

Building Forever
2030 Goals

DE BEERS



What is Building Forever?

Building Forever is our commitment to creating a positive lasting impact that will endure well beyond the discovery of our last diamond.

It is our blueprint to a better future – one that is fairer, safer, cleaner and healthier, where safety, human rights and ethical integrity continue to be paramount, where communities thrive, and where the environment is protected.

Building Forever sits at the heart of everything we do. From our mining operations in Botswana, Namibia, South Africa and Canada, through to the stores where we sell our diamonds, Building Forever – along with our Purpose and Values – guides our work, our decisions and our behaviours.

Our approach is built on strong critical foundations in the areas of Beyond Zero Harm (our pioneering health and safety framework), Leadership and Culture, Inclusion and Diversity, Human Rights, and De Beers Group Standards – all of which have been part of our ethos and our DNA for decades.

Layered on to this foundation, we are focused on Building Forever through four core pillars where we believe we can make a meaningful impact. With an ambitious vision for each, the four pillars are supported by 12 stretch goals, aligned to the national priorities and development plans of our partner countries and the UN's Sustainable Development Goals (SDGs).

Through these pillars we strive to lead ethical practices across industry, partner for thriving communities, protect the natural world, and accelerate equal opportunity.

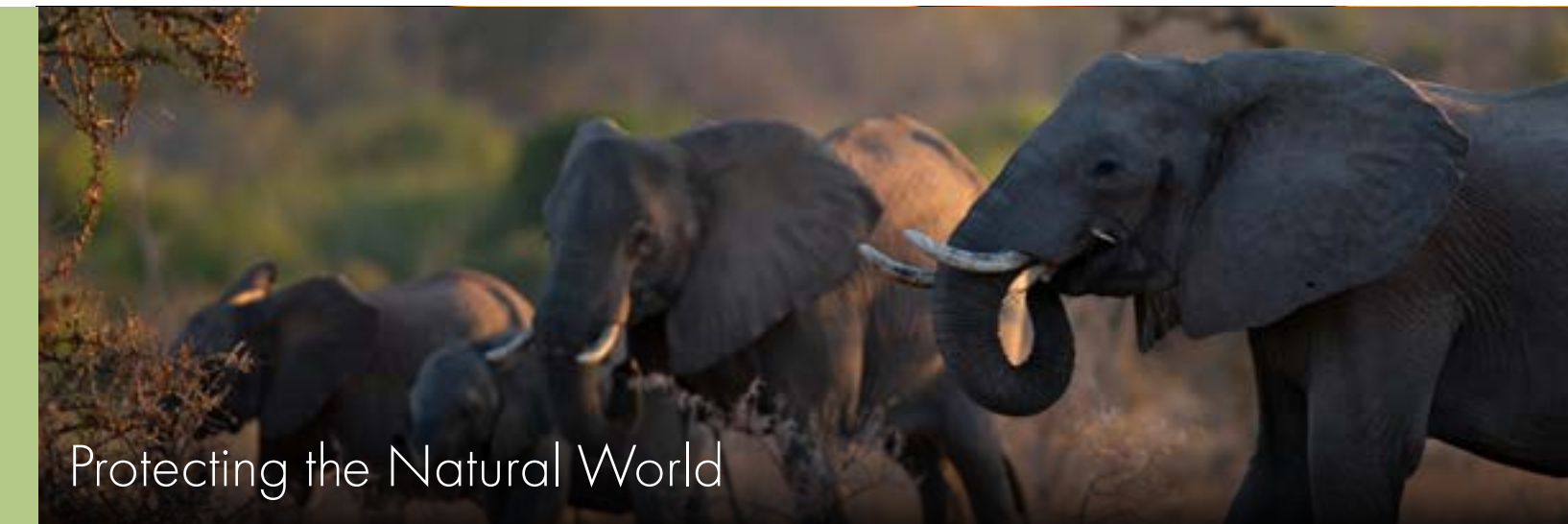
Our Building Forever 2030 goals aim to galvanise our employees and partners to achieve a shared vision for a better future for people and our planet.



