



# **2024** **ANNUAL** **REPORT**



**A coalition for action**  
**toward a fair, responsible**  
**and sustainable mica**  
**supply chain**





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# MESSAGE FROM THE PRESIDENT

Dear Stakeholders,

As we reflect on our journey through 2024, I am proud to share the significant milestones achieved by the Responsible Mica Initiative (RMI). This year has been marked by transformative developments that have strengthened our commitment to responsible mica sourcing and empowered communities involved in artisanal and small-scale mining (ASM).

One of our most notable achievements is the development and launch of the Mica CRAFT Code, a comprehensive standard that defines responsible mica production in ASM. This initiative was made possible with the invaluable support of a dedicated Steering Committee, composed of international experts and representatives from mica mining communities in Madagascar. The Mica CRAFT Code sets a benchmark for sustainable practices, ensuring that mica production is carried out responsibly.

In Madagascar, we have witnessed strong growth in our programs, culminating in signing Memorandum of Understanding (MoU) with ASM communities. These agreements are pivotal in fostering collaboration, enhancing community participation in RMI, and providing the necessary support to improve their working conditions and livelihoods. The engagement of local communities is at the heart of our mission, and these MoUs represent a significant step forward in our efforts.

Additionally, we were honored that the European Union has granted RMI funding to support our activities in India over the next three years. This recognition of our work over the past seven years underscores the importance of our initiatives in promoting responsible mica sourcing and community empowerment.

Our Community Empowerment Programs (CEP) in India have also been assessed this year, confirming their positive impact on local communities. The findings reinforce our belief in the necessity of supporting these communities, providing them with the tools and resources they need to thrive. The success of the CEP initiatives is a testament to our commitment to fostering sustainable development and social responsibility.

As RMI continues to grow, we are pleased to report an increase in both membership and budget, reflecting the growing recognition of our mission and the importance of responsible mica sourcing in the global supply chain. Our expanding network of stakeholders is crucial in advancing our objectives and amplifying our impact.

Looking ahead to 2025, we are excited about the prospects that lie ahead. The new classification of mica as a Major Mineral in India presents opportunities for further engagement and collaboration with stakeholders in the region. We are also eager to expand our CEP in India to 50 new villages and to kick off our first CEP in Madagascar, which will allow us to expand our reach and support more communities. Moreover, we are exploring the potential to expand our initiatives into new countries, broadening our impact on responsible mica sourcing. Together, we can create a sustainable future for the mica industry and the communities that depend on it.

Thank you for your continued support and commitment to our mission. Together, we can make a difference.

Sincerely,



**Mr. Karsten Müller**  
**President, Responsible Mica Initiative**

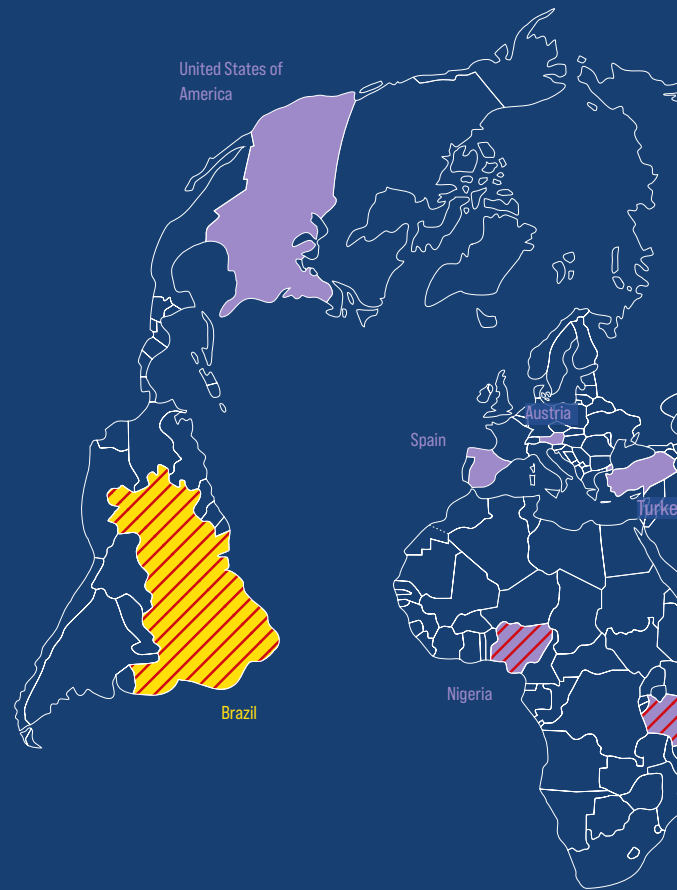
A handwritten signature in dark ink, appearing to read 'K. Müller', written in a cursive style.

## What is mica and how is it used?

Mica is a family of 37 minerals used in a wide range of industrial sectors that benefit from the mineral's diverse properties. Mica's reflective optical properties are utilized in cosmetics as well as in paint and coatings. Its exceptional natural electrical insulation properties make mica an integral part of many electrical devices, including in battery packs of electric vehicles or home electric equipment. The construction and plastics industries use mica as a functional filler. Given its diverse properties and applications, mica is found in a significant number of parts and materials used in the automotive industry ranging from electronic or plastic components to coatings. In the oil and gas sector, mica is employed as a lubricant in drilling. The type of mica needed for these and other applications can range from high quality (large pieces and high transparency) to low quality (scrap or debris).

## What are the economic and social considerations involved in mica mining?

India and Madagascar are two of the world's largest sources of mica, responsible together for 45% of global mica exportations in volumes<sup>1</sup>. As a result of poverty and lack of available quality education, some families have had no option but to bring their children with them to mine or collect mica and supplement their incomes. The practice prevails despite the fact that laws in both India and Madagascar prohibit any form of work by children under the age of 14 and hazardous work by those under the age of 18.



## What is the future trend for the mica market?

The use of mica as an insulator in battery packs of electrical vehicles - up to 15 kg for one electric car and 70 kg for one electric bus - and in renewables makes it a key material for energy transition and has increased in demand as the use of electric vehicles has grown. The recent substitution of mica for certain criticized cosmetic ingredients will also contribute to growth in demand. Mica demand seems to have already increased over the past few years beyond India and Madagascar as well. In Nigeria, mica exports reached 6 kt in 2023<sup>1</sup> compared to prior years in which exports had been less than 1 kt.

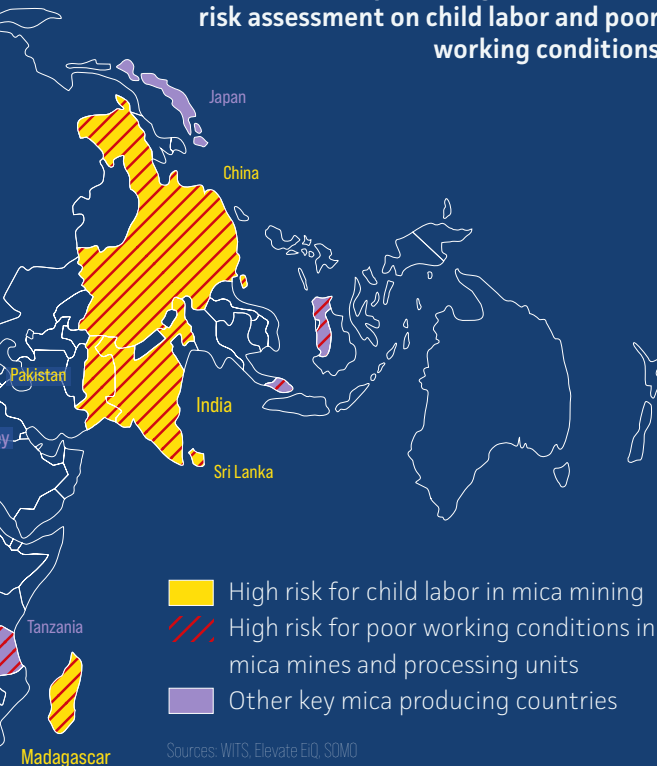


<sup>1</sup> UN Comtrade 2023 figures



# ABOUT MICA

## Main mica-producing countries and risk assessment on child labor and poor working conditions



## RMI's mission?



The Responsible Mica Initiative aims to promote responsible mica supply chains that are free from child labor. Our organization was not the first to pursue this objective, as several founding members had already sponsored and continue to support projects with similar aims. Their experiences highlighted the complexity of the task and the need for more coordinated resources to tackle the economic and social conditions underlying child labor in mica mining regions, initially in India's states of Bihar and Jharkhand and more recently in the mica mining region of Madagascar.

In 2016, stakeholders came together at a mica summit organized in India and committed to tackling this challenge. In response, the Responsible Mica Initiative was launched in 2017. RMI's holistic approach involves actors in the mica supply chain as well as NGOs and Governments to develop integrated strategies that address the social, economic and regulatory factors contributing to child labor, while promoting responsible sourcing and workplace practices.

Recognizing the need for broad societal engagement, we aim to involve all relevant stakeholders in understanding and resolving future challenges. This involves partnering not only with companies in the mica supply chain, but also with governments, civil society organizations and local communities involved in mica mining and processing.

