

A photograph of a man and a woman, both of African descent, leaning over a table. The man, on the left, is wearing a blue and white striped polo shirt and is using a small tool to examine a diamond on the table. The woman, on the right, is wearing a white shirt and a grey vest, and is also looking down at the table. The background is blurred, suggesting an indoor setting like a jewelry store or a laboratory.

# Living up to diamonds

From natural resources to shared national wealth

## About De Beers

De Beers Société Anonyme (DBsa – hereafter referred to as De Beers) has three shareholders: Anglo American (45%), Central Holdings (40% – representing the Oppenheimer family) and the Government of the Republic of Botswana (15%). It is the holding company of what is regarded as the De Beers group or “Family of Companies” (p7). The Family of Companies is involved in most parts of the diamond value chain and employs about 20 000 people around the world (p29).

## In this report

**3.1 3.2 3.3 3.6 3.7 3.8**

This is the third annual sustainability report prepared by the Family of Companies. It is designed to be read alongside the Operating and Financial Review 2007. Together these two reports cover the financial, operational and sustainability performance of the Family of Companies and provide insight into our governance processes and recent organisational change.

They also detail the contribution of diamonds to development, and the translation of natural resources into shared national wealth. Performance and operational statistics in this report relate to the 2007 calendar year unless otherwise stated. Use of “our” or “we” in this report relates to the Family of Companies. Use of “De Beers” relates to De Beers sa.

## New in 2007







This report presents stakeholder viewpoints on our performance and partnerships. It provides stakeholders with an opportunity to say “you are” performing in accordance with our expectations. These viewpoints are presented in the “voices of stakeholders” boxes, in case studies and interviews and in our portfolio of mission-guided assurance (p120). The report also includes answers to “questions from stakeholders” logged during the course of 2007. This includes questions asked by the Multi-Stakeholder Forum and participants at our quarterly Diamond Dialogue roundtables in London (p13).

## Reporting standards

We believe this report together with our Operating and Financial Review 2007 represents an A+ application of the Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines. It also forms part of our Communication on Progress to the United Nations (UN) Global Compact. Further detail is presented online at [www.debeersgroup.com](http://www.debeersgroup.com)

## Using icons

Icons are used throughout the report as references to reporting standards, external initiatives or sources of further information.

-  Global Reporting Initiative indicators
-  UN Global Compact principles
-  UN Millennium Development Goals
-  Policies or tools that support performance
-  Relevant web content and resources
-  Relevant content elsewhere in this report

## Our Purpose, Vision, Values and Principles framework<sup>1</sup>

The world of diamonds is about making “dreams” come true. Geologists dream about finding the next big mine, nations dream about the jobs, wealth and development opportunities that diamonds can bring, shareholders dream of superior returns, employees dream of a successful career and couples dream about the diamonds that symbolise their love and commitment.

### Our Purpose

To turn diamond dreams into lasting reality.

### Our Vision

We have big dreams for our Family of Companies – an ambitious growth vision focused on unlocking the full economic value of our leadership position across the diamond pipeline in a safe and sustainable manner. We will make it a reality by maximising the potential of our global partnerships, the skills and commitment of our people and the magic and emotional value of our product.

## Our Values

### Be Passionate

We will be exhilarated by the product we sell, the challenges we face and the opportunities we create.



### Pull Together

Being united in purpose and action, we will turn the diversity of our people, skills and experience into an unparalleled source of strength.



### Build Trust

We will always listen first, then act with openness, honesty and integrity so that our relationships flourish.



### Show We Care

The people whose lives we touch, their communities, nations and the environment we share, all matter deeply to us. We will always think through the consequences of what we do so that our contribution to the world is real, lasting and makes us proud.



### Shape the Future

We will find new ways. We will set demanding targets and take both tough decisions and considered risks to achieve them. We will insist on executional excellence and reward those who deliver.



