

Approach

De Beers has three shareholders: Anglo American (45%), Central Holdings (40% – representing the Oppenheimer family) and the Government of the Republic of Botswana (15%). De Beers sa is the holding company of the De Beers group or “Family of Companies” (Figure 1-1).

The Family of Companies is involved across the breadth of the diamond value chain. This includes exploring for new deposits on four continents and mining in Botswana, Canada, Namibia and South Africa. It sorts and sells rough diamonds to independent clients or Sightholders with operations in 55 countries that cut and polish diamonds prior to the manufacture of jewellery. These sorting and sales operations take place primarily in Botswana, Namibia, South Africa and the United Kingdom. The Family of Companies produces about 40% of world diamond production by value.

This is the fourth annual sustainability report produced by the Family of Companies. It includes performance data for those businesses that De Beers either owns or has significant influence over and that have significant economic, social and environmental impacts. It also includes narrative content on management approaches for independently managed companies such as De Beers Diamond Jewellers (DBDJ) and Element Six. An explanation of organisational change in 2008 is included in the Operating and Financial Review.

Highlights

- ◆ Issues identified as relevant and material and discussed in this report were systematically collated following a series of engagements with stakeholders. This included a panel discussion at the Geological Society, engagements with employees and opinion leaders as well as our ongoing Diamond Dialogues (p11)
- ◆ The Multi-Stakeholder Forum also carried out a detailed review of the Report to Society 2007 and presented a series of recommendations and questions to the De Beers panel (p11). Answers to these questions as well as to our shared concerns about the economic downturn and its impact on our continued ability to contribute to sustainable development in host countries are presented in each chapter of this report
- ◆ The Family of Companies and its Sightholders implemented the 4th cycle of the externally verified De Beers Best Practice Principles (BPPs) Assurance Programme. An independent statement on our compliance with the BPPs is provided on p102

More online


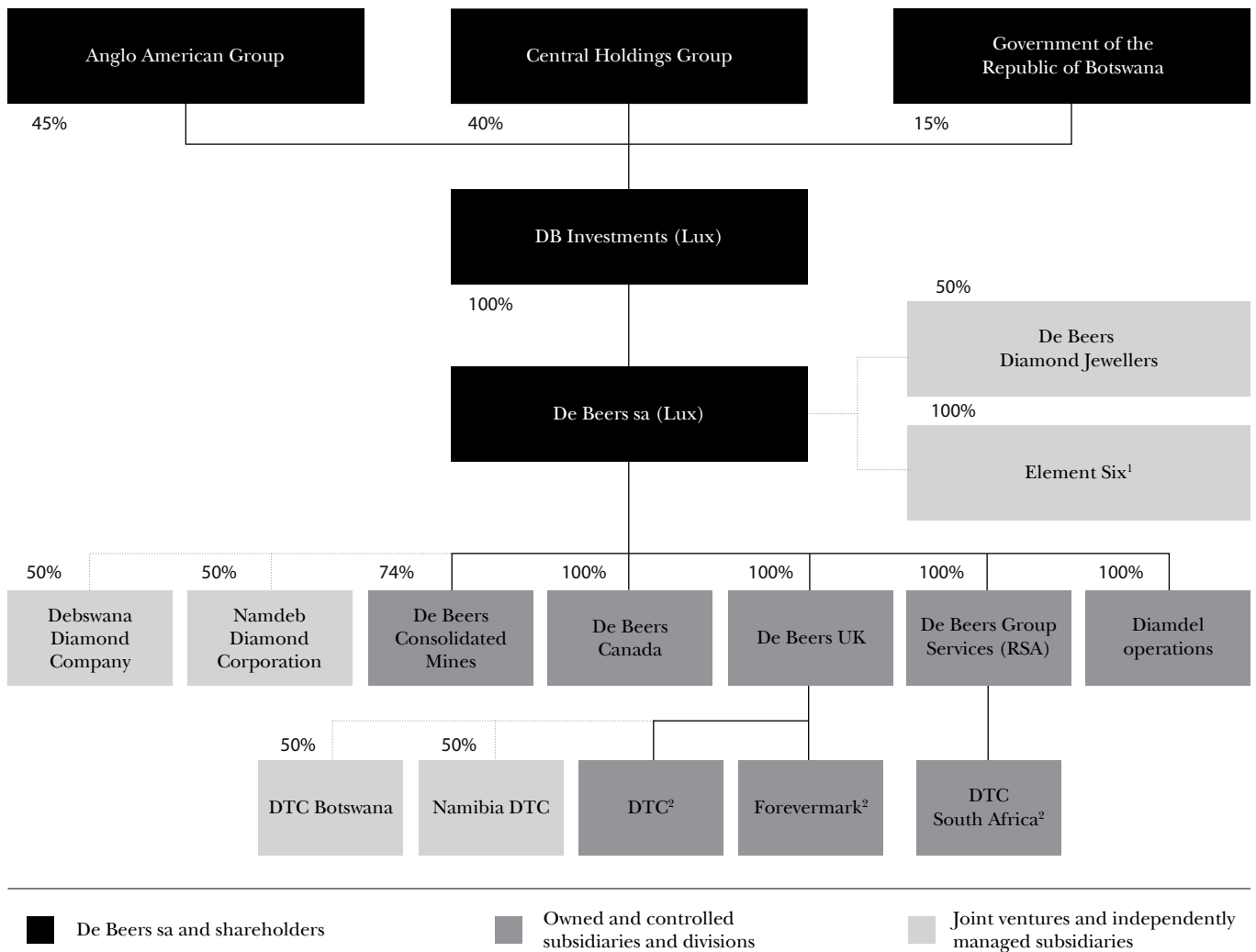
Our report this year is supported by an extended set of online content as well as further evidence of our performance. Look for the  icon to “find out more”