Leading Ethical Practices Across Industry



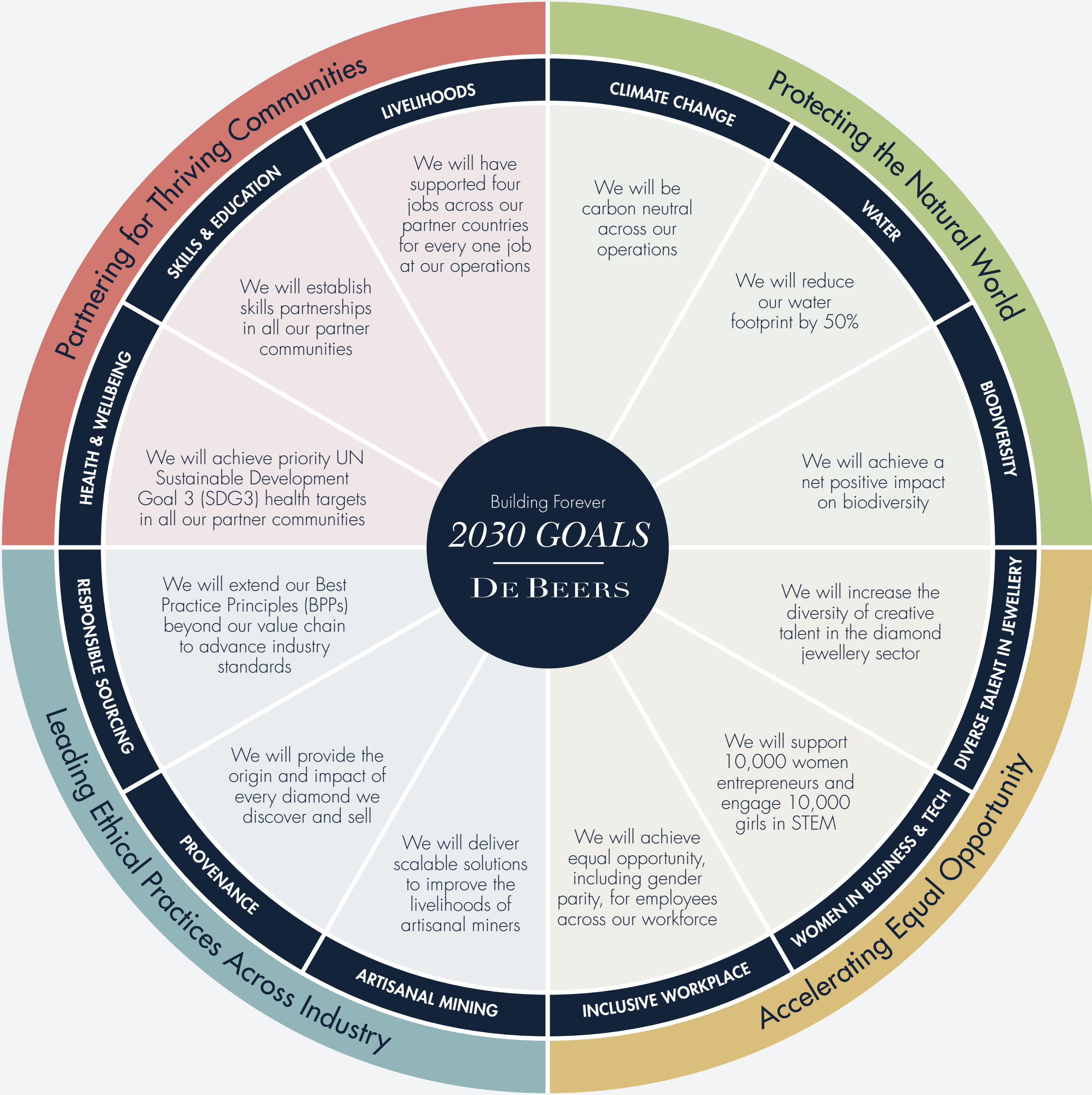
Partnering for Thriving Communities



Protecting the Natural World



Accelerating Equal Opportunity



Leading Ethical Practices Across Industry

OUR VISION

We will continue to work tirelessly to advance industry standards, enhance transparency of diamond provenance and improve the livelihoods of artisanal miners.

Our ambition is to lead the diamond sector in ethical practices, helping the industry continue to progress in this area and drive consumer confidence in diamonds. Our focus for 2030 is on extending the reach of our industry-leading Best Practice

Principles; providing the provenance of our diamonds so that people can link the diamond they buy to its origin and be proud that it has been sourced responsibly and has generated lasting positive impact; and partnering on scalable solutions to support those who work in the artisanal and small-scale mining sector.

Case Study

Best Practice Principles (BPPs)

De Beers Group played a key role in the establishment of the Kimberley Process in 2003 in response to the issue of conflict diamonds.

