

EMPLOYEES AND CONTRACTORS

A wide diversity of talent is required to address the challenges of mining in the future, as well as a culture of innovation and values aligned to our business objectives. We actively manage and develop mining talent and seek the commitment of employees and contractors to our values.

CONTEXT

The mining industry is in constant flux. Innovation, automation, new technologies as well as new generations of employees and contractors are an important challenge. Are we ready for these changes? Which working model will best adapt to future society? Discussing this with more than 19,000 employees and contractors, union leaders and workers’ families is critical to understand the importance of organisational changes the mining industry will face in the future. Rather than resisting these changes, we must channel them and manage their impacts, so they become a source of opportunity both for Antofagasta Minerals as well as the labour force.

Antofagasta Minerals has a workforce of 19,441 people, including employees and contractors, at our operations, projects, exploration programmes and corporate offices. Contractors account for 74% of our workforce. Centinela has the largest proportion of employees and contractors with 37%, followed by Los Pelambres with 33%, Zaldívar with 13%, Antucoya with 10% and our corporate offices with 7%.

MANAGEMENT

We continue to reinforce our 2013 labour strategy built on four pillars: culture, talent management, organisational effectiveness, and labour relations and engagement. In 2018 efforts were focused on integrating the new Diversity and Inclusion (D&I) Strategy into these four pillars. Our challenge is to align our 14,000 contractors with both our operating model and D&I Strategy.

PEOPLE

	2018	2017	2016
No. of employees and contractors	19,441	19,498	18,026
No. of employees	5,108	5,026	4,977
No. of contractors	14,333	14,472	13,049

DIVERSITY AND INCLUSION

The D&I Strategy “We are diverse, we choose inclusion”, approved by the Board in 2017, focuses on the inclusion of more women, people with disabilities and employees with international experience.¹ In 2018 the strategy was rolled out across Antofagasta Minerals and D&I targets were incorporated into individual performance agreements at managerial level. These targets account for 5% of annual performance bonuses.

In 2018 the Board approved a new Charter of Values which includes the D&I Strategy, among other additions.

We are working to effect cultural change across Antofagasta Minerals to create an inclusive organisational environment that embraces and strengthens diversity, allowing all employees to achieve their maximum potential. For this purpose, we have focused on raising awareness, education, generating inclusive work environments and updating expectations about workers’ behaviour.

D&I GOALS

- Double the percentage of women in the workforce by 2022, compared to the 2017 baseline.
- Go beyond the 1% of disabled workers required by Chilean legislation.

¹ Non-Chileans or Chileans with professional experience abroad.