

Diversity
Program Report
2024 / 2025



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Diversity Program – Brief Background and Rationale

Including diversity in a lasting and sustainable way at a company like Cemig requires an understanding of its history and structure. This awareness guided the Executive Board's approval of the Diversity Program. Sponsorship by senior management was seen as essential not only for the program's approval but also for its effective implementation.

Following a thorough evaluation phase involving the analysis of 12 companies, the most suitable consulting firm was selected to support Cemig in the journey toward approval, implementation, and results measurement of the program. The team in charge met with the selected firm for the planning stage, during which the program format and the best strategy for introducing the topic of diversity and inclusion into Cemig's agenda were defined.

Thus, in April 2023, the Cemig Diversity Program was launched with the backing of senior management.

Program implementation

Three initial workstreams were defined:

1. Diversity survey to diagnose the existing employee profiles

The survey was voluntary, anonymous, and targeted at Cemig's in-house employees. Considering how sensitive the topic of diversity can be, especially when introduced institutionally at a company founded in the 1950s, the project team identified this as a point requiring special attention. A communication strategy was launched to announce the survey, using accessible language and explanatory messaging. A schedule of recurring content about the survey and related concepts was created to encourage understanding and engagement among employees.

Another highly relevant issue identified was the need to engage leadership in encouraging their teams to recognize the importance of the survey and the diversity program for the company. The program was launched with a lecture aimed at middle management, focusing on the value of diversity. At the end, a panel with the program's visual identity was made available for employees to voluntarily sign, symbolizing their commitment to diversity.



Figure 1 – Launch of the Diversity Program

The survey achieved a **participation rate of 53%**, with the highest engagement among leadership, employees with higher education, and those in administrative roles. The lowest participation came from field professionals, such as electricians and field technicians. As this group has historically shown lower engagement in corporate processes not directly related to core operations, this result was expected. It also highlighted the need to develop alternative approaches to effectively reach this segment of the workforce.

The survey mapped aspects such as:

- Sense of belonging (job satisfaction);
- Psychological safety;
- Leadership;
- Equity;
- Discrimination aspects based on race, gender, age, and disability.

The overall **favorability rating** in the quantitative survey was **59%**.

In addition to the quantitative data, the survey also included qualitative inputs, allowing the team to gather employee testimonials and perceptions that served as valuable input for analyzing, discussing, and reassessing not only people management and internal communication practices but also processes across other areas of the company.

The survey report provided the foundation for the initiatives that followed:

a) **Diversity goals**

To define the diversity goals, the survey results were considered alongside an analysis of Cemig's workforce. One unique challenge relates to Cemig's legal status as a mixed-capital company, where all hiring is conducted via public competitive exams. As the company's operations are rooted in professions historically considered male-dominated, these patterns continue to this day. Past barriers have contributed to women not identifying with such career paths and, therefore, not applying when job openings are announced, even though all candidates are eligible to apply. This helps explain the consistently low percentage of women in Cemig's workforce, with no significant variation over time.

Among Black professionals, participation at Cemig is slightly higher, though still below the national averages for Brazilian society. While a federal law exists, implementing racial quotas at a state-owned company depends on state-level legislation, which is currently under review by the Minas Gerais legislature. Despite this, the company has set a goal of pursuing legally viable alternatives to increase workforce diversity.

Regarding people with disabilities, the challenge mirrors that faced by women. Invisible barriers also contribute to the difficulty in meeting the legally required quotas, both in hiring through public exams and in the workforce at large.

In the case of LGBTI+ individuals, the survey indicated the need to create a corporate environment that offers greater psychological safety. Therefore, before setting representation goals for leadership, the company concluded that it was necessary to increase the number of allies and improve the perception of inclusiveness among this group.