<sup>1</sup> Our Principles are presented on p136-137

Table of contents<sup>1</sup>

	Page	Global Reporting Initiative indicators	UN Global Compact principles
Introduction from the Chairman	2	1.1	10
Performance overview from the Managing Director	4	1.1 1.2 4.12	
<b>Approach</b>	<b>6</b>		
The Family of Companies	6	2.1 2.3-2.8 3.5-3.8 3.11	
Sustainability as part of our business strategy	10	1.2 3.13 4.9 EC2	
Stakeholder engagement	11	3.5 4.12-4.17	
Sustainability management	16	3.13 4.1 4.4 4.8 4.9 4.11 HR2	
Targets	20		
<b>Economics</b>	<b>22</b>		
Contribution to economies	24	1.2 EC1 EC9	1
Investment in people and infrastructure	27	EC7 EC8 EC9 SO1 SO5 MM1	8
Sustained contributions through diversification	34	EC8 EC9 SO1 SO5 MM2	8
<b>Ethics</b>	<b>44</b>		
Conflict diamonds	46	4.8 4.12 4.13 HR1-2 HR8 PR3-4	1 2
Business principles	49	4.8 4.12 4.13 4.16 PR9 SO2-8	10
Diamond value chains	54	4.8 4.12 4.13 EC6 HR2 PR5-8	
<b>Employees</b>	<b>58</b>		
Safety	60	LA6 1.2 4.1 4.4 4.9 4.11 MM12	
Health and wellbeing	63	4.1 4.9 4.11 LA6 LA9	
HIV/AIDS	68	1.2 4.4 4.8 4.9 LA9 LA8	6
Human rights	73	EC5 LA2 LA4 LA5 LA11 HR3-8	1 2 3 4 5 6
Harnessing and developing talent	79	LA11 LA12	
<b>Communities</b>	<b>82</b>		
Our strategy	84	4.8 4.12 4.16 SO1	1
Engaging with communities	86	EC8 EC9 HR9 SO1 MM7	1
Investing in communities	91	4.8 EC1 EC8 EC9	
<b>Environment</b>	<b>98</b>		
An evolved strategy	100	EN23 EN26 EN28 SO8 MM5 MM12	7 8
Biodiversity	104	1.2 4.8 4.12 EC8 EC9	7 8
Energy and climate	110	1.2 4.8 4.12 EC2	7 8 9
Water management	116	4.8 EN8 EN9 EN10 EN21	7 8 9
Materials and waste	118	4.12 EN1 EN2 MM5 MM6	7 8 9
<b>Assurance</b>	<b>120</b>		
Mission-guided assurance	120	3.13	
Portfolio of statements	121		
Compliance table	132		
Our Principles	136		
Extended contacts	137		

## Acronyms

<b>AP</b> Assurance Programme	<b>DTC</b> Diamond Trading Company	<b>NDTC</b> Namibia Diamond Trading Company
<b>APPs</b> Assurance Programme for the Principles	<b>DTCB</b> Diamond Trading Company Botswana	<b>NIHL</b> Noise Induced Hearing Loss
<b>ART</b> Anti-Retroviral Treatment	<b>ECohS</b> Environment, Community, Health and Safety	<b>NWT</b> Northwest Territories (Canada)
<b>BEE</b> Black Economic Empowerment	<b>HDN</b> Historically Disadvantaged Namibian	<b>OIFR</b> Occupational Illness Frequency Rate
<b>BPPs</b> DTC Diamond Best Practice Principles	<b>HDSA</b> Historically Disadvantaged South African	<b>SASA</b> South African Sea Areas
<b>DBCm</b> De Beers Consolidated Mines	<b>KPCS</b> Kimberley Process Certification Scheme	<b>SEAT</b> Socio-Economic Assessment Toolbox
<b>DBDJ</b> De Beers Diamond Jewellers	<b>LTIFR</b> Lost Time Injury Frequency Rate	<b>SHE</b> Safety, Health and Environment
<b>DBIA</b> De Beers Internal Audit	<b>LTISR</b> Lost Time Injury Severity Rate	<b>SLP</b> Social and Labour Plan
<b>DDI</b> Diamond Development Initiative	<b>MCDP</b> Mwadi Community Diamond Partnership	<b>VCT</b> Voluntary Counselling and Testing