However, we also recognised that there were other key areas within the industry where best practice needed to be applied. Therefore, in 2005, De Beers Group responded by developing the strictest set of standards that the industry had ever seen.

These ensure that all De Beers Group entities, our Sightholder customers and their diamond contractors all abide by international human rights frameworks

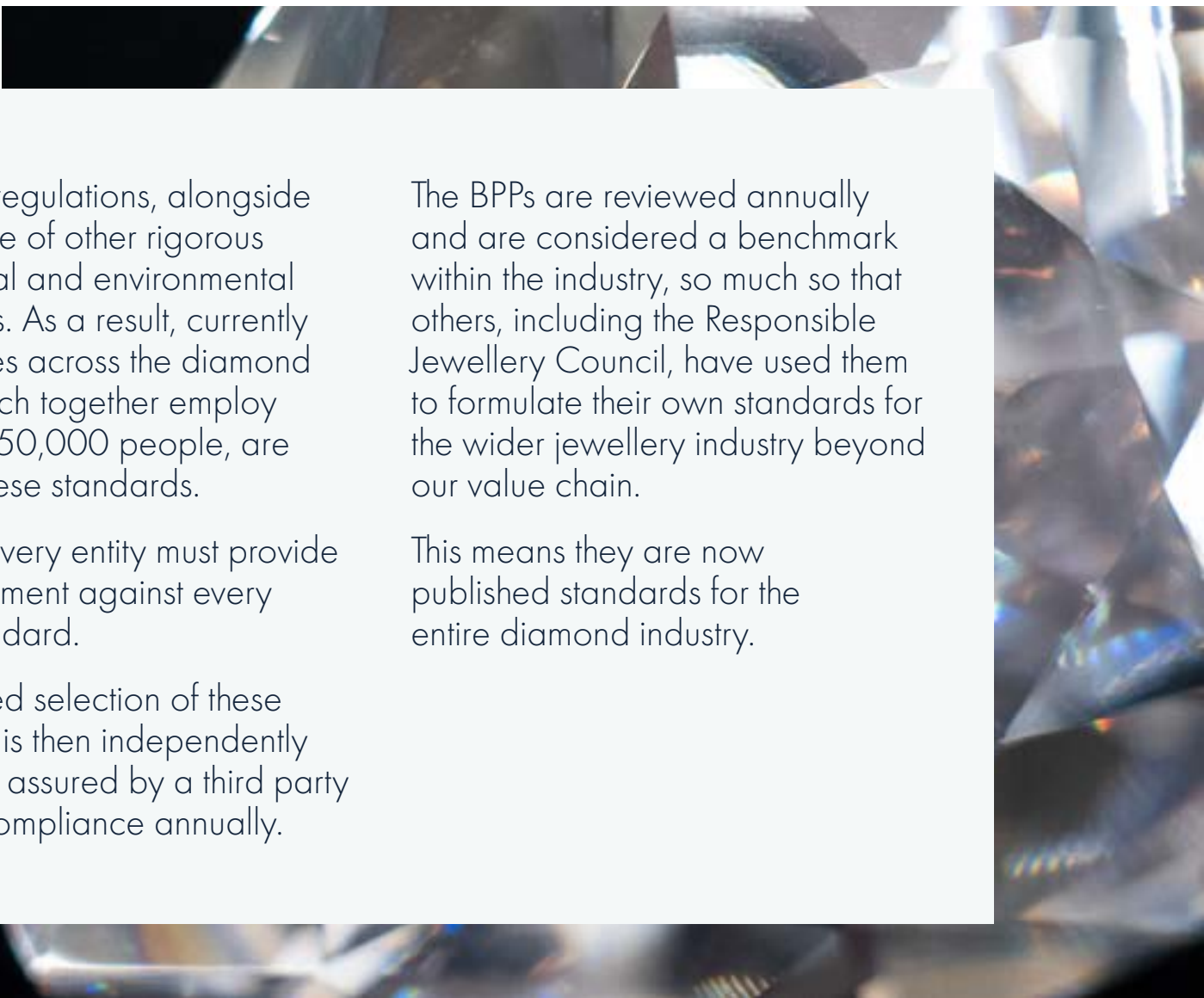
and labour regulations, alongside a wide range of other rigorous ethical, social and environmental requirements. As a result, currently 2,700 entities across the diamond industry, which together employ more than 350,000 people, are subject to these standards.

Each year, every entity must provide a self-assessment against every relevant standard.