## What has RMI done so far?

In its eight years of existence, RMI has made great strides in tackling the economic and social problems associated with the mica mining and processing ecosystem:

- UN Forum on Business & Human Rights recognizes RMI's multi-stakeholder approach as best practice
- Finalized the [Global Workplace ESG and Due Diligence Standard for Mica Processors](#) in collaboration with the [Responsible Minerals Initiative](#) to guide implementation of responsible mica supply chains globally
- Developed and launched the [Mica CRAFT Code](#), an application of the CRAFT Code developed by the Alliance for Responsible Mining dedicated to artisanal mica mining
- Designed and introduced a blockchain-based traceability platform
- Launched Community Empowerment Programs (CEP) in 180 villages in India, bringing 8 local NGOs together to benefit nearly 16,500 households
- Completed third-party impact assessments of CEPs with the support of Improve, validating program impacts for mica-dependent communities
- Built on the experience acquired in India and launched a similar three-pillar integrated approach in Madagascar, particularly in 5 mining sites and 6 sorting sites, together with 10 mid and downstream members of RMI
- Led to the release of a new Mica Dhibra Policy in Jharkhand in March 2022, designed to legitimize and formalize mica picking within a cooperative structure
- Determined living wage levels for typical mica-dependent households in [India](#) and [Madagascar](#), and the costs impacts for supply chain actors, with the support of the [Fair Wage Network](#) and [BASIC](#)
- Participated in international human rights and child labor forums, raising awareness about challenges in mica supply chains
- Joined the Global Battery Alliance
- Increased RMI membership from 20 in 2017 to 100 members at the end of 2024

# 2024

## KEY FIGURES

# MADAGASCAR

**Responsible Mica Initiative (RMI) active since 2022**

Estimated mica production: **70,000 tons** per year

Main type of mica: **Phlogopite**

Main client industries: **Automotive, Electronics**

Estimated **child labor** in mica extraction: **50%** of workforce

Sources: UN Comtrade, SOMO, Terre des Hommes Netherlands

**1**

Mica CRAFT Code launched

MoUs signed with **5** mining sites, fostering collaboration and framing the respective efforts to be implemented to improve working conditions

**2**

collective training sessions organized on Social and OHS (Occupational Health & Safety) components of the Global Workplace Standard for mica processors

**3**

technical training courses conducted to support minors in OHS at five sites

**56**

minors actively involved in the development and implementation of 5 risk mitigation plans

**58**

minors trained on Association Management, and **63** miners trained on the basics of mine retaining, Occupational Health & Safety, and first aid

**18**

minors empowered within the 6 mining groups supported for the implementation of the CRAFT Code

**2**

new team members joined RMI, strengthening RMI's intervention and support to Malagasy stakeholders

**6**

mica processors assessed against workplace standard and supported in standard implementation

**Southern Mica Extraction Areas**

**Fort Dauphin Tolagnaro**

**2**

civil society organizations identified to implement activities related to education access for children, literacy programs for miners, and child labor prevention strategies in 5 villages

**63**

civil society organizations identified to implement activities related to education access for children, literacy programs for miners, and child labor prevention strategies in 5 villages

**3**

mining sites supported in their formalization process, paving the way for more to come



# INDIA

**306**

individuals received training in improved farming practices.

**295**

households received support for small enterprises, to enhance their family income

**326**

Village Health and Nutrition Days (VHNDs) were organized to improve access to healthcare, early childhood development, and sanitation services

**Responsible Mica Initiative (RMI) active since 2017**

Estimated mica production: **130,000 tons** per year

Main type of mica: **Muscovite**

Main client industries: **Pigments for cosmetics, paints and printing inks; Automotive; Electronics**

Estimated **child labor** in mica extraction: **10%** of workforce

Sources: UN Comtrade, SOMO, Terre des Hommes Netherlands

**4,120**

households received seed support to establish their own kitchen gardens, enabling households to grow nutrient-rich vegetables & combat malnutrition

**Rajasthan mica deposits**

**Bihar and Jharkhand mica belt**

**Ranchi**

**18**

health camps treated **1,670** individuals, while **621** children were screened in 37 nutrition camps.

**229**

youth were provided with vocational training, 111 of whom have since secured stable jobs

**299**

children who had previously dropped out of school were reintegrated into the education system

**Andhra Pradesh mica deposits**

**3,500**

adolescent girls, lactating mothers, and pregnant women were engaged in discussions on best practices for maintaining health and nutrition.

**7,027**

families applied for government social security schemes, with **5,219** new social security enrollments.

**29**

Balwadis (non-governmental childcare centers) were established, providing early childhood education to **958** children.

**35**

training sessions were conducted across 12 mica processors, covering workplace standard, legal requirements, audit preparation.



# STRATEGIC ACCOMPLISHMENTS

## Responsible Practices for Artisanal Mining with **Mica CRAFT**



*A new global standard to transform the mica  
artisanal and small-scale mining (ASM)*

In 2024 has marked a defining moment for the mica industry with the launch of the **Mica Code of Risk-mitigation for ASM Engaging in Formal Trade**, or **Mica CRAFT Code**, an innovative standard designed to ensure responsible mica production in artisanal and small-scale mines. Developed by the Responsible Mica Initiative (RMI) in collaboration with the **Alliance for Responsible Mining**, the Mica CRAFT Code adapts best practices from internationally recognized due diligence frameworks, such as the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-affected and High-Risk Areas, to the unique realities of mica extraction. By setting clear human rights, social, environmental, and governance criteria, the Mica CRAFT Code provides a roadmap for mining communities, exporters, and processors to meet ethical and responsible sourcing expectations. It aims to eliminate child labor, improve working conditions by mitigating risks in artisanal mining activities, and formalize mica production, ensuring miners can benefit from safer workplaces and fairer livelihoods while maintaining access to global supply chains.

### *Developed through a collaborative process*

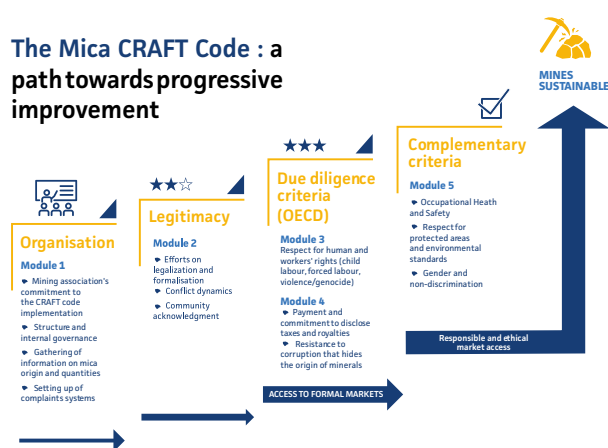
The development of the **Mica CRAFT Code** was the result of an extensive, multi-stakeholder collaboration. RMI and ARM worked under the umbrella of a Steering Committee composed of representatives of Madagascar's mining communities, exporters, Madagascar's national and regional authorities, responsible mining experts, OECD, downstream members of RMI, ILO, and PACT, to ensure that the standard was both practical and effective in any mica mining area. The process also included a public consultation which was launched by RMI to gather feedback from other possible stakeholders. Field consultations were held with artisanal miners and mica exporters to align the Mica CRAFT Code with on-the-ground realities and take into account the specificities of artisanal mica mining, ensuring it would be a tool offering real and progressive change. The standard was benchmarked against global responsible mining initiatives to meet international due diligence requirements. A pilot implementation phase was also carried out to test and refine its applicability before its full-scale adoption.



## A standard with a broad scope of application

**Mica CRAFT Code** is a progressive improvement standard, allowing mining sites and processing facilities to implement responsible practices step by step. The framework covers key areas such as respect for human rights with particular attention to mica workers' rights, child labor prevention, occupational health and safety, environmental protection, fair labor practices, and supply chain traceability. It establishes clear guidelines to ensure no children are engaged in hazardous work and that miners operate under safer conditions with access to personal protective equipment, risk assessment tools and processes, and first aid availability. The environmental provisions include responsible waste management and measures to minimize mining's impact on surrounding ecosystems, as well as the rational use of natural resources by mining communities. In addition, the standard promotes living wages and respect for labor rights, while strengthening supply chain visibility through responsible sourcing commitments.

### The Mica CRAFT Code : a path towards progressive improvement



## First steps for the adoption of Mica CRAFT Code

Following the development of the **Mica CRAFT Code**, RMI successfully published the standard and began circulating it in Madagascar. Efforts were focused on introducing the framework to key stakeholders, including artisanal mining groups, exporters, and government representatives. Awareness-raising sessions were conducted to ensure a clear understanding of the standard's objectives and requirements.

