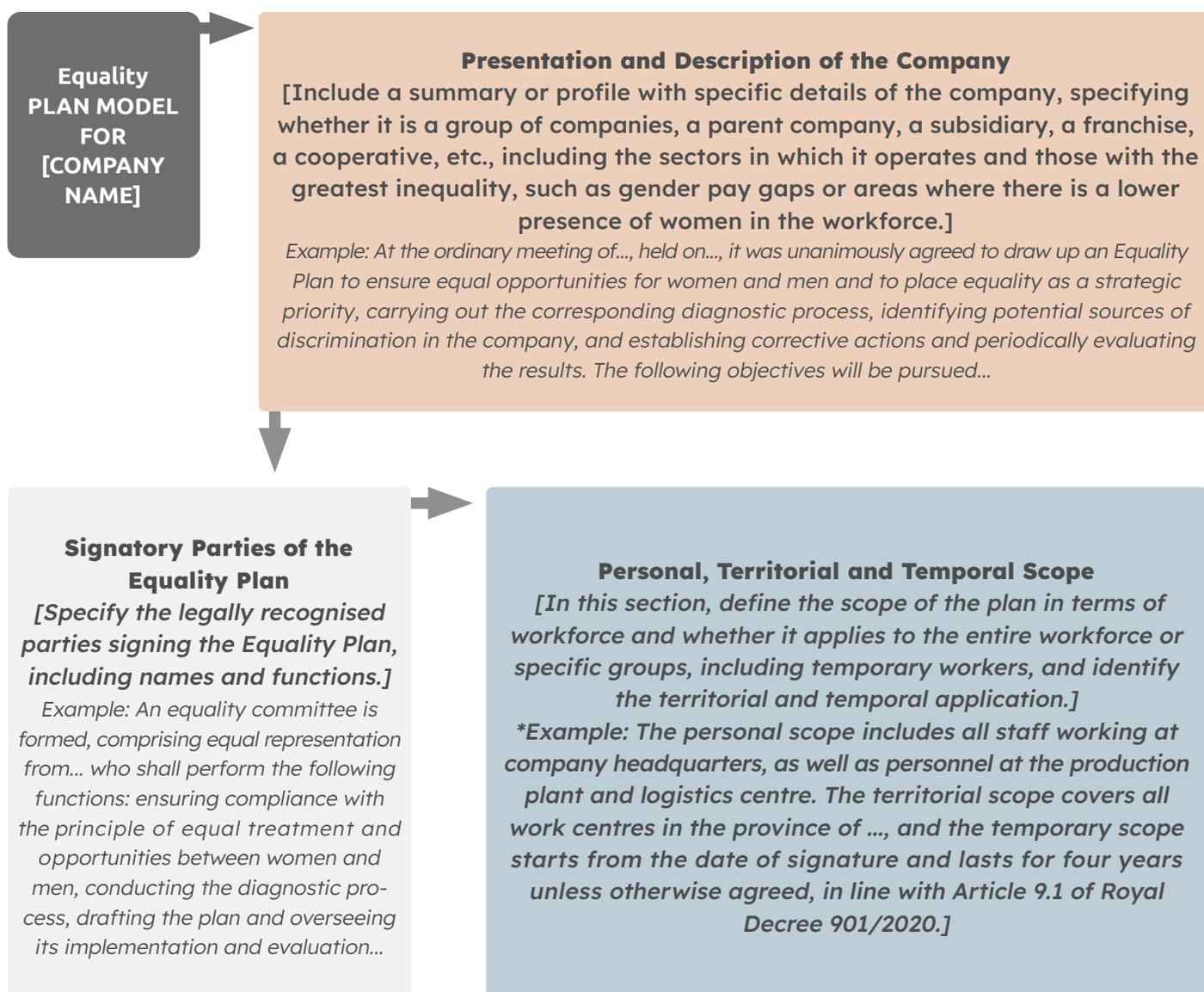


MODEL AND SELF-ASSESSMENT

7.1. EQUALITY PLAN MODEL

Equality plans must be tailored to each company, reflecting its specific context, workforce, and goals. None is identical to another, and in the mining and extractive industries sector, they must include a presentation and

description of the company and its specific characteristics, following the content established in Article 8.2 of Royal Decree 901/20. The basic aspects would include:





7.2. EQUALITY SELF-ASSESSMENT

Quick questionnaire to assess the company's status regarding gender equality.

N°	PLEASE ANSWER YES OR NO TO THE FOLLOWING STATEMENTS	YES	NO
1	There is a formal and written commitment from company management declaring equality as a strategic principle for the organisation.		
2	Equality is recognised as a core value of the company.		
3	There is a balanced representation of women and men in the workforce.		
4	The company seeks to correct imbalances where one gender is underrepresented.		
5	Inclusive language is used in the drafting of internal and external communications.		
6	Candidates participating in selection processes receive training on gender equality.		
7	Personnel selection is based on criteria that value competencies rather than stereotypes.		
8	New permanent contracts are offered equally to women and men.		
9	New temporary contracts are offered equally to women and men.		
10	Decision-making positions are held equally by women and men.		
11	Women and men receive equal average monthly remuneration.		
12	Variable compensation and incentives are allocated equally to women and men.		
13	Promotion is open equally to all employees, regardless of gender.		
14	Shortlists in recruitment processes include women candidates.		
15	Working hours allow work-life balance for employees.		
16	Meetings are scheduled within standard working hours.		
17	Work-life balance policies cover work, personal and family life		
18	There are facilities for breastfeeding.		
19	There are facilities for childcare.		
20	Gender equality training is offered to all staff.		
21	Gender equality training is scheduled during working hours.		
22	There are protocols in place to address sexual and/or sex-based harassment.		
23	There is a specific channel for reporting sexual harassment or harassment based on sex.		
24	All staff have been informed about the existence of an equality plan.		

Answers should preferably be affirmative. If not, the company must take steps to ensure that these responses improve in any critical area.



**Guide to
Good Practices on
Equal Opportunities for
Women and Men
in the Mining Sector**