A randomised selection of these assessments is then independently audited and assured by a third party to confirm compliance annually.

The BPPs are reviewed annually and are considered a benchmark within the industry, so much so that others, including the Responsible Jewellery Council, have used them to formulate their own standards for the wider jewellery industry beyond our value chain.

This means they are now published standards for the entire diamond industry.



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RESPONSIBLE SOURCING

By 2030, we will extend our Best Practice Principles (BPPs) beyond our value chain to advance industry standards.

- Our BPP standards apply as a mandatory requirement for all those doing business with us – suppliers, clients and contractors alike – resulting in coverage of 2,700 entities across the diamond industry.
- We will continue to certify all our operations to Responsible Jewellery Council (RJC) standards, which we have done since 2009. We will continue to work with the RJC and other industry initiatives and organisations such as the World Diamond Council and share our expertise and knowledge to drive wider adoption of best practice standards across the industry.
- We will continue to roll out our supplier responsible sourcing standard at our mining operations, ensuring that it builds awareness of emerging supply chain risk areas, sustainability requirements and ethical work principles.
- We will continue to defend Human Rights and combat Modern Slavery, working with our partners to drive positive sustainability outcomes.

PROVENANCE

By 2030, we will provide the origin and impact of every diamond we discover and sell.

- By 2025, we will scale programmes to support origin transparency at retail for diamonds discovered by De Beers.
- By 2030 we will record the majority (by value) of De Beers' annual production on Tracr™, our ground-breaking technology platform built on blockchain that provides assurance of the provenance and authenticity of natural diamonds throughout the entire diamond value chain.

ARTISANAL MINING

By 2030, we will deliver scalable solutions to improve the livelihoods of artisanal miners.

- While De Beers itself does not have artisanal mining operations, we recognise that it is a vital source of income for millions of people in the sector, and the way to enhance their prospects is to work together to create incentives for the elevation of standards and a fair route to market. We will expand our support through our innovative GemFair™ programme to include more artisanal mine sites, raising standards to protect workers and the environment and partnering in order to scale our model into new regions.
- We will encourage the industry to source responsibly from artisanal miners by working with partners in industry, government and civil society, and by amplifying the voice of miners in the artisanal sector.

Partnering for Thriving Communities

OUR VISION

We will partner to improve health and education outcomes and increase livelihood opportunities to support community resilience and economic diversification in our host countries across southern Africa and Canada.

Through this pillar we seek ways in which we can partner to generate real and lasting benefits for the communities around our diamond operations. Through our leading Social Way^[1] management system, we work to understand local context, engage all stakeholders, mitigate any potential negative impact, and identify long-term development opportunities.

Many of the communities – and even countries – with which we partner rely on diamond revenues as their primary source of income and economic development. We therefore focus on working in close collaboration with these communities to ensure we succeed together while creating economic opportunities beyond mining. To support communities to thrive, our focus is on health, education and livelihoods.

Case Study HIV and AIDS:

Tackling HIV and AIDS has long been a focus for us. As we look to the future, we aim to continue our leading approach to the prevention, detection and treatment of HIV and AIDS – a critical issue in southern Africa.

In 2001, Debswana (our 50-50 joint venture with the people of Botswana) unveiled its HIV/AIDS policy and HIV Disease Management Programme, which offers free anti-retroviral treatment to employees and their spouses.

It was the world's first HIV workplace initiative. As a result of this programme, in 2019 we marked more than 10 years of no babies being born with HIV to De Beers Group employees – demonstrating the impact of protecting and supporting our colleagues now and in the future.

Reducing HIV incidence in turn assists us in reducing the incidence of tuberculosis, thanks to the reduction in the number of people living with weakened immune systems.



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HEALTH & WELLBEING

By 2030, we will achieve priority UN Sustainable Development Goal 3 (SDG3) health targets in all our partner communities.

- By the end of 2021, we will finalise baseline work conducted by the London School of Hygiene and Tropical Medicine in collaboration with local public health partners.
- Through 2030 and beyond we will continue to enable access to world-class healthcare for community members through the hospitals around our mining operations in Botswana and Namibia.
- In our host communities in southern Africa, we will partner to reduce HIV and TB infection rates, child and maternal mortality, the incidence of gender-based violence and road accidents.
- In Canada, we will focus on specific vulnerable groups within our partner First Nations communities – this includes implementing programmes to address youth life skills, mental health and substance abuse, teenage pregnancy and obesity.