<sup>1</sup> Table includes a sample of relevant GRI indicators for each section. Detailed references are available in our compliance table on p132

## Introduction from the Chairman

1.1 10 1 8

### Natural resources to shared national wealth

Across the De Beers Family of Companies, we view sustainability far more broadly than simply meeting the environmental and social targets that we set for our operations. Rather, our understanding of sustainability is shaped by the societal imperatives of the countries in which we work. This includes the vision of an ever more prosperous Africa we share with our host and partner governments and our commitment to the United Nations Millennium Development Goals.

As a company firmly rooted in Africa, the most prominent among these imperatives are: the challenge of defining a positive role for our business in facilitating sustainable, long term economic growth as a platform for socio-economic development; the HIV/AIDS pandemic; and, the effective management of the environmental, social and economic impacts of climate change. Success in meeting these challenges is a foundation of our long term business plan as our future prosperity depends ultimately on the stability and prosperity of the countries in which we operate.

In some African countries, the wealth derived from natural resources has done little to improve the lives of their peoples. Thus what is now referred to as “the resources curse” has entered into the popular lexicon of Africa’s perceived woes. But this need not, and indeed should not, be the case.

In contrast to those countries that have been associated with the resource curse, the governments with which De Beers partners have deployed revenues derived from their natural resource wealth to drive sustainable development. Nowhere is this more apparent than in Africa’s most established democracy, Botswana, where, subsequent to the discovery of diamonds at Orapa and Letlhakane in 1966, the combination of economic growth and stability has been unparalleled on the continent. For almost 40 years diamonds have been the single largest contributor to Gross Domestic Product (GDP) and government revenues by a significant margin.

If natural resources are to be transformed into national wealth it is of course a government’s responsibility firstly, to create an investment environment suitable to attract private sector backing; and, secondly, to deploy the revenues they derive from this in the national interest. The role of business, by contrast, is the creation, generation and protection of that wealth in the first place. In the case of De Beers, this involves the mining and distribution of diamonds whilst simultaneously driving demand for diamonds in key markets. It is this kind of clear understanding, of how the different capacities of parties acting in partnership are aligned to their responsibilities and accountabilities, which ensures the best overall results of an enterprise.

De Beers and its partner companies contribute in the region of US\$4.7 billion to African economies every year. We believe that this sum will increase in the near future as beneficiation initiatives, aimed at unlocking as much downstream value from diamonds in producer countries as is commercially viable, begin to bear fruit. These initiatives, which involve the migration of our diamond sorting and distribution capacity from London to major producer countries, are intended to generate additional local value from diamonds, create employment and stimulate downstream diamond cutting and diamond jewellery manufacturing capacity. This in turn will drive the sustainability of our operations through reaffirming our commitment to the economic growth of our producer countries and securing long term access to diamond resources. It should not be any great surprise, then, that the De Beers Family of Companies believes that strengthening communities and countries through extracting greater value from their natural resources is the right strategy for Africa today.

The same philosophy that frames our relationships with our producer partners at a national level guides the way we work at our mining operations. Conscious of the limitations of driving sustainable local development on the back of local employment and procurement deals alone, we work to extend the benefits enjoyed by our employees into local communities. In addition to working with local community organisations, government agencies and other institutions to resolve these problems, we make direct social investments in community health, education and welfare, and seek to leverage the involvement of appropriate partners from the private sector and civil society.



Nicky Oppenheimer, Chairman, De Beers

While the size of these community investments is small relative to the scale of our overall economic contribution in producer countries, this does not in any way diminish their importance. Our contributions to the upliftment of these communities are critical to managing risk, promoting stability and growth; enhancing local capacity and ensuring consumer confidence in our product. We also believe that it is the right thing to do.