Figure 1-1: The Family of Companies: a summary



¹ Non-abrasives - 100%, abrasives - 59.78%
² Marked entities are divisions rather than subsidiaries

Issues relevant and material to our stakeholders that are addressed in this chapter

Stakeholder engagement	p8
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Stakeholder engagement

Identifying and responding to the concerns of stakeholders remains one of our guiding Principles. It defines our responsibilities, promotes trust between the Family of Companies and those impacted by our operations, and influences our reputation.

Identifying and engaging with stakeholders

Our approach to reporting is to identify and prioritise those issues that are most relevant and material to our stakeholders. This includes groups that the company has a significant impact on, as well as groups that can have a significant impact on the company. They include our shareholders, producer governments, local communities, civil society organisations and inter-governmental organisations.

The exact profile of these groups is different for every country and operation. Each operation identifies, prioritises and engages the specific stakeholder groups that its activities have most impact on. Impacts and stakeholders are context dependent and differ depending on the issue, the stage of the project and the location. These engagements are increasingly catalogued for each entity and operating company.

Identification, mapping and guidance

The Family of Companies continuously reviews and tests the rigour of its stakeholder engagement methodologies at both a group and operational level. This ensures suitable guidance and tools are available to facilitate effective stakeholder mapping, identification of issues and outcomes.

In 2008, this included completing the Anglo American Socio-Economic Assessment Toolbox (SEAT) pilot initiated at our Venetia mine in 2007. The pilot highlighted the need for effective planning as well as tools and processes that provide consistency and facilitate open, honest and transparent engagement with local stakeholders. SEAT is currently being evaluated by other mining entities for implementation where appropriate in 2009. This includes our De Beers Canada operations, where detailed guidance materials have been used to inform impact assessment and Impact Benefit Agreement processes (p74). Issues identified and follow-up actions are systematically logged in our electronic database and reporting process.

Working together in partnerships

Members of the Family of Companies engage with a number of civil society organisations, local communities, intergovernmental organisations, academics and other stakeholders through formal partnerships on specific projects, as well as through informal networks. Examples of organisations engaged in 2008 are presented throughout this report in case studies, interviews, questions from stakeholders and in our narrative descriptions of performance for each discipline area.

Identifying issues for inclusion in the report

The content of this report and its online companion text has been defined through a series of direct and indirect engagements with stakeholders.

Rigorous approach to engagement

Direct engagements include surveys, roundtable discussions, dialogue at conferences and focus groups, as well as one-to-one meetings between the Family of Companies and its stakeholders. These group engagements are complemented by "ground up" engagements with local stakeholders at each mine.

Indirect engagements include independent multi-stakeholder dialogue, and the use of independent benchmarks and standards that represent societal expectations. Examples include the Global Reporting Initiative (GRI) G3 Guidelines, the 10 principles of the United Nations (UN) Global Compact and the completeness, materiality and responsiveness principles of the AA 1000 Assurance Standard. A table showing our compliance with both GRI and the UN Global Compact principles is presented as part of the online content that supports this report.

Sphere of influence

Some of the issues identified through these engagements with stakeholders are within our direct control and are our responsibility to address (Figure 1-2). Examples include our beneficiation activities and contribution to development, our anti-corruption commitments or our use of energy. Other issues are external to the company but are within our sphere of influence. These can only be fully addressed in partnership with fully committed stakeholders. Examples include actions taken in response to the current economic crisis, revenue transparency, the elimination of conflict diamonds, and artisanal and small-scale mining. Addressing these issues is part of our moral imperative as a responsible business.