The publication of the **Mica CRAFT Code** is an important step in aligning Madagascar's mica sector with international responsible sourcing expectations. Early discussions with industry actors and policymakers have laid the groundwork for extending implementation, while RMI continues to engage with local stakeholders to promote the adoption of the Mica CRAFT Code within the supply chain. Anticipating the official launch of the Mica CRAFT Code in February 2025, RMI had actively worked on introducing the standard across mica-producing regions, starting with Madagascar. In 2024, awareness-raising sessions were conducted for artisanal mining cooperatives, exporters, and government representatives to familiarize them with the Mica CRAFT Code requirements and responsible sourcing expectations. Early discussions with authorities focused on ensuring the standard's alignment with national mining policies and formalization efforts. These foundational steps are paving the way for a broader adoption of the Mica CRAFT Code and its future expansion to other mica-producing countries such as India.

With the launch of the Mica CRAFT Code, RMI has taken an important step towards making responsible mica sourcing a reality. By setting industry-wide standards and ensuring local commitment, the initiative has demonstrated its innovative ability to provide the industry and the artisanal mining ecosystem with new tools for responsible supply chains.

“ As a mica exporter in Madagascar, I was pleased to contribute to adapting the Mica CRAFT Code to our local reality. Strict application of the Mica CRAFT Code would have been a barrier for Malagasy miners, particularly due to the absence of mining permit issuance. It was therefore essential to develop a mica branch of the Mica CRAFT Code that plans a transition period allowing mining groups to gradually commit to this approach.

Adopting an international standard is essential to ensuring responsible mica production and meeting market requirements. Without a clear reference framework, it is difficult to prove that our mica meets the standards expected by buyers. To implement the Mica CRAFT Code in the mining sites my company is sourcing from, we selected sites based on specific criteria: site control, relationships with local communities, and economic viability. We then worked on formalization, risk assessment, and planning actions related to CSR and HSE.

However, implementing the standard remains a challenge. Community distrust of formalization, lack of infrastructure, complex administrative procedures, and high costs are all obstacles to overcome. Convincing miners to commit can take time—sometimes more than a year. Yet, we remain convinced that with a gradual approach, tailored support, and resource mobilization, we can sustainably transform the mica sector in Madagascar. ”

**Interview with Rado, RIMCO company (mica exporter in Madagascar) on the Implementation of the Mica CRAFT Code**



## India's Community Empowerment Programs (CEP)

### Strengthening Communities in India through a Holistic Approach



#### *A seven-year journey towards sustainable change in Jharkhand and Bihar*

In India's states of Jharkhand and Bihar, the Responsible Mica Initiative (RMI) has successfully completed 7 years of its Community Empowerment Program (CEP). Through strong partnerships with local NGOs, government administrations, Panchayati Raj Institutions (local rural self-governance systems), and elected representatives, RMI has worked to empower marginalized mica-dependent communities. Implemented by the two consortia, CESAM (Collective for Empowerment and Sustainable Action on Mica) and BJSAM (Bihar-Jharkhand Sustainable Action on Mica), the program has focused on eliminating child labor and ensuring decent working conditions for mica pickers.

To date, RMI's initiatives have reached 180 villages, supporting nearly 16,500 households and benefiting over 91,000 individuals engaged in the mica supply chain.

The CEP is structured around **4 core pillars** : Enhancing Livelihoods, Improving Health and Nutrition, Supporting Access to Quality Education, and Strengthening Social Security Coverage.

# 2

#### Enhancing livelihoods

One of the CEP's key objectives is to increase mica dependent communities' overall revenues by developing additional sources of income.



In 2024, **295 households received support** for small enterprises, such as access to motor pumps **for irrigation and assistance** in setting up grocery or ration shops etc.



#### **2 new Community Facility Centers were open.**

Community Facility Centers (CFCs) serve as communal hubs where villagers can access essential services at lower-than-market rates.



**Veterinary support was also provided, with 5,031 animals treated during specialized camps.**

Moreover, **306 individuals received training in improved farming practices.**

The program also supported youth employment, providing vocational training to **229 individuals**, 111 of whom have since secured stable jobs.

# 1

#### Improving health and nutrition



CEP has facilitated **326 Village Health and Nutrition Days (VHNDs)** in 2024, aligning with the **National Health Mission** to improve access to healthcare, early childhood development, and sanitation services.

#### **505 Participatory Learning Activity (PLA)**

sessions engaged over **3,500 adolescent girls, lactating mothers, and pregnant women** in discussions on best practices for maintaining health and nutrition.



**18 health camps treated 1,670 individuals**, while **621 children were screened in 37 nutrition camps.**



To combat malnutrition, CEP has **promoted kitchen gardens**, enabling households to grow nutrient-rich vegetables.

In 2024, **4,120 households received seed support to establish their own kitchen gardens**, out of which **2,434 successfully adopted**, fostering food security and improved nutrition within communities.



## Supporting Access to Quality Education

# 3



**299 children who had previously dropped out of school were reintegrated into the education system** with the help of **scholarships**

Where government Anganwadi childcare centers were unavailable, **CEP established 29 Balwadis** (non-governmental childcare centers), **providing early childhood education to 958 children.**



**21 Special Learning Classes** (SLCs) were **organized to support children with poor learning outcomes**, benefiting 671 students.

**75 community libraries and 1 block library serving 1,159 children.** Community libraries play a **significant** role in enhancing literacy.



To promote children's rights and civic engagement, CEP strengthened Bal Manch, a children's platform advocating against issues such as child labor and early marriage.



In 2024, **100 Bal Manch groups were running, engaging 3,203 children.** Additionally, **1,984 children participated in 10 Bal Melas** (village fairs), which provided an **opportunity to celebrate their achievements and develop leadership skills.**

## Strengthening Social Security

CEP has played a **pivotal role in bridging the gap between marginalized communities and government welfare programs.**



In 2024, **7,027 families applied for government social security schemes, with 5,219 successfully accessing benefits.**

The objective behind this program component being to **reduce unnecessary expenses, and de facto increase families' overall livelihood.**

# 4

## Evaluating Impact: Key Findings from the 2024 Assessment



### 1 Livelihoods

**89%** of households reported **improved financial situation.**

Households relying only on mica **declined from 50% to 18%.**

### 2 Nutrition

**85%** saw improved child nutrition thanks to **nutrition camps.**

### 3 Education

**85%** school enrollment rate. **95% of children & 96% of parents** say school conditions improved.

### 4 Social Security

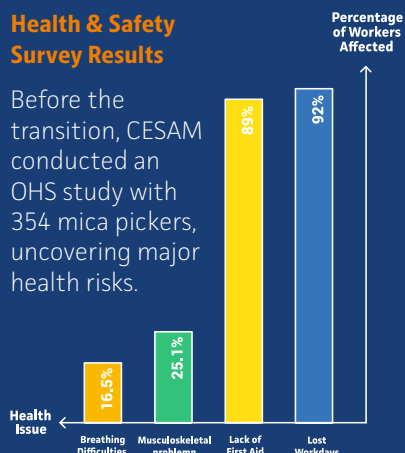
**97%** of households accessed at least one government scheme. Benefits led to **lower household expenses.**

## Structural Evolution and Future Outlook

A major structural change is taking place from January 2025, with CESAM and BJSAM merging into a single consortium, led by AVF and inclusive of all RMI's NGO partners. This unified entity will implement a new 3-year CEP program cycle, starting in January 2025, supported by a €870,000 grant from the European Union.

### Health & Safety Survey Results

Before the transition, CESAM conducted an OHS study with 354 mica pickers, uncovering major health risks.



### Workers' Needs and Training Demand

When asked about support needs:

**86% expressed interest** in OHS-related training.

**79% requested** first aid education.

### Impact of CEP: 7 Years of Progress

Over seven years, RMI's CEP has strengthened mica-dependent communities in Jharkhand and Bihar.



CEP has laid a strong foundation for mica dependent communities. The unified consortium promises greater impact and scalability.

## Strengthening our Programs for a Responsible Mica Sourcing in **Madagascar**



### **A year of engagement and progress in formalization and workplace standards**

In 2024, RMI launched field operations in Madagascar, working closely with artisanal mica miners and exporters. The recruitment of two new team members **strengthened our interventions related to the Responsible Workplace Standard** and enabled the roll-out of technical training sessions aimed at supporting local actors in achieving compliance.

A pilot project was initiated across **5 mining sites** and **6 sorting sites**, allowing RMI to refine its strategy, test its tools, and establish **a solid foundation for scaling up the program**. In parallel, mining groups officially joined the **Initiative through signed Memorandums of Understanding**, expanding RMI's engagement across the supply chain.

### **Differences in Program Implementation Between Madagascar and India**

Madagascar and India present distinct and different ecosystems for implementing responsible mica sourcing programs. In Madagascar, legal access to mining sites allows for direct engagement with miners and facilitates formalization efforts. The structured approach to mining activities, exemplified by the development and application of the Mica CRAFT, has the potential to serve as a model for India in the future.

Conversely, India has a longer history of intervention, with seven years of experience implementing initiatives such as the Responsible Workplace Standard (RWS) in processing units and Community Empowerment Programs (CEP) at the village level. These long-standing interventions provide valuable insights that can support Madagascar's evolving programs.

#### **Impact on Communities**

The implementation of community-based programs, such as CEP, faces additional challenges in Madagascar due to limited infrastructure, weaker state capacity, and the absence of essential public services. These constraints require tailored strategies and increased resources to ensure sustainable impact.