Consequently in 2007, we carefully assessed our global Corporate Social Investment (CSI) strategy and structures with a view to ensuring that our CSI draws more effectively on our core capacities and enhances the developmental impact of our business. To this end, 2007 saw the launch of the De Beers Namibia Fund and, in Botswana, the Diamond Trust, a joint initiative between Debswana and De Beers created specifically to fund projects in Botswana of too large a scale to be catered for through existing funding mechanisms.

### Business lessons for a strong Africa

The unique contribution that diamonds have made in countries like Botswana gives us cause to reflect on what lessons might be drawn from this success and whether these might be deployed effectively elsewhere on the continent. We are confident that we have a meaningful contribution to make to the ongoing discussion about the role of business in Africa's development.

We have, for example, learnt the value of building local capacity through employing local people and ensuring local management of our operations. We also appreciate the need to support local businesses.

We do this through preferential procurement and the provision; of engaged support for initiatives that promote good governance and transparency and the paramount value of industry leadership in driving ethical business practices to underwrite consumer confidence in diamonds. Above all we have learnt that building strong mutually beneficial partnerships wherever we work creates a shared responsibility for success.

Our appreciation of the value of partnership is further enhanced by the value of ongoing collaborative initiatives like the Kimberley Process. We are optimistic that other similar initiatives that we support such as the Partnership Against Corruption Initiative (PACI) of the World Economic Forum; the Extractive Industries Transparency Initiative (EITI) and the Diamond Development Initiative (DDI) will also bear fruit in the near future.

The rapid progress and wide recognition of the DDI, of which we are a founder member, is particularly encouraging as it represents a concrete commitment to poverty reduction among artisanal diamond mining communities in regions that were once so closely associated with "conflict diamonds".

It is a source of pride to me, as Chairman, that De Beers has been a productive corporate citizen and a constructive partner in our producer countries. I am confident that we will continue to be so in the future. It is my belief that what we have learnt from the success of these states will help define the supporting role that business can play building a strong and sustainable Africa.

*Nicky Oppenb...*



The Acacia School in the vicinity of our Jwaneng mine in Botswana

## Performance overview from the Managing Director

1.1 1.2 4.12 1 8

Although De Beers is a global company, our heritage is in Africa. Africa is where our company was founded in 1888, where many of our exploration efforts are focused in pursuit of new mining opportunities and where the company remains centred operationally.

We are currently midway through our Chapter 2 business strategy (2005-2009) in which management is focused on maximising Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA), Return On Capital Employed (ROCE) and enterprise value. This Report to Society examines a key strategic driver in our journey - sustainability through partnership. This gives direction to our business model in Africa and informs our approach at our operations around the world.

Our understanding of sustainability is shaped by the unique circumstances and challenges presented by the diverse communities and countries in which we work. The most prominent among these are: the challenge of facilitating sustainable, long term economic growth as a platform for socio-economic development, the HIV/AIDS pandemic, and the effective management of the environment in the face of climate change.



Gareth Penny, Managing Director, De Beers

### Reporting to society

The purpose of this report, designed to be read alongside our 2007 Operating and Financial Review, is to document our sustainability performance in a rigorous, transparent and accessible way. The report builds upon best practice standards outlined in the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. De Beers is also a committed and active member of the UN Global Compact (UNGC) community. Our own Principles and assurance programmes are directly aligned with the 10 UNGC principles as well as those of the Universal Declaration of Human Rights and the Millennium Development Goals.

### Diamonds for development

De Beers' continuing success owes much to the enduring relationships we have built with our neighbours in the communities in which we live and work. We believe that through mutually beneficial partnerships and the effective integration of corporate and national development objectives, the transformation of natural resources into shared national wealth can become a real, powerful and lasting reality.

The incorporation of the State Diamond Trader in South Africa, the Diamond Trading Company Botswana in Botswana (DTCB) and the Namibia Diamond Trading Company (NDTC) in Namibia in partnership with Government partners in each of these countries is testament to this belief. These partnerships are all structured to help these producer countries derive greater downstream value from their diamond production. We are confident that these beneficiation initiatives will also lead to increased job creation, technology and skills transfers and increased economic diversification.