Including stakeholder viewpoints

This report also provides evidence of how we respond to these issues responsibly and proficiently. It does this in the form of questions, quotes or "voices" of stakeholders, as well as stakeholder involvement in the development of case studies. These mechanisms enable our key stakeholders to provide feedback on the rigour and integrity of our performance by commenting directly on the quality of our work undertaken in 2008. For the first time, this report pilots the deployment of expert commentary from one of our key Non-Governmental Organisation (NGO) stakeholders: International Alert (p35).

Find out more

	www.debeersgroup.com
	www.geolsoc.org.uk

Key engagements undertaken in 2008

Five of our key engagements undertaken over the last year include (Figure 1-3):

The Geological Society

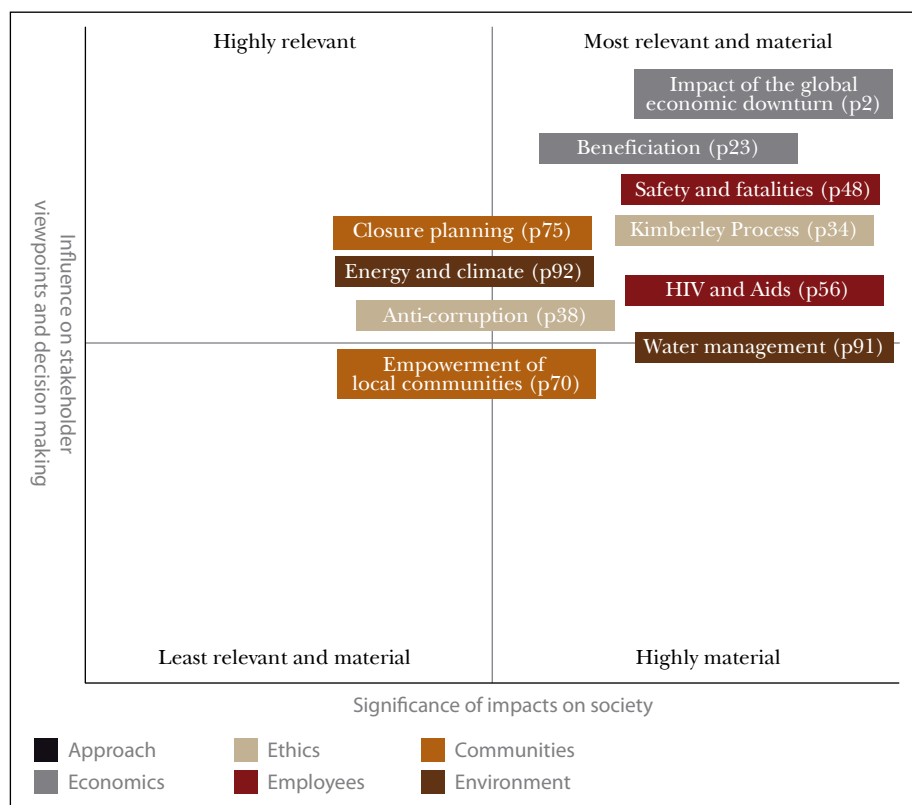
On 1 May 2008, De Beers hosted a panel discussion on the challenges of leveraging natural resources to drive sustainable development in Africa. This was titled, "From Natural Resources to Shared National Wealth". The expert panel included Professor Paul Collier of Oxford University, Dr Jane Nelson from the Kennedy School of Government at Harvard University, and Dr Nkosana Moyo, a managing partner of Actis United Kingdom, formerly Zimbabwe's Minister of Industry and International Trade and the Associate Director for Africa at the World Bank. The event was opened by De Beers Chairman Nicky Oppenheimer and chaired by De Beers Director of Corporate Citizenship Dr James Suzman. It was attended by about 150 key stakeholders.

Managers Perception Survey

Our employees are the ambassadors of our company. They reflect our commitment to ethics and responsible business wherever we operate. Each year we implement a Managers Perception Survey to learn more about how employees use this report, whether it covers the appropriate issues and whether it demonstrates the extent to which we are "living up to diamonds".

Our 2008 survey of managers perceptions was sent to over 120 people who contributed to the production of our Report to Society 2007. It was also circulated to all senior managers who attended our Strategic Leadership Conference. Results from the survey indicate that our employees use the report mainly in their discussions with external stakeholders and colleagues. Sections of the report considered most useful in these discussions included performance data on issues such as our investment in Africa, case studies of our engagements, and our policy statements and positioning on issues such as corruption (p38) and human rights (p59).