SKILLS & EDUCATION

By 2030, we will establish skills partnerships in all our partner communities.

- By 2025 all schools in our southern African host communities will be in the top 30% of state schools nationally, and by 2030 they will be in the top 20%.
- By 2030 we will partner with governments, schools, technical colleges and other employers to support youth to develop the skills required to access opportunities in the future of work.

LIVELIHOODS

By 2030, we will have supported four jobs across our partner countries for every one job at our operations.^[2]

- By 2025, for every job at our operations, we will have supported two jobs offsite through a range of activities, including our enterprise, supplier and skills development programmes, increased local procurement and other economic development initiatives in our local communities.
- By 2030, we will have implemented our Collaborative Regional Development (CRD)^[3] model for bringing long-term sustainable development opportunities to the regions around our operations.

^[1] Anglo American's Social Way management system: <https://socialway.angloamerican.com/>

^[3] <https://www.angloamerican.com/sustainability/collaborative-regional-development>

^[2] Includes our operating mines, marine diamond recovery and diamond sorting and trading businesses.

Protecting the Natural World

OUR VISION

We will be carbon neutral, minimise our water footprint and deliver a net positive impact on biodiversity.

Our partner communities cannot be healthy or thrive economically unless we work together to protect the natural world. We operate a sustainable approach to land management that includes continuous restoration and rehabilitation in partnership with local communities and follow

best practice for water and biodiversity management, waste, air quality, emissions and mine closure. Beyond this, we are focused on delivering transformative environmental performance through FutureSmart Mining™ [4] technology, the development of carbon neutral mines, halving our water footprint and protecting some of the world’s most vulnerable species.

Case Study

The Diamond Route

Unsurprisingly, diamond mines are some of the most secure areas in the world. As a result, the land around our mines acts as excellent conservation areas for flora and fauna, including many endangered species.

Through the Diamond Route, we have set aside 500,000 acres (more than two-thirds the size of Yosemite National Park) for conservation. In fact, for every acre of land used for mining, we set aside six for conservation. The Diamond Route is one of Africa’s most extensive and important conservation networks, comprised of eight different

nature reserves in South Africa and Botswana, and maintained with the help of dedicated and passionate ecology teams focused on biodiversity conservation.

One of our Diamond Route properties is the Venetia Limpopo Nature Reserve in South Africa. It is home to a flourishing ecosystem, but its fertile lands and safe conditions have created a unique challenge – too many elephants. With the population exceeding the reserve’s carrying capacity, it’s risking the sustainability of the local habitat. Working in partnership with Peace

Parks Foundation, we’ve begun Moving Giants, the longest elephant translocation ever attempted – moving around 200 elephants over 1,000 miles to a new lush and spacious home at Zinave National Park in Mozambique, where the local elephant population had been depleted following a civil war, which ended in 1992.

We are also investing US\$500,000 through the Anglo American Foundation to bolster an anti-poaching unit in Zinave, both increasing protection of our elephants and offering new jobs and training for the local community.

2030 Goals

CLIMATE CHANGE

By 2030, we will be carbon neutral across our operations.

- **Reduce:** by 2030 we will reduce energy intensity across our business by capturing efficiencies and implementing our pioneering FutureSmart Mining™ [4] programme. Through breakthrough technology and digitalisation this programme will change the way we mine, making it more effective, efficient and sustainable.
- **Replace:** by 2030 we will replace most of our fossil fuels with green alternative fuels to power our trucks and vessels, and we will partner to create renewable energy sources and replace nearly all fossil-fuelled electricity by developing dedicated wind and solar power plants.
- **Recover:** by 2030 we will recover all remaining carbon emissions through innovative nature-based and technical solutions, such as our ground-breaking CarbonVault™ project, which captures carbon from the atmosphere and locks it away in kimberlite rock.
- By the end of 2021, we will have worked with our suppliers and clients to better understand and measure our Scope 3 data across our entire value chain and include it within our carbon neutral roadmap using our Reduce, Replace, Recover framework.

WATER

By 2030, we will reduce our water footprint by 50%.

- By the end of 2021, we will decrease fresh water withdrawal by 20% and increase our water recycling levels to 75%.
- By 2022, we will have a Group-wide Integrated Water Management Plan that leverages our FutureSmart Mining™ [4] programme to reduce water consumption.
- By 2030, we will have reduced fresh water withdrawal by 50% and increased community access to water and sanitation.

BIODIVERSITY

By 2030, we will achieve a net positive impact on biodiversity.