Based on the company’s context and the survey diagnosis, and taking into account both legal limitations and opportunities for progress, **initial guiding assumptions were defined for the program’s actions, including the setting of the goals.** Special care was taken to **manage expectations** around the announced goals and **ensure the company’s real ability to deliver on them.** Most importantly, the goal is to **align words with actions**, promoting real **cultural change in the path toward inclusion and the appreciation of diversity.**

The goals defined and communicated to employees were as follows:

Table 1 – Goals approved for the diversity and inclusion program

30% dos candidatos a posição de liderança devem pertencer aos grupos minorizados até 2025. Aprovar viabilidade legal de ter cotas em concurso públicos estaduais até 2026.		
Mulheres em cargos de gerência e superintendência	De 18% em 2023	Para 25% em 2026
Mulheres em cargos de supervisão	De 6% em 2023	Para 15% em 2026
Mulheres em cargos de diretoria	De 3 mulheres em 2023	Para 4 mulheres em 2026
Pessoas da Geração Y em cargos de gerência e superintendência	De 36% em 2023	Para 50% em 2026
Pessoas da Geração Y em cargos de supervisão	De 31% em 2023	Para 50% em 2026
Pessoas Negras no quadro da empresa	De 38% em 2023	Para 55% em 2030
Pessoas Negras em cargos de gerência e superintendência	De 16% em 2023	Para 20% em 2030
Pessoas Negras em cargos de supervisão	De 28% em 2023	Para 40% em 2030
Pessoas com Deficiência no quadro da empresa	De 3% em 2023	Para 6% em 2030
Percepção/favorabilidade no recorte LGBTI+	De 61% em 2023	Para 70% em 2030
Aumentar percentual de Aliados LGBTI+	*mensurável a partir da maturidade dos grupos de afinidade	

To meet the goals, the People Management area conducted a survey to assess the pool of potential candidates for leadership positions and how these goals would be distributed across the Boards.

This study was based on data from July 2024 and is being updated monthly, considering the natural dynamics of workforce movement within the organization. For this reason, a monitoring mechanism is being developed to enable departments to periodically track personnel movements starting in 2025.

In addition to this mapping effort, a practical guide was developed as an affirmative action measure to help leaders identify potential talent within their teams based on diversity and inclusion criteria. The table below was designed using accessible and easy-to-

understand language:

Table 2 – Guide for identifying potential leaders within teams

- Considerar se o candidato reúne os 3 requisitos: 1º) **gênero + raça + geração**;
 - Na ausência dos 3 ao mesmo tempo, considerar a seguinte hierarquia:
2º) **gênero + raça**; 3º) **gênero + geração**, 4º) **gênero**; 5º) **raça + geração**; 6º) **raça** e 7º) **geração**.
- Justificativa: potencializar o atingimento de metas nos 3 recortes.

Prioridade	Gênero	Raça	Geração
1ª	x	x	x
2ª	x	x	
3ª	x		x
4ª	x		
5ª		x	x
6ª		x	
7ª			x

Regra:

- 100% das contratações de posições de liderança (Superintendente, Gerente e Supervisor) devem seguir esse critério, caso a área esteja abaixo do percentual.

Monitoring of goals:

Women in Supervisory positions		
Goal: 15% - Deadline: 2026		
December 2023	December 2024	June 2025
6%	7%	8%

Women in Management and Superintendent positions		
Goal: 25% - Deadline: 2026		
December 2023	December 2024	June 2025
18%	20%	20%

Women in Executive Board positions		
Goal: minimum of 3 – Deadline: 2026		
December 2023	December 2024	June 2025
3	4	5

Black employees in the Company’s workforce		
Goal: 55% – Deadline: 2030		
December 2023	December 2024	June 2025
38%	41%	42%

Black employees in Management and Superintendent positions		
Goal: 20% – Deadline: 2030		
December 2023	December 2024	June 2025
16%	17%	18%

Black employees in Supervisory positions		
Goal: 40% – Deadline: 2030		
December 2023	December 2024	June 2025
28%	30%	32%

Generation Y in Management and Superintendent positions		
Goal: 50% – Deadline: 2026		
December 2023	December 2024	June 2025
36%	39%	40%

Generation Y in Supervisory positions		
Goal: 50% – Deadline: 2026		
December 2023	December 2024	June 2025
31%	37%	42%

People with disabilities in the Company's workforce		
Goal: 6% – Deadline: 2030		
December 2023	December 2024	June 2025
3%	3%	3%

Table 3 – Progress toward the Goals

b) **Creation of affinity groups**

The launch of the affinity groups was supported by a company-wide communication campaign. Four groups were created based on the results of the diversity survey: women, Black people, people with disabilities, and LGBTI+ individuals. A registration form was made available for employees to voluntarily sign up.

