The diversity of our workforce is a source of strength at Freeport-McMoRan. We have more than 25,000 employees globally — with more than 11,000 in the United States — whose unique backgrounds, perspectives and ideas help drive innovation and operational excellence.

At Freeport-McMoRan, we recognize our success depends on fostering a diverse and inclusive work environment. This starts with making diversity a part of our company values and includes focused efforts in key areas such as recruitment and hiring practices and women’s leadership development. Following are some examples of how we have demonstrated our commitment to diversity and inclusion throughout our organization.

Making Diversity A Part Of Our Company Values
Our commitment to diversity and inclusion begins with our company values — Safety, Respect, Integrity, Excellence and Commitment — that embody our culture. Our value of Respect most directly speaks to our diversity efforts and highlights our expectation of how we treat each other and our stakeholders.

This means valuing the ideas, perspectives and life experiences of our co-workers, making decisions without favoritism and bias, and supporting the sharing of ideas. It also means creating a safe and healthy workplace in which everyone belongs and is treated fairly.

In addition, we believe in doing business only with suppliers that demonstrate their commitment to our values and the expectations of our workforce.

Hiring Talent From Regions In Which We Operate
We operate in regions of varying ethnic, religious and cultural backgrounds and are generally the largest employer in local communities. Hiring local talent enables us to incorporate local cultures and knowledge into our business while supporting local economic development.

Notable Achievements:

- Hiring Local
  At our PT Freeport Indonesia operations in Papua, Indonesia, approximately 98 percent of our employees are Indonesian, of which 41 percent are indigenous Papuans.

- Papuan Sustainable Human Capital Development Program
Launched in 2017, this program provides indigenous Papuans with life and work skills to boost their employability. To date, 120 Papuans have completed the program, and our contractors have hired 90 Papuans to work in various areas of our Indonesian operations.

- **Nemangkawi Mining Institute**
  Located in Papua, this regional technical training program prepares local community members for careers in mining. To date, we have placed nearly 2,700 apprentices into permanent and contractor positions, 90 percent of whom are indigenous Papuans.

- **San Carlos Training Institute**
  In the United States, we developed and facilitate a training program with the San Carlos Apache Tribe in Arizona designed to increase the skills and employability of Apache students who generally live in communities with high unemployment rates. As a result, we proudly employ 370 Native Americans, an increase of greater than 70 percent from the launch of the program six years ago.

- **TESCUP Program**
  In Peru, we instituted a robust technical training program in connection with our Cerro Verde mine expansion. Cerro Verde placed more than 100 program graduates into permanent positions, 20 percent of whom are women.

**Recruiting A Diverse Workforce**

The diversity of our workforce is a source of strength at Freeport-McMoRan. We have more than 25,000 employees globally — with more than 11,000 in the United States — whose unique backgrounds, perspectives and ideas help drive innovation and operational excellence.

Each year, we plan specific recruiting and outreach programs to identify and attract women and minorities to mining jobs in North America. Some recent activities include participating in events for the Society of Mining Engineers, Society of Women Engineers, Navajo Tech University, NAACP National Conference and Bilingual Professional job fairs. We also participate in recruiting events for veterans and current military personnel and their spouses as part of our commitment to provide meaningful careers for members of the Armed Services.

Seeking ways to recruit women is an important focus of our efforts, as historically they have been underrepresented in the mining sector. Today, women serve in key management roles with our organization, including as our chief financial officer and two members of our Board of Directors, while an additional 280 women hold manager-level or higher positions. We continue to work toward meeting our target of increasing women in our global workforce and in managerial roles.

**Focusing On Career Development For Women**

Our commitment to the advancement of women in mining extends beyond recruitment efforts. It includes developing strategies that best support the upward mobility of women within our organization.

**Notable achievement:**

- **Women’s Development Initiative**
  As a first step, we surveyed our exempt-level female employees in North America to gauge their actual and perceived barriers to advancement, current opportunities, and areas for improvement.
In total, 72 percent of women responded, providing valuable feedback we now are using to determine the best interventions to raise internal awareness, increase training, create a more inclusive culture, improve female retention rates and ensure women have equal opportunities for career advancement.

Additionally, we seek opportunities to support the employment and economic success of women in communities in which we operate. This includes investing in opportunities for women to further their education and increase their earning power, while working to accelerate these efforts through new partnerships aimed at increasing women's roles in public and civil society leadership.

We believe these activities combined with our efforts to increase the diversity and gender representation of our own workforce realize the greatest benefits for the industry and company, along with our employees and communities.

Notable community achievements:

- **DreamBuilder: The Women's Business Creator** — An online Spanish and English language entrepreneurship training and certification program providing women with education and skills training to create and grow successful small businesses. The program has trained more than 26,000 women globally since its 2013 inception, of which nearly 2,800 women have graduated (primarily from the United States, Peru and Chile).

- **Project DreamCatcher**
  A weeklong, intensive entrepreneurship education and training program tailored specifically for Native American women from various tribes in Arizona interested in developing or growing their own successful small businesses. The program has trained 32 Native American women entrepreneurs since its 2015 inception.

- **Women’s Development Grants**
  Since 2012, our Freeport-McMoRan Foundation has provided grants totaling just under $1.1 million in support of programs and projects focused on providing women the skills and knowledge needed to reach their full potential and achieve greater economic success.

- **Vital Voices Engage**
  A new signature program of Vital Voices enabled by our Freeport-McMoRan Foundation consists of a one-year fellowship providing technical skills and leadership development for women leaders in the public sphere. The program aims to enhance communications, good governance, policymaking, and negotiating and coalition-building skills with the goal of further equipping women to facilitate sustainable change and equality in public representation.