- By the end of 2021, with our global partner Fauna & Flora International, we will deliver Biodiversity Assessments at each operation focused on mitigating our impact and protecting keystone species and significant biodiversity features.
- We will continue to undertake active conservation management and safeguard vulnerable species across our 500,000 acres of protected land (six times the amount of land we use for mining) in southern Africa.
- We will continue to partner with research institutions and with Fauna & Flora International on capacity building and supporting the development of young conservation leaders, such as through the Conservation Leadership Programme.

[4] Anglo American’s “FutureSmart Mining™” means a new way of mining. Step-change innovations in technology, digitalisation and sustainability will transform the nature of mining – how we source, mine, process, move and market our products – and how our stakeholders experience our business. It is about transforming our physical and societal footprint.

Accelerating Equal Opportunity

OUR VISION

We will accelerate economic inclusion and support diverse voices to help shape the future of our business, communities and society.

Building on our work to establish ethical practices and generate positive outcomes for the people and environments where we operate, we also focus on creating equal opportunity for all, across the entire diamond value chain. We recognise that it takes continuous focus on identifying and removing systemic barriers

to social and economic inclusion and that equal opportunity will benefit us all. We are therefore implementing and continually strengthening our programmes to support equal opportunities – in our business, our communities and in the wider industry – across all forms of diversity including gender, race, age, disability, sexual orientation and gender identity and expression.

Case Study

Accelerating Women-Owned Micro-Enterprises (AWOME)

Our Accelerating Women-Owned Micro-Enterprises (AWOME) programme, run in partnership with UN Women and local governments, provides mentoring, networking, and business and life skills training for women micro-entrepreneurs.

This in turn will create new jobs, regular wages and a wider range of businesses to help local communities to thrive. The programme uses a holistic model, upskilling and equipping local trainers to ensure the programme will endure long into the future.

The programme aims to support at least 1,250 women micro-entrepreneurs across Botswana, Namibia and South Africa by the end of 2020.

On meeting this target, the programme will be scaled up across further regions, with more trainers trained and collaborations identified with further partners, in order to reach our goal of supporting 10,000 women by 2030.

In addition to growing the number of entrepreneurs supported, we also aim to ensure the effectiveness of the programme by setting a goal of increasing the income of those women involved by an average of 25%.



2030 Goals

INCLUSIVE WORKPLACE

By 2030, we will achieve equal opportunity, including gender parity, for employees across our workforce.

- By 2025, we will achieve 30% women’s representation across our workforce and 40% women’s representation in senior roles.
- By 2025, we will achieve 85% on both our Inclusion Index and employee Sustainable Engagement Score to demonstrate all teams are committed to inclusive leadership, innovation and wellbeing.
- By 2025, we will identify and address the potential for bias in emerging technology throughout our business. ^[5]

WOMEN IN BUSINESS & TECH

By 2030, we will support 10,000 women entrepreneurs and engage 10,000 girls in STEM.

- By 2025 we will have engaged 5,000 young women and girls in STEM (science, technology, engineering and mathematics) activities through school workshops, undergraduate fellowships, scholarships and mentoring.
- By 2025, through our enterprise development programmes, we will have supported 5,000 women entrepreneurs and increased the income of those in our Accelerating Women-Owned Micro-Enterprises (AWOME) programme by an average of 25%.
- We will continue to scale our partnerships with UN Women, local governments and NGOs on our southern African AWOME programme for female micro-entrepreneurs.

DIVERSE TALENT IN JEWELLERY

By 2030, we will increase the diversity of creative talent in the diamond jewellery sector.

- We will co-develop opportunities in the diamond jewellery sector for Black, Indigenous and People of Colour (BIPOC) creative talent in the United States and understand barriers for under-represented communities in our other consumer markets.
- We will work with partners to develop a detailed approach to the diamond jewellery talent pipeline from education through to career.
- We will continue to build skills and opportunities in diamond jewellery for creative talent from our producer countries, including expansion of our De Beers Designers Initiative.

^[5] New technology can embody current biases because algorithms can embody the assumptions of their creators (mostly men at the current time) and artificial intelligence (AI) reflects the historic data sources (or lack of) on which it is based. This can impact technology such as AI based candidate recommendations during recruitment. To avoid creating new barriers to inclusion it is important to understand the risk of bias and ensure the opportunities for technology to enable inclusion are realised.

Follow the journey at:

www.debeersgroup.com/2030goals