Figure 1-2: Key areas for reporting within our direct control¹



¹ Further issues identified as relevant to stakeholders and that are material to our business are presented at the beginning of each chapter

These responses, as well as numerous requests for shorter, more accessible and simpler content, have been instrumental in informing the style and content of the current report. Most notably, we have introduced more summary content at the beginning of each chapter. We have also added new design innovations, quotes, feature pages and sought to reduce the use of overly technical information or complex tables.

Opinion Leaders Survey

In 2008, the Family of Companies completed a survey of 500 opinion leaders among the general public in the United States. The survey was a follow-up to a similar survey of 250 opinion leaders in 2006. The main aim of this engagement was to identify areas of reputational risk, learn more about stakeholder viewpoints and prioritise the most relevant and material issues. The survey identified eight key "reputation drivers", each of which have been addressed in different parts of this report (see Figure 1-3).



James Suzman, De Beers Director of Corporate Citizenship

“Our engagements in 2008 suggest our sustained contribution to social and economic development where we operate is the issue most relevant to a broad cross-section of our stakeholders. This is also the theme of our report.”

Figure 1-3: Further issues identified as relevant and material by stakeholders in 2008

Questions asked at the Geological Society

- “relevance of joint venture arrangements with host governments for junior miners” (p31)
- “importance of monitoring whether mineral licences are developed or not” (p86)
- “role of international mineral buyers in improving governance within mineral producing countries” (p32)
- “role of civil society in encouraging responsible business in Sierra Leone, Angola and Democratic Republic of Congo” (p32)
- “avoidance of local conflict where there has been a rapid expansion in mining operations” (p34, p75)
- “leverage to get certain governments to improve their standards of governance” (p34)

Voices of employees on content for the report

- “information on stakeholder engagement activities” (p8)
- “add a section on learnings made over the past year” (p15)
- “include more content on communities” (p68)
- “focus on energy and water management” (p92, p91)

Reputation drivers identified by opinion leaders

- “producing high quality, reliable, trustworthy products and charging a fair price” (p1, p2, p26, p41, p42)
- “performing well and having effective, competent managers” (p66)
- “contributing to economic growth in host countries” (p16, p18)
- “conflict diamond prevention and ensuring profits do not help fund local conflicts directly or indirectly” (p34)
- “integrity, being transparent and communicating honestly on performance” (p8, p15, p34)
- “being a good employer, treating employees well and maintaining high safety standards” (p59, p48)
- “providing employees with access to HIV and Aids prevention and treatment” (p56)
- “being sensitive to indigenous peoples and being socially responsible” (p71)

Key subjects discussed at the Diamond Dialogues

- “business integrity in Africa and accountability as the basis for sustainable development” (p32)
- “a joint Africa-European Union strategy (for development in Africa) including partnerships with government” (p2, p16)
- “role of the private sector in promoting good governance as a driver for economic growth in Africa” (p16, p32)
- “business responsibility, African development and the economic slowdown” (p2)

Issues identified by the Multi-Stakeholder Forum

- “being responsible during the economic crisis” (p2)
- “responding proactively to the issue of Zimbabwe, diamonds and human rights” (p34, p38)
- “responding to fatalities and improving safety performance” (p49)
- “decision-making on the selection and implementation of social investment projects” (p77)
- “responsible closure or “sale” programmes” (p31, p75, p76, p85)
- “not operating in World Heritage Sites” (p86)
- “climate change and water management programmes” (p92, p91)

Diamond Dialogues

The Diamond Dialogues are a series of roundtable discussions hosted by De Beers and facilitated by external subject experts. They bring stakeholders together for candid discussion of topics relating to mining, beneficiation and how responsible investment in natural resources contributes to sustainable development in Africa. The dialogues were launched in 2007 with the first four meetings at the De Beers offices in London. Four topics were discussed during the course of 2008, with meetings held in Europe and the United States (Figure 1-3).

More than 60 civil society organisations, opinion formers and academics, shareholders and employees have participated in the dialogues since their inception in January 2007, with 49 organisations attending in 2008. The outputs of these dialogues have helped inform the content of this report as well as our policy-making and projects. We also draw on the constructive relationships we develop for advice and consultation. Outputs from each dialogue are available online at the Business and Human Rights Resource Centre and through the De Beers group website.