The following categories were established for participation:

- volunteers: individuals who identify as members of the underrepresented group;
- allies: individuals who are not part of the underrepresented group but support the cause;
- leader: a member of the underrepresented group elected by the volunteers to represent them;
- co-leader: a member of the underrepresented group elected by the volunteers to serve as a substitute representative in the leader's absence.

The affinity groups play a key role in keeping the diversity and inclusion agenda alive within the company and serve as valuable communication channels between the corporation and employees. They help expand the formal flow of information and offer employees a reliable space to learn about and discuss various topics that directly or indirectly affect performance, well-being, and productivity. With corporate sponsorship for discussion forums among affinity group participants, the company encourages the creation of safe and engaged work environments that foster creative thinking and a sense of belonging while generating solutions to workplace challenges. Another responsibility of these groups is to develop action plans that reflect the lived experiences of their members and propose initiatives that promote equal opportunities and professional development. These groups also help strengthen the connection between senior management and employees at all levels of the company, including those working in field operations.



Figure 4 – Leaders and Co-leaders of the Affinity Groups elected by employees

- **Gender Affinity Group:**

Comprising 109 members, the group meets every fifteen days throughout the year to discuss topics such as unconscious bias, male chauvinism, sexism, feminism, women’s mental load, violence, harassment, and the promotion of gender equity. The group also contributed to events such as Mother’s Day, Father’s Day, and women’s health initiatives, reinforcing the importance of gender equity in both professional and personal life.

- **LGBTI+ Affinity Group:**

With 47 active members, the LGBTI+ group holds monthly meetings to address issues related to inclusion, identity, and respect for the LGBTI+ community. One of the group’s most prominent events was "Nossa Voz" (“Our Voice”), held in June 2024, which promoted visibility and awareness-raising regarding the challenges faced by the LGBTI+ population.

- **People with Disabilities Affinity Group:**

With 68 members, this group meets every month and discusses topics such as accessibility, the rights of people with disabilities, and the emotional aspects of living with a disability. The group played an active role in organizing the event "Celebrating and Strengthening Diversity", held in September 2024, which focused on inclusion and the rights of people with disabilities.

- **Racial Affinity Group:**

With 38 members, the group led several initiatives to promote racial awareness within Cemig. The group held several meetings throughout the year and focused on implementing initiatives for Black Awareness Month, promoting events that foster a sense of belonging and racial visibility. One example was the launch of the "Café Preto" (“Black Coffee”) program, a monthly gathering where participants can connect, socialize, and strengthen their bonds.

c) “PM in the Field” sessions focused on diversity and mental health

“*PM in the Field*” is the name of a program in which People Management (PM) professionals visit regional units to engage with frontline teams. These visits are designed to bring relevant topics directly to employees and also serve as listening sessions, during which teams can share expectations or raise questions. Because of the company’s long-standing challenge in reaching the majority of employees, who work in technical and field roles, “PM in

the Field” was created to help bridge that communication gap. The diversity survey results further reinforced the need to address this audience with targeted efforts.

At the same time, Cemig launched the “**Energia Mental**” (“Mental Energy”) initiative. Mental health has increasingly impacted social life, especially in the workplace. Recognizing that diversity is closely linked to mental well-being, the company brought both topics together in events held in Contagem, Barbacena, Montes Claros, Ipatinga, Varginha, and Divinópolis. For 2025, additional events are planned in other cities that Cemig considers strategic employee hubs. This communication channel has proven to be innovative, enabling Cemig to share more information with its diverse internal audiences while also collecting valuable input from employees, such as suggestions, opinions, and personal experiences, which will serve as input to support policies aimed at improving people management and internal communication practices.