In 2007, De Beers paid more than US\$6.2 billion (2006: US\$5.9 billion) to stakeholders around the world, with US\$4.7 billion being spent in Africa. Payments to partners, joint ventures and to suppliers amounted to US\$4.9 billion. About US\$3.2 billion of this was paid for diamonds in Africa (2006: US\$3.2 billion).

De Beers paid over US\$1.4 billion in taxes and royalties to governments globally; 91.6% of which was paid in Africa.

### Our approach to community development

We follow a three way approach when working with our community neighbours that integrates communication, respecting community interests and providing support, where appropriate, for initiatives aimed at improving the environmental, economic and social sustainability of communities affected by our operations.

In 2007, progress in the community discipline was underpinned by three key initiatives. These were, the refinement of the Community Policy, its endorsement by the ECoHS Committee and the development and piloting of innovative new tools to enable world leading community engagement and social investment.

### Promoting conservation and addressing energy concerns

Never before has the world's population been more acutely aware of its impact on the environment. De Beers prospects and mines for diamonds in a rich variety of ecosystems be it frozen tundra, scorched desert or deep sea – each demands sensitive, bespoke and academically robust considerations in order to ensure that the "cost" of our activities in the broadest sense are exceeded at all times by wider societal benefits.

In 2007, our environmental strategy focused on biodiversity, energy security, and water usage. Performance improvements were achieved through the development of our professional capacity and the production and collection of environmental data.

At the end of 2007, our mining activities had affected 3.7% of the 960 792 hectares (ha) of our mining licence areas. Our biodiversity strategy seeks to integrate internationally accepted guidelines and proactively support biodiversity research activities in the vicinity of our operations. In 2007 many of these projects took place in the 185 000 ha of our owned and managed property that has been set aside as nature reserves.

Energy supply within the Family of Companies is critically important to our ability to maintain our optimal level of operation. Our diamond mines are run on a continuous basis and therefore any interruption jeopardises production and economic viability. While energy efficiencies and diversification strategies were pursued in 2007, power shortages in southern Africa represent a key risk to business continuity in 2008. With South Africa facing electricity blackouts on a regular basis, we have reduced our own energy usage in line with national quotas which presents new challenges to maintaining our diamond production levels in the country. As a major purchaser of South African energy, Botswana is expected to succumb to similar energy challenges. Energy consumption in 2007 was 16.25 million GJ (2006: 14.47 million GJ). Additional use of energy, water and higher rates of CO<sub>2</sub> and sulphur dioxide emissions were accounted for largely by the expansion of our activities and the increasing age of our operations.

### Instilling a culture of safety and health awareness

While highly formalised and controlled, diamond mining, like all industrial activities, still has its dangers. In our experience, the safety of employees rests not just with management, but with employees themselves. While our safety performance has improved immeasurably in recent years, I remain acutely aware that a small number of accidents continue to occur. This is unacceptable and we will continue to address the matter through the deployment of appropriate guidelines, training, the promotion of peer groups and engagement with expert external advisory bodies.

At the end of 2007, the De Beers Family of Companies employed approximately 19 300 people in Africa, primarily in Botswana, Namibia and South Africa, accounting for about 93.6% of our workforce. With the high levels of HIV/AIDS in these countries, HIV/AIDS represents both a well-documented health risk and a threat to the continuity of our business. We are committed to addressing HIV/AIDS in a positive, supportive and non-discriminatory manner. This includes eliminating stigma.

Achieving this vision means focusing on, and investing in, the management of prevention, care, treatment and support initiatives.

### Living up to diamonds

Whilst small, the risk of conflict or illicit diamonds entering the legitimate global supply chain remains. Through robust supply chain management, expert monitoring and meticulous assurance, De Beers is fully confident in its 100% conflict diamond free status. Furthermore, the company remains committed to working with civil society, industry and governments through the Kimberley Process to permanently halt this destructive and abhorrent threat.