Multi-Stakeholder Forum

The Multi-Stakeholder Forum met for the second time on 19-20 January 2009. Participants included six individuals from civil society. These individuals were invited to participate as experts on issues previously identified as relevant and material to our stakeholders, and as professionals knowledgeable about one or more of those countries in which the Family of Companies operates across the diamond value chain. Emphasis was placed on prior preparation and education about the diamond industry and the Family of Companies. This helped ensure an informed dialogue.

Find out more

-  www.accaglobal.com
-  www.africamatters.com
-  www.business-humanrights.org
-  www.cpi.cam.ac.uk
-  www.debeersgroup.com
-  www.fauna-flora.org
-  www.geolsoc.org.uk
-  www.maplecroft.com



Participants at the January 2009 Multi-Stakeholder Forum in London (from top left): Dr. Kevin Franklin (Maplecroft), Pippa Howard (Flora & Fauna International), Professor Alyson Warhurst (Maplecroft), Sheila Khama (De Beers Botswana), Stephen Lussier (De Beers), Dr. James Suzman (De Beers), Martin Roberts (Cambridge Programme for Industry), Baroness Lynda Chalker (Africa Matters), Andy Bone (De Beers), Jermyn Brooks (Transparency International), and Vicky McAllister (Association of Chartered Certified Accountants)

The Multi-Stakeholder Forum had two key objectives:

- To provide feedback on the Report to Society 2007 and influence the content of future reports by commenting on coverage, relevance, performance and usability to different stakeholder groups.
- To provide independent scrutiny and commentary on issues including our response to the current economic crisis, the contribution of diamonds to development, the Kimberley Process and climate change.

Participants in the forum elected to present a series of questions instead of a formal assurance statement. Our answers to some of these questions are presented throughout this report in the boxes marked as “Questions from stakeholders”. These answers provide some of our initial responses on issues material to stakeholders.

“

Vicky McAllister, Association of Chartered Certified Accountants

“Good mix of people, although I think having someone with an HIV/Aids viewpoint would add value as this is such a significant issue for De Beers.”

Pippa Howard, Fauna and Flora International

“I felt the Multi-Stakeholder Forum was very well organised and balanced, and enjoyed the variety of input from participants; additional voices from both environment and humanitarian sectors would have been valuable.”

Sustainability management

Sustainability management, performance and assurance are core business processes. They are implemented primarily through the Environment, Community, Occupational Hygiene, Health and Safety (ECOHS) programme, the De Beers Best Practice Principles (BPPs) and its assurance programme which supports the ECOHS functions. Effective management and assurance of our performance leads to clear operational and reputational benefits that result in cost efficiencies, as well as greater access to land, talent and financial resources.

The Environment, Community, Occupational Hygiene, Health and Safety programme

The ECOHS programme provides the technical skills, leadership and governance required to align ECOHS performance with our core business strategy. It also drives the integration of ECOHS practices and accountability into core business processes at each stage of the diamond pipeline.

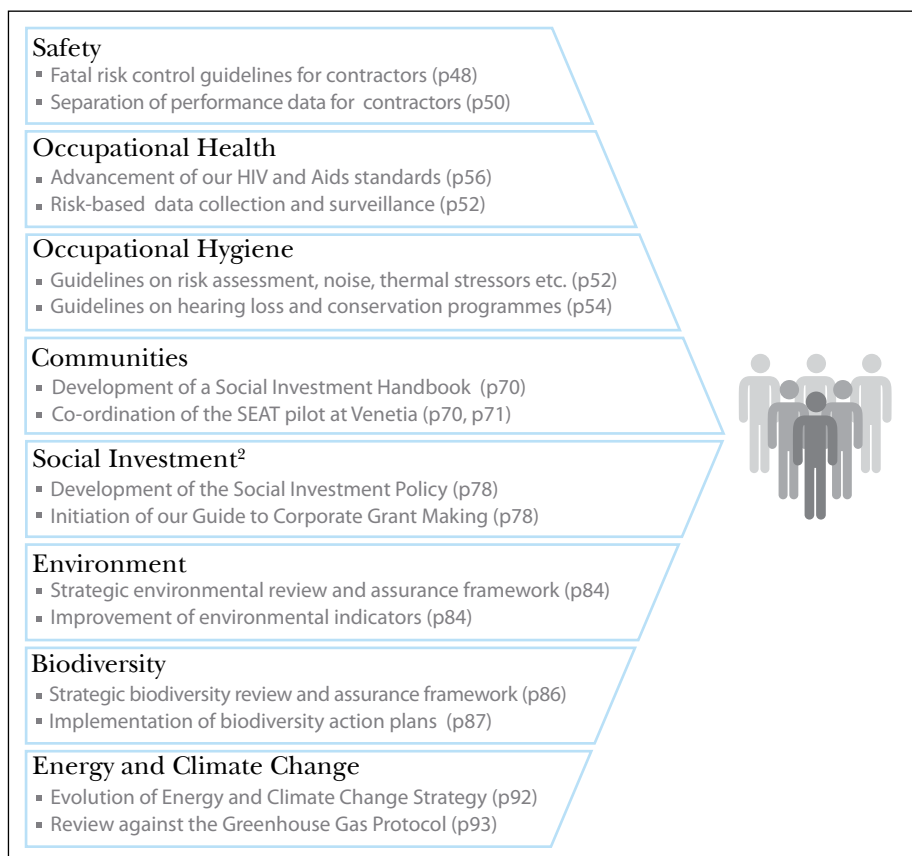
In 2008, the ECOHS programme and our discipline Principals for each of the five areas facilitated the sign-off and progressive implementation of all five ECOHS policies by each business unit across the Family of Companies. This includes Namdeb and Debswana, both of which are independently managed. The ECOHS function is the only technical discipline to have secured group-wide acceptance of policies, aided by our strong peer group framework (Figure 1-4).