Figure 5 – PM in the Field

d) Specific rituals for underrepresented groups

Implementing a diversity program whose goal is to include this perspective into a culture historically shaped by beliefs that diversity now challenges requires that new organizational views be executed and disseminated by the company in ways that can be internalized, lived, and remembered by its members. This is where rituals play a key role. **Diversity events** were identified as powerful communication tools to convey Cemig’s diversity and inclusion perspective and to **influence, guide, and solidify behaviors aligned with institutional values**. This diversity-focused calendar acknowledged the importance of contributions of the affinity groups and relied on the active participation of its members to ensure that events authentically reflected their identities.

In March 2024, the company hosted “**Energia Para Fazermos Juntas**” (“Energy to Make It Happen Together”) to celebrate International Women’s Day. In June, the LGBTI+ event “**Nossa Voz**” (“Our Voice”) was held. This event marked a symbolic and paradigmatic milestone in Cemig’s history, representing the company’s first public positioning and direct support for its employees who are part of the LGBTI+ community in the face of prejudice. In September, it was time to recognize people with disabilities through the event “**Celebrando e Fortalecendo a Acessibilidade**” (“Celebrating and Strengthening Accessibility”). Transportation and lodging were provided so that members of this underrepresented group could attend the event in person in Belo Horizonte. Additionally, Cemig invited four medalists from the 2024 Paralympic Games (members of a Paralympic sports team sponsored by the

company in Uberlândia) to share their experiences. This ritual aligned discourse and practice regarding the company's engagement with both internal and external audiences, demonstrating consistency in the messaging adopted across its communication campaigns. The 2024 event cycle concluded in November with the celebration of Black Consciousness Day through the event "**Nossa Identidade Resiste**" ("Our Identity Persists"). Because a large number of Black employees are based in Cemig's regional offices, in addition to the event in Belo Horizonte, activities were also held in Governador Valadares, Montes Claros, and Divinópolis. These cities were selected based on two criteria: higher concentrations of Black employees and favorable weather forecasts, to ensure greater participation of field workers and technicians. Heavy rain would have posed a significant risk of low attendance among these professionals. Extending the event beyond company headquarters was very well received by employees, who felt recognized, especially given Cemig's historical challenges in disseminating information to its regional offices. Employees in locations that were not included in the initiative expressed interest in learning more about the events and the selection criteria, showing a desire to host similar events in the future. The activities took place on different dates across the regions and headquarters.

All events were livestreamed via Microsoft Teams and, despite variations according to their specificities, followed a common structure: opening remarks by the **Company CEO and the People Management Director**, keynote speakers recognized in the market, creation of a visual identity, roundtable discussions with affinity group members, and cultural and reflective segments related to each underrepresented group.

The photos below partially illustrate the events held:

Figure 6- "Energy to move forward





Figure 7 – “Our voice”

Figure 8: “Our identity persists”





Figure 9 – “Celebrating and strengthening accessibility”

e) Development of action plans

The action plans were developed through two workstreams:

- a) **Corporate:** led by the People Management area and other departments whose activities were essential to reviewing/creating processes; and
- b) **Affinity Groups:** volunteers and allies from each group held virtual and/or in-person meetings to propose ideas and suggestions for building a more inclusive company.

These efforts were consolidated into initiatives focused on the following topics:

- Benefits;
- Accessibility;
- Development;
- Compliance;
- Communication.

Some examples include the **creation of mentorship programs and targeted training to boost the careers of individuals from underrepresented groups, physical, relational, technological, and communication-based accessibility improvements within Cemig’s facilities, bias reviews in performance evaluations, updates to HR systems, forms and documents to include the social name, and the implementation of diversity quotas in internship and public recruitment processes, among others.** The final document was presented by the affinity groups' leaders and co-leaders to the Diversity League, which is composed of eight volunteer executive officers. The session also featured opening remarks from **Cemig’s CEO**, who emphasized the significance of the affinity groups' contributions toward building a more inclusive and diverse company. The **eight Executive Officers of the Diversity League** also took part. This League is made up of the Company’s Executive Officers who serve as ambassadors/advocates for the topic at Cemig.



Figure 10 – “Meeting with the Diversity League”

This event provided a valuable opportunity for direct interaction between the Executive Officers and employees from the field, administrative, and technical areas, some of whom had never before entered the senior leadership meeting room. In addition to presenting their proposals, the leaders and co-leaders shared experiences and insights gathered from the group participants. This closer interaction helped establish an important channel of communication between company leadership and employees, creating the necessary conditions to understand and evaluate issues in pursuit of the common goal shared by People Management and Internal Communications: fostering organizational harmony.