#### **Impact on the Industry**

The added value generated in Madagascar and India differ significantly. India has a more developed mica processing industry, while Madagascar's limited local processing capacity affects economic opportunities and restricts value creation within the country. It is a point of attention that RMI keeps in mind for its engagement strategy.

### **Responsible Workplace Standards at Mine Level**

Efforts to structure the artisanal mining sector in Madagascar led to the formation of mining associations, enabling miners to submit applications for an Artisanal Mining Exploitation Authorization (AMEA) which is issued by the Ministry of Mines and Strategic Resources. RMI facilitated participatory risk analyses, helping miners identify, categorize, and prioritize workplace risks. Each mining association developed a customized risk mitigation plan, supported by RMI.

#### **Capacity Building for Miners**

Training provided on:

- ♥ Association management
- ♥ Basic mine safety
- ♥ First aid

#### **Oversight & compliance**

- ♥ Creation of **Mica CRAFT committees** to monitor responsible mining practices at the mine level

#### **Essential Equipment Distributed**

- ♥ **Weighing scales** for fair transactions
- ♥ **Extraction tools**
- ♥ **Protective equipment kits**, tested ahead of wider rollout in 2025

### **Responsible Workplace Standards at Sorting Sites**

Gap analyses were conducted at exporter-supported sorting sites in Madagascar to assess alignment with the Global Workplace ESG and Due Diligence Standard for Mica Processors. Training sessions covering Occupational Health & Safety (OHS) and social aspects of workplace compliance were held for around **15 mica exporters in Fort Dauphin**. 

#### **Topics covered in OHS training for mica exporters:**

- ♥ Compliance with legislation
- ♥ Incident reporting and management
- ♥ Workplace safety and fire prevention
- ♥ Personal protective equipment (PPE) use
- ♥ Risk identification and first aid

#### **Topics covered in social aspects training for mica exporters:**

- ♥ Human rights and labor laws
- ♥ Working conditions, wages, and recruitment practices
- ♥ Prevention of harassment, forced labor, and child labor
- ♥ Freedom of association and collective bargaining





## Advancing Community Empowerment Programs

Identifying implementation partners in southern Madagascar has proven challenging due to the technical nature of RMI's focus areas, limited local capacity, and funding constraints. After extensive discussions and field visits, RMI selected two civil society organizations to support activities related to education access for children, literacy programs for miners, and child labor prevention strategies. These programs are set to launch in 2025.

Additionally, studies on water access in mining communities were conducted to assess local needs. The findings will guide RMI in selecting service providers to address water access issues in 2025.

## Promoting a Living Wage in Madagascar

A key milestone in 2024 was the initiation of discussions across the supply chain—from exporters to retailers—on the living wage challenge. In Madagascar, mica miners rarely earn even the minimum it should be living income under decent working conditions, let alone a living income.

RMI members commit to integrating living wages and incomes into their supply chains, and these discussions provided a platform to collectively identify barriers and define steps toward achieving fair compensation for miners.

## Strengthening Governance and Advocacy

Madagascar's mica supply chain faces governance challenges at multiple levels. In early 2024, RMI held consultations with exporters, regional authorities, and collectors to identify recurring challenges and prioritize areas for impactful intervention.

One critical issue that emerged was the informality of transactions between economic actors, which hinders miners' economic stability. To address this, RMI developed a commercial contract model outlining agreements between miners and buyers.

### These contracts cover:

- Defined supply volumes
- Clear payment terms
- Agreed mica pricing

### and exporters' commitments to:

- Child labor prevention
- Support for workers

RMI played a facilitation role in negotiations between miners and buyers, with follow-up assessments showing that contract adoption led to more regular payments, debt reduction, and improved household stability. Miners reported increased ability to afford food and school supplies for their children. This contract model will be expanded to all RMI supported sites in 2025.

## Looking Ahead

A foundational year for RMI's work in Madagascar, the programs introduced in 2024 laid the groundwork for broader program implementation. The next phase will focus on scaling up the Mica CRAFT Code, expanding miner support programs, and strengthening industry engagement to drive responsible mica sourcing in Madagascar.

## Global Workplace Standard: Advancing Compliance and Sustainable Practices



### Strengthening ethical sourcing through due diligence and continuous improvement

In 2021, as part of our commitment to ensuring ethical practices throughout the upstream supply chain, RMI partnered with the [Responsible Minerals Initiative](#) to develop the [Global Workplace ESG and Due Diligence Standard for Mica Processors \(GWS\)](#), building on RMI pre-existing standard focusing on ESG only. This comprehensive framework now serves as the foundation for monitoring environmental, social, governance (ESG) and supply chain due diligence compliance in mica processing operations.

Implementation progress has varied by region, with India initiating the rollout from 2018 onwards, and Madagascar following in 2024. The search for compliance with the standard is first supported by RMI's targeted capacity-building programs, equipping processors with the knowledge and tools they need to meet essential criteria, and then rigorously assessed through independent annual audits. This structured approach fosters continuous improvement across the global mica supply chain.

The Global Workplace Standard for Mica Processors in numbers:

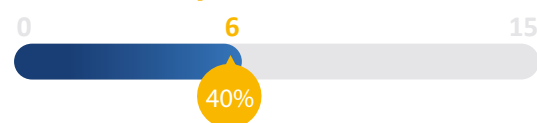
- 5 verticals (Governance, OHS, Social, Environment, Supply Chain Due Diligence)
- 420 criteria
- 8 auditors in 2 auditing agencies trained in India
- 15 audits conducted in India in 2024, and 25 audits overall from 2022 to 2024

### India: A Well-Established Framework for Workplace Compliance

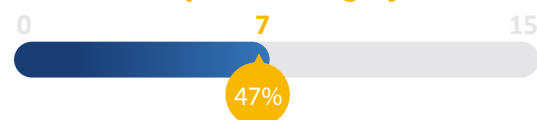
RMI introduced workplace compliance programs in India, including third-party audits, in 2022. A second round of audits at same processing sites were conducted in 2024, marking a significant milestone in the evaluation process. Audit results revealed encouraging workplace performance, while also indicating opportunities for further improvements to address remaining gaps.

**Overall compliance rates, across RMI member-processors and non-members, 1<sup>st</sup> and 2<sup>nd</sup> audits:**

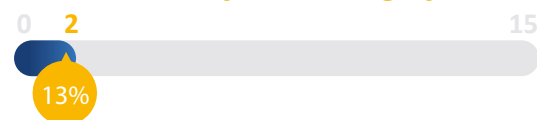
#### 80-100% compliance



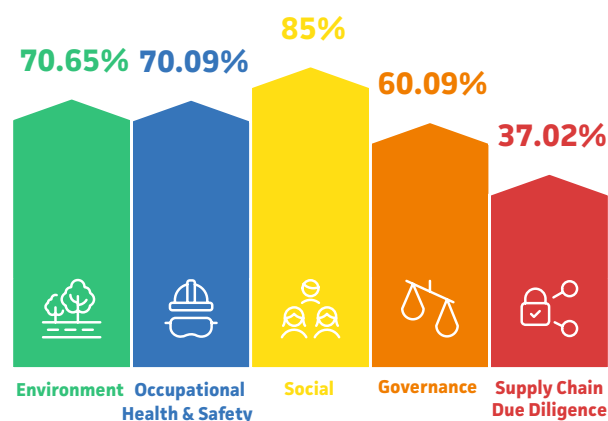
#### 60-79% compliance category



#### Below 60% compliance category



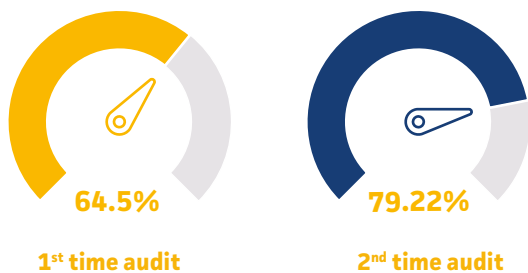
While most processors demonstrate strong compliance in social and environmental criteria, challenges remain in governance and due diligence management. Many organizations have policies in place but hesitate to share full documentation with external stakeholders. This lack of transparency hinders compliance verification for non-members, as access to worker records, production data, and supplier agreements remains limited.



Compliance rates for Mica Processors

Average compliance rates by verticals of the Global Workplace ESG & Due Diligence Standard for Mica Processors, out of 15 audits across RMI member-processors and non-members.

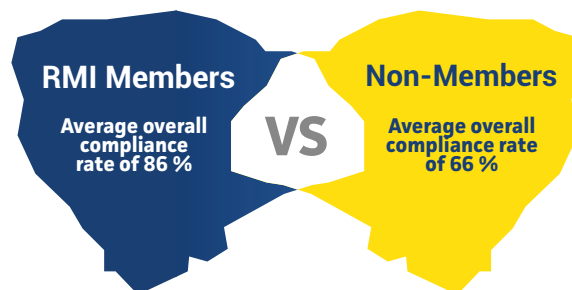
### Comparison of average compliance score



These findings highlight the effectiveness of RMI's continuous improvement model, demonstrating substantial progress between first and second audits. RMI members consistently outperform non-members, underscoring the tangible benefits of RMI's training sessions and technical support provided to members.