ECOHS Principals and Committee

Our ECOHS Committee provides strategic oversight of the ECOHS disciplines and their respective peer groups. In 2008, the ECoHS Committee underwent a formal name change to the ECOHS Committee. The capitalisation of Occupational Hygiene in the ECOHS acronym acknowledges our increased focus and resourcing in this area, as well as an increasing maturity of our sustainability management and governance processes.

There were four ECOHS Committee meetings in 2008. Each of the meetings included reporting on major incidents including fatalities, as well as performance updates from each of the five Principals on their respective discipline areas. In 2009, our ECOHS Committee agendas will increasingly focus on high risk material issues such as fatal risk controls for all of our mines and biodiversity rehabilitation at our West Coast operations in Namibia and South Africa.

Figure 1-4: ECOHS peer group achievements in 2008



² The Social Investment Peer Group currently functions as a "working group" rather than a formal peer group

Peer groups

In 2008, the Family of Companies initiated a formal review of its peer group structures and functions. We identified two main types of peer groups. The first type involves less formal networks of people that share knowledge and information on best practices and sometimes include external participants. An example can be found in the Biodiversity Peer Group, which invites participation from Conservation International and the Endangered Wildlife Trust.

The second type is mission-driven, where each individual has a firm and explicit mandate from his or her business unit to make recommendations on policies and standards. This type of peer group has proven invaluable in embedding ECOHS policies, programmes of work and driving synergies and coherence across the Family of Companies. It has also helped in the maturation of the Assurance Programme for the Principles (APPs) as a self assessment tool that helps business units check process implementation and performance.



Patti Wickens, De Beers
Environment Principal

“Peer groups are powerful vehicles not just for knowledge-sharing, but for setting standards and policies and for driving implementation.”

Find out more



www.conservation.org

www.ewt.org.za

The De Beers Best Practice Principles³

In 2008, the Family of Companies implemented the 4th cycle of the Best Practice Principles (BPPs) Assurance Programme. It submitted 97 BPP workbooks for different entities and business units around the world. Desk-top reviews of all workbooks were completed by Société Générale de Surveillance (SGS). SGS also verified the implementation, accuracy and performance of 10% of workbooks through site visits to ten Family of Companies entities as well as Sightholder operations (p102).

All business units across the Family of Companies were found to be “compliant” with the BPPs. Only the Hindustan Diamond Company (HDC), which forms part of the Diamdel group of companies, was found to have a major breach. This breach arose from the fact that HDC was found to have drafted and implemented but not signed off a policy on anti-money laundering. This is a marked improvement on the 2007 BPP cycle where HDC was also found to be non-conformant in relation to freedom of association and health and safety. Both issues have now been addressed. HDC conformance with the BPPs will continue to be tracked during the course of 2009, with particular emphasis on building and enhancing local management understanding of sustainability issues and risks in a collaborative and supportive manner.

³The BPPs were initially developed and implemented in order to enhance “diamond equity”; our investment in building consumer confidence and marketing diamonds in consumer countries

The Principles programme

In 2006, we committed ourselves to a set of Principles that translate our Purpose, Vision and Values into practice. They define how we do business, inform our understanding of what is right and wrong and describe what is important to us. The Principles are more comprehensive, rigorous and relevant to diamond mining than the BPPs. They cover the same economic, ethics, employee, community and environment issues included in this report and were derived from best practice standards as well as a rigorous process of internal and external engagement.