2) training programs tailored to the diverse profiles of the workforce

Training sessions were delivered to all levels of the company, segmented as follows:

Leadership:

- 19 mentoring sessions for executive officers and the CEO (virtual and in-person);
- 2 in-person training sessions for the Executive Board;
- 7 virtual training groups for managers/superintendents;
- 11 virtual training groups for supervisors and lead engineers;

The average participation of executive officers and the CEO was 95%.

The average participation in the groups for mid-level leadership was 52%.

The average participation in the groups for supervisors and lead engineers was 22%.

3) Diversity live sessions

In 2023 and 2024, seven live events were held company-wide, addressing the following topics:

- 1) the value of diversity (06/26/2023);

- 2) unconscious bias (08/31/2023);
- 3) gender equity (09/14/2023);
- 4) anti-racist education (11/22/2023);
- 5) generations and the future of work (04/12/2024);
- 6) inclusion beyond quotas (05/02/2024);
- 7) the role of LGBTI+ allies (06/05/2024).

On average, each live session had around 1,000 participants, representing 20% of Cemig's permanent workforce.

All training sessions, live events, and mentoring sessions were voluntary. The participation rates reflect the level of engagement identified in the diversity survey. Once again, field supervisors, who lead teams in regional units outside Belo Horizonte, had lower participation rates, highlighting the continued need for alternative communication strategies tailored to this group of employees.



Figure 11: Diversity live sessions

4) Cemig's Diversity Column

The Diversity Column is a weekly feature in Cemig's internal newsletter, designed to raise awareness and promote diversity as a value.

The column includes a comment section and view counters, providing important insights into which topics spark the most interest and discussion among employees. During themed months, the column focuses on related topics. For instance, during Women's Month, the column featured articles on female employees' personal and professional journeys, along with educational content exploring key concepts and historical context, encouraging reflection on the challenges women face in the workplace and society at large.



Figure 12: Weekly Diversity Column

5) Building the structure and governance for diversity and inclusion

To institutionalize Cemig’s diversity and inclusion initiatives, it was essential to establish a governance model capable of putting the program’s proposals into practice. The model was structured as follows:



Figure 13: Cemig’s diversity and inclusion governance

Minority groups, made up of volunteers and allies as previously described, serve as an important communication channel between employees and the company.

Suggestions for improvement, innovative ideas, and everyday workplace experiences are shared in discussion forums hosted by these groups, helping internal communications and People Management shape diversity and inclusion initiatives, which are then submitted to the Diversity League, a group of eight volunteer Executive Officers. Once reviewed, approved proposals are forwarded to the program sponsor, Cemig’s CEO, for final validation and implementation.

Fostering diversity and inclusion has been the ambition of the program. To ensure that, deadlines were set for the Diversity League to periodically assess the proposals submitted by the affinity groups. The goal is for the **company's culture to fully absorb the program into its practices, making diversity a concrete part of internal communications and people management, and building a more productive, innovative, competitive, healthy, and sustainable organization, with alignment between speech and action.**

As of now, the action plans submitted by the affinity groups are under review by the CEO for deliberation.

Some initiatives have already been implemented, including: infrastructure upgrades to improve accessibility, hybrid work options for employees with disabilities, racial quotas in public recruitment processes (with a minimum of 20% - in addition to the 10% minimum already in place for people with disabilities), and new quotas in the Industrial Apprenticeship Program (Electricians Program) for individuals from underrepresented backgrounds, such as families experiencing homelessness, LGBTI+ individuals, youth from shelters, and refugees, among others.

6) The journey toward diversity continues

In a society where prejudice persists, Cemig remains committed to fostering diversity and inclusion within its organizational culture (see the company's official Commitment: [Procedural Instruction](#)). The company's initiatives aim to create a workplace free of discrimination.

Every year, Cemig reports on the progress of its Diversity Program in its Sustainability Report ([ras-2024.pdf](#)).