### Comparison 2<sup>nd</sup> time audit overall scores

Average overall compliance rate of RMI-member processors versus non-members after 2<sup>nd</sup> time audits (9 processors went for second audit. 6 are members of RMI and 3 are non-members of RMI):



### Capacity-Building Efforts in India

The performance gap between RMI members and non-members is largely attributed to RMI's ongoing capacity-building initiatives, enabling member-processors to develop more effective and sustainable practices. In 2024, a total of 35 training sessions were conducted across 12 processors, covering:

- RMI Standards & Legal Requirements Orientation: 4 sessions for new factory directors and new members.
- ESG & Workplace Standard Training: 12 sessions for managers and factory representatives.
- Implementation Training for ESG Management: 12 sessions to guide factories in compliance measures.
- Audit Preparation Training: 7 sessions covering methodology, assessment procedures, and checklist review.

### Madagascar: Laying the Foundations for Compliance

Madagascar initiated its Global Workplace ESG and Due Diligence Standard for Mica Processors (GWS) implementation in 2024. To assess adoption and various performance metrics, RMI conducted gap analyses among **6 RMI participating Malagasy processors**. The baseline compliance score currently was at 44%, indicating substantial room for improvement. Occupational Health & Safety (OHS) has emerged as a critical area, while governance-related issues appear to be less prevalent.

A particularly promising development is the strong engagement of Malagasy processors, who have demonstrated a high level of commitment to implementing necessary improvements. Their willingness to adopt best practices extends beyond workplace standards, as they actively support the implementation of the Mica CRAFT Code at the Artisanal and Small-Scale Mining (ASM) level. Moreover, local authorities have shown strong

support, further reinforcing the foundation for successful implementation.

### Training & Capacity-Building Efforts in Madagascar

To initiate processor training, two collective sessions were conducted in 2024, covering:

- GWS Social Criteria: 1.5-day session (July 2024)
- GWS Occupational Health & Safety (OHS) Criteria: 1.5-day session (September 2024)

These initial efforts aimed to build local processors' understanding of compliance expectations, setting the stage for progressive improvements in coming years.

### Looking Ahead: Strengthening Compliance and Ethical Sourcing

The implementation of the Global Workplace Standard continues to make measurable progress in both India and Madagascar. While India has advanced into its second cycle of audits, showing clear improvements among RMI members, Madagascar has begun establishing a compliance baseline through gap analysis.

With capacity-building initiatives, structured compliance assessments, and continued industry engagement, RMI remains committed to fostering ethical mica sourcing and raising workplace standards worldwide. Future efforts will focus on closing compliance gaps, improving due diligence, and ensuring processors across all regions meet the highest ethical and sustainability criteria.





## Members's Involvement

### Strengthening Members' Involvement for a More Sustainable Supply Chain



#### Deepening collaboration to drive meaningful change

In 2024, RMI members demonstrated a growing commitment to strengthening responsible mica sourcing. Through reporting exercises, working groups, and field visits, members played a key role in shaping best practices and reinforcing due diligence. Their engagement continues to be a driving force in advancing transparency, accountability, and sustainability across the mica supply chain.

#### Key Achievements in 2024

The Data Collection Campaign remains an essential initiative for improving mica traceability and transparency. Using the Tilkal platform, a secure online supply chain tracking system, RMI members contributed to the ongoing efforts of tracking mica transactions from source to end product while ensuring data confidentiality.

In 2024, **97% of members** used the platform, up from **72% participation in 2023**. At the processor level, **40,000 tons of mica were declared**, while intermediaries who are composed of ingredients', pigments', and **mica-based products' manufactures from many countries reported 52,000 tons**, primarily sourced from Madagascar and India. **This reflects a stronger commitment to transparency, despite ongoing challenges in data accuracy and completeness.**

The Annual Member Progress Report is an important tool used by RMI members to track and self-assess progress towards the 2030 targets for a responsible mica supply chain. In the report, members reflect on their achievements, identify areas for improvement, and set goals for the upcoming years. In 2024, 94% of members submitted their reports, up from 70% in 2023. 28% of members reported substantial progress year over year, highlighting a stronger focus on sustainability.

RMI members also played an active role in the RMI's 2030 Strategy revision process. Through consultation sessions, questionnaires, and collaborative discussions, members provided valuable input to ensure that RMI's strategy aligns with the situation of the industry.

Discussion on the Living Wage Pilot also made significant strides. Members engaged with stakeholders in India and Madagascar to develop practical solutions for providing at least living incomes or wages, marking an important step toward addressing wage challenges in mica-producing regions.

The India Field Trip in June was another highlight of member participation in 2024, allowing members to engage directly with mica-dependent communities and observe firsthand the realities of mica sourcing and the impact of RMI's work. This experience emphasized the ongoing social

and economic challenges faced by these communities, underscoring the need for continued efforts toward a responsible mica ecosystem.

#### Challenges and Areas for Improvement

Despite progress, several challenges persist. **Traceability continues to be a key area requiring attention.** Members still face difficulties in tracking mica across the supply chain. Gaps in traceability are linked to challenges such as limited data access, incomplete engagement with all supply chain actors, and inconsistent reporting practices. Lack of full engagement also hampers the ability to obtain accurate and timely data from suppliers, which impacts traceability, compliance and collaboration as well as the ability to monitor participation with the Global Workplace ESG and Due Diligence Standard for Mica Processors. To address these issues, RMI is focused on improving tools and engagement for better traceability and supply chain mapping, aiming for full transparency across all sourcing regions.

The Annual Member Progress Report also identified significant gaps, particularly in **living wage data**. Many members face difficulties in accurately assessing and reporting legal wages and living wages, in both India and Madagascar. Living Wage Pilot projects have been initiated in both countries to address these gaps, although more work is needed to establish clear methodologies and tools for reporting. Provision of at least living wages or incomes remains a priority, and RMI will continue to support members in implementing effective living wage and income assessments.

Finally, **responsible purchasing practices** are crucial for ensuring that sourcing aligns with ethical standards. RMI is committed to helping members strengthen their purchasing practices and support in holding suppliers accountable for meeting these standards.

#### Looking Ahead

In 2025, the revised RMI strategy, shaped by member input, will serve as a framework to tackle these challenges. We will continue to refine data collection processes, improve supplier engagement, and enhance traceability. The progress made in 2024, through pilots, increased participation, and ongoing collaboration, shows that meaningful change is possible. With continued member commitment, we are moving closer to achieving our 2030 targets and ensuring a responsible mica supply chain.





“Responsible stewardship of our planet and **respecting the rights of the people touched by our business**, is of paramount importance to Oriflame. We are committed to safeguarding our planet for future generations, our ambition is to **increase the positive impact we have on people's lives** – and reduce any negative impact of our business on the environment.

**Responsible formulation and ingredient use, and source** are key to our Product Development philosophy. Our heritage is in nature, we respect it and are inspired by it and actively manage contentious ingredients.

For certain ingredients with sourcing concerns, but which are key to the cosmetics industry, such as mica, we take a **pragmatic and responsible sourcing approach**.

**We partner with leading organizations with similar values to strive for positive change** and are proud to have joined RMI when it was established in 2017. We are passionate about the eradication of child labor and unacceptable working conditions in mica supply chains globally by working collaboratively with companies from different industries and with valuable support of local NGO's. ”

**Oriflame (Dr. Natasha Williams O'Hanlon, Director Global Sustainability)**

“Presperse has been a proud member of Responsible Mica Initiative since 2022. Participation in RMI coalition made it possible to accelerate our efforts towards fair labor practices as well as responsible and safe working conditions. As an example, through the data collection campaign, we could increase the transparency and traceability of mica containing products we supply to our valued customers. Presperse has also been involved in number of working groups and participated in General Assembly. This level of commitment allows us to truly understand the issues related to mica supply chain, network with our partners, peers, and customers. We hope to continue contributing to the projects, especially related to the living wage and improved compliance with Global Working Standard. ”

**Presperse (Izabela Staniszewska, Ph.D., Director, Quality & Corporate Social Responsibility)**



“FT.CO has been a mica exporter since 2016 and an RMI member since 2023. FT.CO's commitment to the RMI aims to make its supply-chain transparent and responsible. FT.CO focuses mainly on guaranteeing a living wage, which is an advantage for lower-level employees. However, its implementation presents a major challenge, as the price of mica does not allow it and, throughout the year, there may be periods when customers do not make purchases. In addition, the high mobility of employees, especially sorters, makes it difficult to sign long-term contracts, especially since the frequency of work is irregular. Finally, since the benchmark for a decent wage is based on the needs of a family, it becomes difficult to verify compliance when only one family member is employed in the mica sector. ”

**FT.CO (Julia Randriaharimalala, Owner-Manager)**



# LOOKING AHEAD TO 2025

## Scaling Impact and Strengthening Sustainability

### *Building on progress to drive lasting change*

As RMI enters 2025, efforts will be focused on expanding the impact of its programs, strengthening industry engagement, and further embedding responsible sourcing practices into the mica supply chain. With key milestones achieved in 2024, the year ahead presents an opportunity to consolidate progress while addressing emerging challenges.