Mission-guided assurance

In 2008, we continued to refine and run pilot implementation of the Assurance Programme for the Principles. Engagements were completed with De Beers Diamond Jewellers and with our exploration entity in Angola. Each of the seven pilots completed have resulted in programmes of work to improve the sustainability performance of each entity. These programmes of work were developed in partnership with entity and group ECOHS professionals as well as Internal Audit. Depending on the risks, technical assurance on aspects of the ECOHS and Principles remit will be provided through self assessment, peer review, assurance from discipline leads and external benchmarking.

We are also exploring further the potential development of a mission-guided approach to assurance and continuous improvement in our sustainability performance. This approach focuses on key risks and opportunities. It invites expert stakeholders to comment on how well we are managing and reporting on “relevant and material” sustainability issues about which they have specialist knowledge. This allows us to draw on specific expertise to improve performance beyond what a traditional assurance provider might offer. It also provides greater scope for building stronger relationships with stakeholder groups.

The Principles Committee

The Principles Committee was established in 2007 and was initially charged with overseeing the roll-out of the Principles Programme across the Family of Companies.

In November 2008, a Terms of Reference for the Principles Committee was signed off by the Executive Committee. This granted the Principles Committee a central oversight role on Principles compliance, sustainability and reputation risk management. Further information on the Principles Committee is also provided in our Operating and Financial Review. Its remit covers all sustainable development issues and reputational risks contained in the Report to Society, including those that fall outside the scope of the current ECOHS Committee.

Find out more



www.debeersgroup.com

Figure 1-5: SGS review and findings from the 2008 BPP cycle

Business unit	Workbooks			Status
	Submitted	Reviewed	Site visits	
De Beers Canada	9	9	0	Compliant
De Beers Consolidated Mines	10	10	2	Compliant
De Beers Global Mining	7	7	0	Compliant
De Beers Group Services	4	4	0	Compliant
De Beers Marketing	5	5	1	Compliant
De Beers Société Anonyme	4	4	0	Compliant
Debswana	3	3	0	Compliant
Diamdel	4	4	1	Under observation
Diamond Trading Company	7	7	1	Compliant
Exploration	23	23	3	Compliant
Namdeb	13	13	2	Compliant
Williamson	8	0	0	Compliant

The United Nations Global Compact



What is the UN Global Compact?

The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 principles in the areas of human rights, labour, environment and anti-corruption. The UN Global Compact has two objectives:

- To mainstream the 10 principles in business activities around the world
- To catalyse action in support of broader UN goals, including the Millennium Development Goals (MDGs)

Our engagement with the UN Global Compact

De Beers joined the UN Global Compact in 2005 and remains a committed and active member of the national and international Compact community. Our own Principles and assurance programmes are directly aligned with the sentiment of the 10 principles, as well as the Universal Declaration of Human Rights and the MDGs. We submitted our first "Communication on Progress" to the UN Global Compact in 2006. Our third Communication on Progress is submitted with this Report to Society 2008 and through the online compliance table.

In 2008, De Beers also contributed case studies and corporate learnings to the United Kingdom network. It attended the Leaders Summit in July and contributed towards the Business Guide to Partnering with NGOs and the United Nations, and the Partnership Assessment Tool. In 2009, De Beers plans to continue its ongoing engagement with the United Kingdom network. It also plans to engage with the New York office and its forthcoming online solutions forum on Human Rights Dilemmas for Multi-National Corporations in Emerging Markets.

Find out more

-  www.un.org
-  www.unglobalcompact.org
-  www.un.org/millenniumgoal

De Beers is committed to making a real and lasting contribution to the communities and countries in which it operates. We do this through the revenues we generate, but also through our direct engagements and partnerships with governments, local communities and other stakeholders including business.

Approach

Sustainability management (p12)

To evolve our assurance model to monitor accountability to our Principles

Economics

Preferential procurement (p21)

To increase our "preferential" procurement including procurement from Historically Disadvantaged South Africans (HDSAs), empowered groups and local suppliers

Ethics

The Kimberley Process Certification Scheme (p34)

To confirm our commitment to the elimination of conflict diamonds from the world diamond trade

Anti-corruption (p38)

To monitor and report on our business ethics and anti-corruption compliance in high risk countries

Employees

Safety (p48)

To continuously improve our safety management systems

To reduce our Lost Time Injury Frequency Rate (LTIFR)

HIV/Aids (p56)

To improve our HIV/Aids Management Systems (AMS)

Non-discrimination and employment equity (p62)

To increase our employment equity status, in particular with respect to HDSAs, empowered and local citizens

Community

Investing in communities (p77)

To implement a consistent approach to our annual social investment accounting and project evaluation

Environment

Beyond ISO 14001 (p84)

To improve our environmental management systems

Water management (p91)

To reduce our use of new water as well as our impacts on local communities

Energy and climate (p92)

To reduce our energy use and climate change impacts



James Nicholson, De Beers Financial and Sustainability Reporting Manager

“The De Beers Corporate Citizenship team is committed to working with colleagues across the organisation to ensure that a greater emphasis is placed on formalising, tracking and ultimately reporting on sustainability targets in 2009. Transparency of this nature is critical towards advancing the sustainability discipline.”

Target for 2008 and beyond	Progress in 2008
To define a governance structure for our Principles and its assurance programme and implement an effective risk based management model	A Terms of Reference for the Principles Committee was signed-off by the Executive Committee, granting it central oversight of Principles compliance, sustainability and reputation risk management The APPs are now available to discipline Principals and other internal stakeholders as a self assessment tool to check Principles-related implementation and performance
To ensure 40% of South African procurement spend is with HDSA-owned and empowered suppliers by 2009	DBCM met this target in 2008 after spending R1.8 billion (US\$232 million) with HDSA-owned and empowered suppliers, accounting for 51.7% of total discretionary spend (2007: 37.8%)
To obtain third party verified compliance with the Kimberley Process for the Family of Companies	Compliance with the Kimberley Process and System of Warranties for 2008 was verified by the Government Diamond Office of the United Kingdom and SGS (p102)
To ensure the Anti-Corruption Policy is communicated and implemented across the Family of Companies	Preliminary results of our 2007 Corruption Perception Survey identified potential risks for our previous Tanzania operations as well as our shared services supply chain function Results from the survey assisted in the development of the RESIST anti-corruption tool-kit. The initiative includes PACI, Transparency International, the UNGC and the International Chamber of Commerce
To implement a confidential third party provider for our whistle-blowing hotline by end 2008	An outsourced global Fraud and Ethics Hotline Service was launched and officially communicated in May 2008 to replace the existing in-house facility. Debswana implemented its own independent hotline in 2007
To implement OHSAS 18001 at 100% of diamond mining operations by end 2008	All of our active mining operations except our new Voorspoed mine are certified to OHSAS 18001. Our Voorspoed mine and our exploration project in Angola expect to attain certification in 2009
To ensure 25% reduction in LTIFR per year	LTIFR increased from 0.18 in 2007 to 0.19 in 2008 (5.6%). Lost Time Injury Severity Rate (LTISR) increased from 22.53 in 2007 to 106.89 in 2008, partly due to a higher number of fatal accidents
To advance the scope and effectiveness of our Voluntary Counselling and Testing (VCT) programmes	By the end of 2008, around 70% (2007: 68%) of our employees had participated in HIV testing at our South African operations. More than 83% of our permanent employees at the Voorspoed mine participated in HIV screening within the first six months of the mine opening
To implement new South African National Standard (SANS 16001: 2007) at our DBCM operations	All of our DBCM mines completed baseline gap reviews against SANS 16001 The Orapa and Jwaneng mines in Botswana are already certified to AMS 16001 (p58)
To ensure 60% HDSAs in management at DBCM by 2009	At the end of 2008, DBCM had achieved 53% designated groups (including HDSA) in management (2007: 39%)
To ensure 75% local citizens in management and key roles at Debswana by 2010	At the end of 2008, Debswana had achieved 73.8% local citizens in management and key roles
To ensure 80% of employees at Namdeb are Historically Disadvantaged Namibians (HDNs)	At the end of 2008, a total of 88.8% of the Namdeb workforce were HDNs
To develop an electronic reporting application that allows for more rigorous social investment accounting	Electronic reporting is being trialled through SAP
To implement a more coherent social investment framework and strategy	We have developed a Social Investment Policy based on international best practice standards. This is supported by a set of newly developed tools including a unified social investment strategy, universal accounting protocols, as well as a Guide to Corporate Grant Making that is in the final phase of production
To implement ISO 14001 at 100% of major mining operations and other key operations	ISO 14001 is in place at 100% of diamond mining operations
To deliver a 15% reduction in water abstracted at our DBCM operations from the 2007 base level by 2015	DBCM's water efficiency initiatives saw significant savings with the Kimberley and Finsch mines showing reductions of 8% and 12% respectively. We also used 10.1% less new water across the Family of Companies, with Debswana achieving a 35% reduction on its 2006 consumption (p91)
To deliver a 15% reduction in energy use by 2015 for our DBCM operations from the 2005 base level	DBCM's energy efficiency initiatives contributed to a 4% energy efficiency saving in 2008 (p93)