#### **Advocating for formalization in India**

A core priority remains advocating for the formalization of mica extraction in India, particularly in the wake of mica's reinstatement as a major mineral. The reinstatement sets the stage for a new regulatory framework that presents both challenges and opportunities, and RMI will continue to engage with Indian authorities to support a legal framework that enables responsible mining practices and ensures security for mica-dependent communities.

#### **Implementing the Mica CRAFT**

Implementing the Mica CRAFT Code will take center stage, as RMI works closely with mining cooperatives, processors, and exporters to operationalize the standard in Madagascar. This next phase will focus on ensuring that artisanal and small-scale miners adopt responsible practices in alignment with global due diligence frameworks. Scaling the Mica CRAFT Code across supply chain actors will not only enhance social and environmental safeguards but also attract buyers committed to ethical sourcing. The formalization of mining groups that have joined RMI in Madagascar will be a key step in structuring the sector and improving working conditions.

#### **Expanding Community Empowerment Programs**

RMI's Community Empowerment Programs (CEP) will enter a new phase in both India and Madagascar. In India, 3-year CEP programs will be implemented in 50 new villages under a unified consortium of grassroots NGOs, marking an important step toward greater cohesion and impact. In Madagascar, CEP will officially launch, with targeted initiatives designed to improve education, health, and alternative livelihoods in mica-dependent communities. This expansion reflects RMI's commitment to addressing the root causes of vulnerabilities and child labor in the mica supply chain.

#### **Assessing Social Risks in Other Mica-Producing Regions**

As RMI broadens its scope, a social risk assessment will be conducted in other mica-producing countries (Brazil, Malaysia, China) to evaluate the relevance of expanding its programs beyond India and Madagascar. This assessment will provide critical insights into labor conditions, child labor risks, and industry dynamics in additional sourcing regions, guiding future decisions on program expansion.

#### **Advancing Workplace Standards**

On the workplace standards front, RMI will continue to advance the implementation of the Global Workplace ESG and Due Diligence Standard for Mica Processors (GWS) in both India and Madagascar. India's processors will enter the next cycle of support and assessments, reinforcing continuous improvement, while Madagascar's implementation will focus on closing compliance gaps and strengthening workplace conditions in processing units.







### Strengthening Member Engagement and Accountability

Strengthening member engagement and supply chain accountability will also be a key focus. The revised RMI strategy, shaped by member input, will provide a roadmap for tackling challenges such as traceability, supplier engagement, and responsible purchasing practices. RMI will continue refining data collection processes and enhancing due diligence frameworks to support companies in meeting their responsible sourcing commitments.

With the collective commitment of industry and civil society stakeholders, RMI is well-positioned to scale up programs and deliver results to mica-dependent communities in 2025. By deepening engagement with governments, businesses, and civil society, and expanding programs in key sourcing regions, RMI will be able to take further steps toward ensuring a more responsible and sustainable mica supply chain.





# ABOUT RMI



## An Evolving Strategy Rooted in Three Pillars

Each RMI member is committed to supporting the shared vision of a world in which mica supply chains are fair, responsible, sustainable, and free of child labor. To achieve this vision, RMI has adopted a holistic and evolving strategy that integrates new insights while building on its foundational work.

RMI's updated strategy, refined in 2024 through extensive member consultation, strengthens its three key pillars: promoting transparency and responsible workplace practices, empowering workers and communities, and fostering governance and an enabling legal environment. First, RMI continues to drive sustainable improvements in mica mines and processing units, ensuring compliance with international labor and environmental standards. Secondly, its Workers & Communities Empowerment Programs aim to elevate social and economic conditions in mica-dependent communities, providing alternatives to child labor and improving education and livelihoods. Finally, RMI actively advocates for sector governance and policy reforms, supporting the formalization and regulation of mica supply chains to ensure a compliance-based, transparent, and sustainable industry.

RMI 3 PILLARS' 2030 TARGETS & SUCCESS OUTCOMES	 <b>Promoting Transparency &amp; Responsible Workplace Practices</b>	 <b>Fostering Governance and an Enabling Legal Environment</b>	 <b>Empowering Workers &amp; Communities</b>
2030 TARGETS*	<b>Members reach full traceability in their upstream value chain and compliance with Responsible Workplace Standards.</b>	<b>Mica workers part of members' upstream value chains benefit from a clear and enforced legal framework.</b>	<b>Workers &amp; mining communities part of members' upstream value chains have improved their quality of life and meet their basic needs, without recourse to child labor.</b>
SUCCESS OUTCOMES	<p>1.1 RMI members have full traceability on their upstream value chains.</p> <p>1.2 Working conditions at processor level are compliant with Workplace Standards, including no child labor.</p> <p>1.3 Working conditions at mine level are compliant with Workplace Standards, including no child labor.</p> <p>1.4 The mica upstream value chain actors are equipped and know how to make meaningful changes to improve the working conditions in value chain.</p>	<p>2.1 Supranational bodies and international governments adopt legal frameworks that promote responsible sourcing practices.</p> <p>2.2 Sourcing regions benefit from a clear and enforced legal framework enabling responsible mica production.</p> <p>2.3 ASM mining groups are formalized and have adequate governance structures in place that allow them to be part of formal trade.</p>	<p>3.1 Children do not work in the mines any longer and are regularly attending school or educational facilities.</p> <p>3.2 Workers and miners receive at least a living income or wage.</p> <p>3.3 Miners and mining communities' quality of life has improved.</p>

\* Acknowledging that targets' achievement must be adjusted according to an organization's membership date and/or the country of intervention.

## A Coalition for Action in a Changing Regulatory Landscape and Rising Sustainability Expectations

RMI closely follows the evolution of national and international efforts to promote responsible sourcing due diligence, respect for human rights, and calls for companies to take responsibility for improving their global supply chains.

RMI sees itself as a platform that provides its members with a unique way to respond to these increasing demands from regulators and society regarding mica through:

- ▶ The development of a transparent supply chain, enabled by a blockchain-based traceability platform that is used by all members to efficiently map and closely monitor their own mica supply chain.
- ▶ The implementation of Community Empowerment Programs, initially in India and soon in Madagascar, to eliminate child labor and unacceptable working conditions along RMI member mica supply chains.
- ▶ Handholding support, training sessions, and external audits that support mines and processors progress toward the implementation of responsible workplace practices, as well as bring third-party, independent assessments of RMI programs and actors' progress.
- ▶ RMI support of local governments to structure and legalize mica collection which will further buttress efforts to mitigate risks that stems from informal markets and illegal supply chains.

Supporting these strategies will enable RMI members both to benefit from the work done by the Initiative and also to contribute to those efforts by making RMI strategies more efficient and aligned with today's increasing expectations for responsible supply chains.

## Continuous global engagement with public policy stakeholders

### Governments in India and in Madagascar

**In India**, 2024 was both an election year in Jharkhand and a period of political instability, with judiciary developments that led to changes in the state executive, making direct engagement with authorities more challenging.

In February 2025, India's Ministry of Mines issued a notification reinstating mica — along with three other minerals (Feldspar, Baryte, and Quartz) — as a major mineral under the Mines and Minerals (Development and Regulation) Act, 1957. This decision means that the regulatory framework for mica mining will now be dictated at the central government level, rather than at the state level, marking a significant shift in governance.

Since 2015, mica had been classified as a minor mineral, with regulatory oversight resting primarily with state governments. While states must now align with national mining regulations, they remain responsible for organizing and overseeing the auction process for granting new mining leases, within the framework of shared governance with the central government.

While this shift is significant, all the implications for the mica industry and artisanal mining communities remain to be fully analyzed. This decision follows the approval of a Mission by the Union Cabinet at the end of January, which aims to accelerate the exploration and mining of critical minerals in India. This suggests that a key driver of the decision may be the government's growing focus on critical minerals — such as lithium, tin, and tantalum — that may be geologically associated with mica, feldspar and quartz. This raises questions about whether mica itself is a priority in this policy shift or whether its inclusion is primarily a byproduct of broader mineral exploration efforts.

RMI has closely followed these developments and remains committed to engaging with the government when conditions become more favorable, particularly to ensure that any new policies prioritize workers recognition, responsible sourcing, labor rights, and environmental safeguards. Moving forward, RMI will continue monitoring the evolving regulatory landscape to assess how it impacts the formalization of mica extraction and the livelihoods of mining communities.

**In Madagascar**, RMI has reinforced its role as a facilitator of stakeholder dialogue, bringing together government authorities, exporters, mining cooperatives, and civil society organizations to advance discussions on traceability, formalization, and responsible workplace practices. Throughout 2024, RMI played a key role in structuring these discussions, leading to tangible steps toward regulatory improvements and better industry alignment with international responsible sourcing standards.

### Intergovernmental Organizations and Industry Associations

Beyond advocacy at national and regional levels, RMI has continued to engage with multilateral organizations and industry alliances to position responsible mica sourcing within broader global due diligence frameworks. For example, in 2024 RMI strengthened collaborations with organizations such as the **OECD** and the **Global Battery Alliance**. These collaborations allow RMI to share best practices on supply chain due diligence, human rights, and environmental sustainability while ensuring that mica remains a priority in responsible global sourcing discussions.

RMI has also contributed to advocate for policies that recognize the complexities of the mica supply chain while reinforcing corporate accountability. In 2024, RMI participated in key international forums, including the 20th Annual General Meeting of the **IGF** (Intergovernmental Forum on Mining, Minerals, Metals, and Sustainable Development), the **OECD Forum on Responsible Mineral Supply Chains**, and the **EU Raw Materials Week**. These engagements allowed RMI to shine a spotlight on mica, share insights, align with global discussions on responsible sourcing, and advocate for practical solutions to strengthen transparency and ethical practices in mica supply chains.

Looking ahead, RMI will expand its engagement with policymakers, industry associations, and multilateral institutions to align mica sector reforms with evolving global standards and legislations.



## Balanced governance to ensure all voices can be raised

The creation of the Responsible Mica Initiative was proposed in 2017 in response to the resolutions reached at the 2016 Delhi Mica Summit where participants from industry stakeholders, active in the mica supply chain, civil society organizations and Indian authorities agreed to promote responsible working conditions and eliminate child labor. Accordingly, RMI was established with a governance structure consisting of a General Assembly, a Board of Directors and an associated Executive Team. The General Assembly meets twice annually and is comprised of active (dues paying) and associate (non-dues paying, non-voting) members who review and validate RMI's strategy, progress and budget and elect members to the Board of Directors.

### Board of Directors

Rotating members of the Board of Directors serve two-year terms and are drawn from member companies or industry associations engaged in the mica supply chain and from civil society organizations (CSOs) and non-governmental organizations (NGOs). Elected members of the Board of Directors serve on its General Secretariat which is responsible for daily oversight of RMI and is comprised of a president, vice president, secretary, treasurer and other members in an administrative capacity.

The Board of Directors met 10 times in 2024 and is currently comprised of:

**Karsten Müller**, Merck,  
RMI President

**Grainne Le Fevre**, Terre des Hommes Netherlands,  
RMI Vice-President

**Imogen Hosker**, Coty,  
RMI Secretary

**Terry Hughes**, Elmelin,  
RMI Treasurer

**Eduardo Lopez-Doriga**, CQV,  
RMI Administrator

**Riaz Zaman**, World Coatings Council,  
RMI Administrator

**Louis Bonnans**, L'Oréal,  
RMI Administrator

**Giuliano D'Antonio**, COSMOS,  
RMI Administrator

**Rado Randrianatoandro**, RIMCO,  
RMI Administrator

**Omar Jatlaoui**, BMW Group,  
RMI Administrator



### Executive Team

Daily operations of RMI are managed by an Executive Team that is responsible for implementing directives from the semi-annual General Assembly, monthly input from the Board of Directors and regular support from RMI member Action Groups.

In 2023, the Executive Team consisted of an Executive Director, Fanny Frémont, and a Government, Public Affairs and Communications Director, Farid Fernandez, both based in France. Gautham Eswar, Workplace Standards and Sustainability Manager, is based in India and oversees our member audits and training workshops. Marine Gourvès, Country Director, and Franconi Manera, Supply Chain Coordinator, joined RMI in 2022 and are based in Fort Dauphin, Madagascar, where they develop and implement RMI's programs in Madagascar, deploying RMI tools among local exporters, mica miners and members of the broader mica community.

In 2024, our Executive Team was reinforced with the arrival of Pushkar Jha, India Program Manager for Advocacy and Community Empowerment, Isemaël Aubin, Technical Support and Mining Development Officer in Madagascar, Rado Ranaivoarifenina, Corporate Social Responsibility Audit & Training Manager in Madagascar, Cindy Penningniewland, Member Engagement Manager, France, and Magali Barraja, Programs Director also based in France, who will be tasked with extending RMI programs in their fields of expertise with members and public and private sector partners.

## A multi-stakeholder approach that extends to a network of partnerships

### Gathering expertise from RMI's network

From its inception, RMI has been shaped by a collective commitment to transforming the mica supply chain, uniting a diverse range of stakeholders around a common goal. Beyond its membership, RMI collaborates with a network of expert partners whose knowledge and experience have strengthened its programs.

RMI is grateful to organizations and individuals who support its mission, some of them who even volunteer their time. The passion, expertise and experience they provide across a range of disciplines strengthen RMI's programs and offer valuable perspective.

RMI has **six local CSO partners** in India (AVE, BJUP, SAMARPAN, SPS, RJSS, SMVM), previously organized in two consortia, **BJSAM and CESAM**, that will merge in 2025 and employ more than 90 development professionals to implement the Community Empowerment Program.

RMI's partners provide expertise in disciplines that promote social and economic development in underserved rural communities.

**Mada Green Power** is one of Madagascar's leading suppliers of solar photovoltaic solutions and access to drinking water.

MadaGreenPower supports private, semi-industrial, industrial and institutional customers in the implementation of solar water supply and potabilization solutions. RMI has worked with MadaGreenPower to identify the needs of local mining populations in terms of access to water and to propose solutions adapted to these needs and to the context of each mining site.

**European Union** RMI and the EU signed a grant contract in December 2024, securing a €890,000 in co-funding from the European Union, that will cover 50% of a total €1.7 million 3-year project for India. As part of the EU's Human Rights & Democracy Thematic Programme – India, this funding will support the implementation of the "Comprehensive Supply Chain Engagement and Multi-Stakeholder Initiative for Eradicating Child Labor in the Indian Mica Mining and Processing Sector."

**BASIC** conducts social and economic analysis on value chains and on their governance and sustainability, with the objective of contributing to the public debate and supporting the social and environmental transition of actors and territories. BASIC first supported RMI in India, and then extended its role to include Madagascar, applying their unique methodology to estimate prices, costs, taxes, and margins along the mica value chains and enabling scenario-based modelling.

**Matthew Winokur** is a communications and public affairs professional. He has been involved with RMI since its inception, first as a representative of an RMI member company and then as an independent advisor volunteering his advice on RMI communications strategy and materials.

**La Colline** is a Communication & Digital Marketing agency that helps its clients from the creation of their brand platform to the optimization of their digital presence. Since 2019, La Colline has been working with the Responsible Mica Initiative and has completed several projects including the website, flyers, videos and annual reports.

**Tilkal** is a supply chain traceability and trust platform for Industry 4.0. It combines a unique B2B blockchain network for secure and provable data sharing, with analytics and scoring algorithms to create an end-to-end, real-time representation of the supply chain. Tilkal supports RMI with a fit-for-purpose blockchain technology application designed to help RMI's members create transparent supply chains, assess sourcing risks, verify upstream ESG commitments and compliance.

**The Alliance for Responsible Mining, (ARM)**, is a leading global expert on artisanal and small-scale mining (ASM) that works to transform the ASM sector into a socially and environmentally responsible activity while improving the quality of life of artisanal miners, their families, and communities. ARM and RMI are collectively developing a mica branch of the CRAFT Code, a standard that provides tools to manage the artisanal and small-scale mining sector risks.



## Membership composition

In 2024, RMI experienced modest growth in membership, maintaining a composition similar to last year with only slight fluctuations. These changes were primarily due to the re-evaluation of members' commitments, which led to adjustments in membership status where necessary.

Pigment and ingredients manufacturers continue to be the largest and most prominent sector within RMI, maintaining their leadership and influence within our organization. They are followed by processors and exporters, with cosmetics companies showing consistent growth, continuing the trend from last year. The automotive sector is gradually increasing its representation, further strengthening the diversity of our membership. Additionally, we've seen a slight increase in the representation of mica traders.

### ***A coalition driven by its members***

As a dynamic multistakeholder coalition, the invaluable contributions from RMI members play a pivotal role in shaping the strategies RMI implements. Action Groups comprised of member subject matter experts serve as vibrant forums where members contribute their expertise to define RMI's approaches on key programs and initiatives like traceability, workplace standards, CEP, living wages, advocacy or communications.

## Membership contribution

In 2024, RMI members contributed significantly by:

**Advancing the Data Collection Campaign,** with 97% member participation, improving mica traceability and transparency.

**Supporting Living Wage Discussions** and Pilot Programs focused on fair wages in India and Madagascar.

**Providing input to the Annual Report** on Progress, with 94% of members submitting their reports, highlighting increased engagement and sustainability.

**Engaging in the Strategy Revision Process,** where members provided valuable input through consultation sessions, ensuring alignment with evolving industry needs.

**Participating in the India Field Trip,** where members gained insights into the challenges faced by mica-dependent communities, reinforcing the need for responsible sourcing.

In 2025, we will replace RMI Action Groups with Taskforces. The latter will be utilized to elicit member expertise and participation on more focused, project-based discussions. Their contributions remain crucial to driving the success of RMI's initiatives and ensuring progress.



### ***What the RMI Members do:***

In addition to supporting the specific programs and initiatives, on an ongoing basis members:

- Support and advocate for fair, sustainable, and responsible mica supply chains by championing recognized workplace, social and environmental standards,
- Collaborate with the RMI secretariat by sharing mica sourcing information through our secure traceability platform,
- Contribute through annual fees that fund RMI's programs,
- Participate in the RMI decision-making process through the annual RMI General Assembly, and guide RMI's strategy and roadmaps,
- Leverage the collective strength of fellow members and partners to expedite the implementation of RMI's holistic programs, efficiently applying member-supported resources.

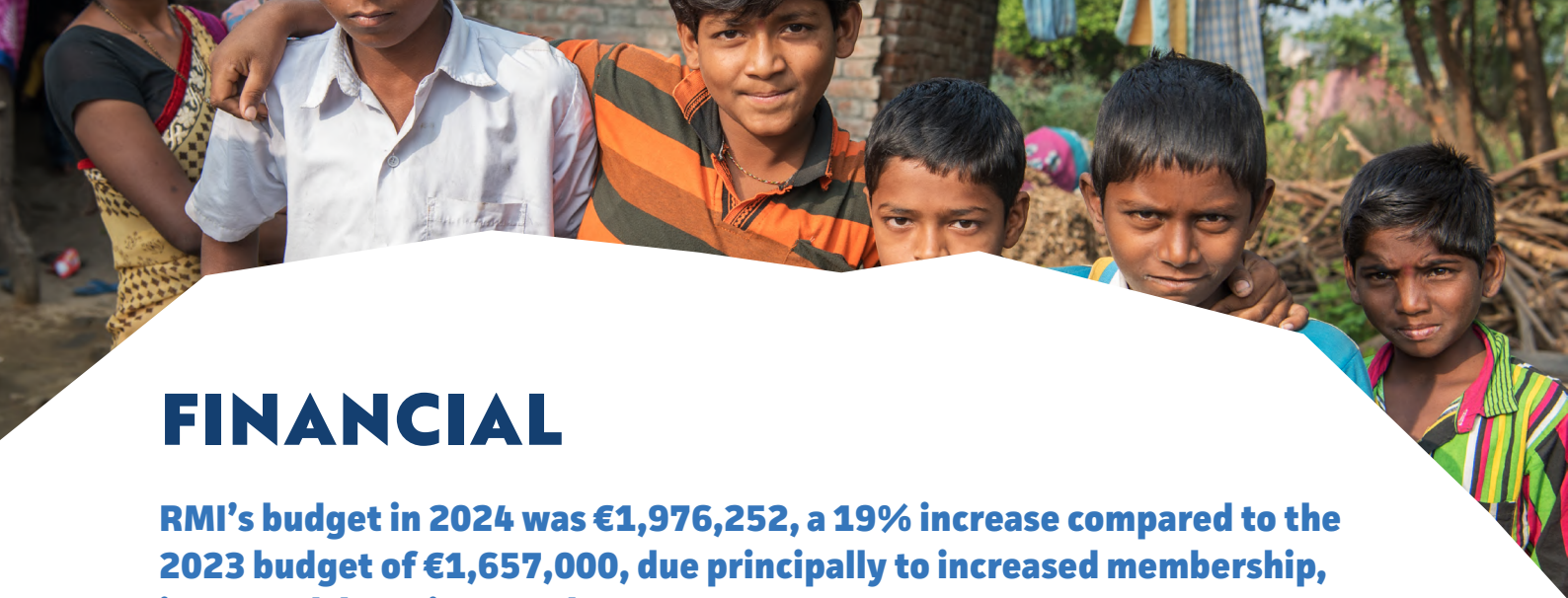




## Membership map, by college

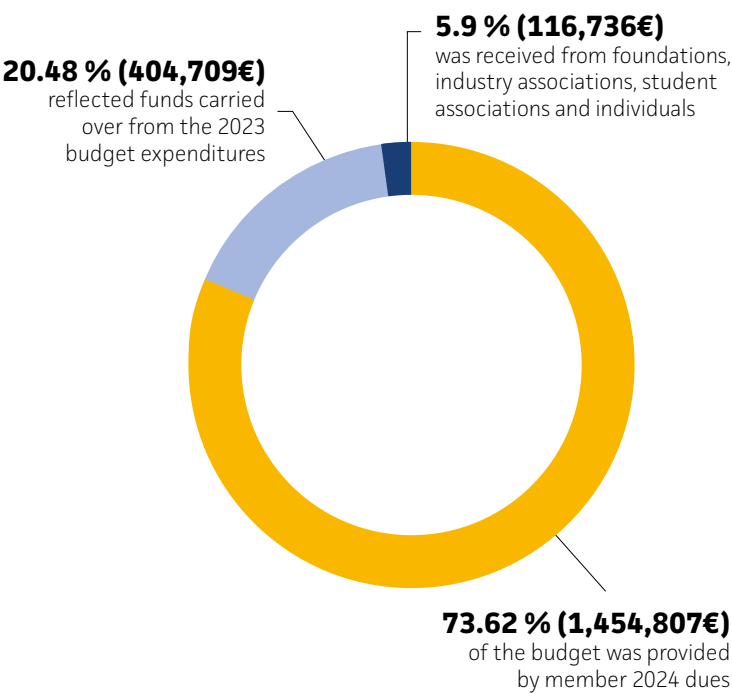
As of December 31, 2024, RMI membership had grown from 97 in 2023 to 99 in 2024. Although we welcomed thirteen new members, some others left the RMI, and the overall growth was therefore modest. Moving forward, we will redouble efforts to continue to enlist new members. As well, we will re-evaluate existing member expectations to ensure alignment with RMI objectives and programs.





# FINANCIAL

RMI’s budget in 2024 was €1,976,252, a 19% increase compared to the 2023 budget of €1,657,000, due principally to increased membership, increased donations, and a carryover from 2023.

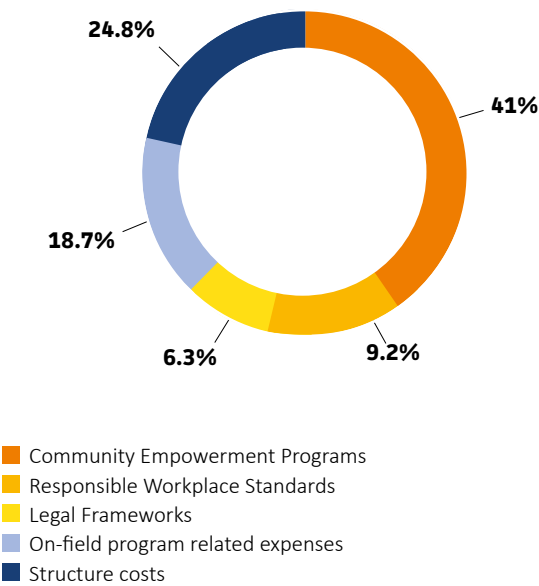


Dues are assessed based on member company annual revenues with a cap that is intended not to disproportionately charge larger companies. Special consideration is afforded to industry associations, whose own members may be dues-paying RMI members, non-profit NGOs, and small upstream suppliers in India and Madagascar who may be assuming the costs associated with adopting RMI’s workplace standards.

In 2024, **24.8% of overall expenses** or **€379,000** were allocated to management, administrative and travel costs. **Expenses of €1,149,000** were associated with the development and implementation of RMI’s three program pillars in the field, including India and Madagascar.

The year ended with a budget surplus. After eight years of operation, the RMI retains a capital surplus of **€692,351**.

Turnover	Member annual dues ('000 €/member)
> 10 Bn€	60
> 3 Bn€	50
> 1 Bn€	33
> 500 M€	22
> 50 M€	11
> 3 M€	8
< 3 M€	4
Associations	5
Mica, traders and mine owners	0.5



# GLOSSARY

**The RMI multistakeholder approach engages many organizations. We provide this glossary to enable readers to readily decipher their acronyms and understand the roles they play in supporting RMI.**

<b>ASM</b>	Artisanal and Small-Scale Mining
<b>BASIC</b>	Bureau for the Appraisal of Social Impacts for Citizen information
<b>BJSAM</b>	Bihar and Jharkhand – Sustainable Action for Mica
<b>CEP</b>	Community Empowerment Programs
<b>CESAM</b>	Collective for Empowerment and Sustainable Action for Mica
<b>CRAFT</b>	Code of Risk mitigation for ASM engaging in Formal Trade
<b>CSO</b>	Civil Society Organization
<b>ESG</b>	Environment, Social, Governance
<b>GWS</b>	Global Workplace ESG and Due Diligence Standard for Mica Processors
<b>ILO</b>	International Labor Association
<b>NGO</b>	Non-Governmental Organization
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>RMI</b>	Responsible Mica Initiative

NB: The use of 'we' in this report refers to the Responsible Mica Initiative as a whole.





**RESPONSIBLE  
MICA INITIATIVE**

[www.responsible-mica-initiative.com](http://www.responsible-mica-initiative.com)