These are exciting and challenging times for De Beers. Our ambition to transform and expand our business, while delivering on sustainability through partnership, is matched only by the commitment, passion and expertise of our employees. I invite you to read and regularly review this report and let us know whether you believe De Beers is "living up to diamonds".

*Carol A. Penny*

Safety campaign at the Orapa mine in Botswana



## Our Principles

Three guiding Principles define the way we do business, inform our understanding of what is right and wrong, and describe what is important to us. These are supported by an extended set of specific Principles that cover the economic, ethics, employees, community and environment aspects of our activities.

### Sustainable development through partnership

The Family of Companies is committed to operating in accordance with national legislation and towards the goal of sustainable development. This means ensuring that we consider and take responsibility for the longer term economic, social and environmental implications of the decisions we make today – not only for our own business but also for the broader societies in which we operate. We will work with our partners in government to ensure that diamonds, a finite resource, are transformed into economic wealth and improved quality of life and wellbeing for all those stakeholders touched by our business along the diamond pipeline.

### Diamond dreams and development

We will work to address the poverty and socio-economic deprivation that affects many of the communities where we operate. We will work with African governments to help realise their long term visions and, through education, training and shared decision making, to ensure the success of programmes that help build the capabilities of their citizens. In particular, we will partner with our stakeholders to address the priority of HIV/AIDS. We will also work meticulously through the Kimberley Process, the industry's system of warranties, and our Principles to ensure conflict diamonds are eliminated from world diamond flows.

### Accountability and “living up to diamonds”

The Principles Assurance Programme translates our Principles into practice and provides a framework for measuring continuous improvement in performance over time. Through peer review across the Family of Companies, we will help each other achieve this goal. The implementation, monitoring and reporting of these Principles through the Assurance Programme, including a willingness to open up our performance to third party scrutiny, will ensure that our stakeholders are able to rely on our high standards and know that we are “living up to diamonds”.

### Economics

- Long term wealth creation through investment in economic development and delivery of enhanced shareholder value
- Transparency in financial payments to governments and relevant and meaningful reporting
- Local procurement and capacity building that contributes to local and national development goals
- Strong relationships with government and constructive participation in policy dialogue relating to mineral development plans
- No political donations to individuals but legitimate support for the democratic process in emerging multi-party democracies in Africa, guided by policy criteria that, on the basis of disclosure, allow exceptional political donations to eligible registered political parties
- Impact assessment, monitoring and management strategies that are comprehensive, involve those affected by our activities and are regularly undertaken, including prior to new projects and mine closure

### Ethics

- Good corporate governance and high ethical standards in compliance with legislation and relevant codes of practice, including the UN Global Compact and other UN, OECD and industry agreements
- Free and fair competition and compliance with national and regional competition/antitrust legislation
- Disclosure of transactions and relationships that could reasonably be expected to give rise to illegalities or conflicts of interest
- Anti-corruption programmes that reject giving or accepting bribes and that require the disclosure of facilitation payments
- Zero tolerance for money laundering plus an active commitment to combat the financing of terrorism
- Compliance with privacy and data protection legislation relating to employees, partners, Sightholders and customers
- Risk mitigation relating to consumer confidence in the diamond pipeline through audited adherence to the DTC Diamond Best Practice Principles and the “system of warranties”, as well as audited adherence to, and support for, the Kimberley Process to prevent conflict diamonds
- Transparent relationships with consumers based on adherence by the DTC and its Sightholders to the accurate description of diamonds, the full disclosure of any treatments to diamonds and full disclosure in respect of synthetics and simulants

- Respecting the fundamental rights of all peoples as outlined in the Universal Declaration of Human Rights, ensuring there is no complicity if others infringe the rights of our employees or local communities
- Recognising and respecting the legal authority of governments in the countries in which we operate, we believe that we have the right and the responsibility to make our position known to them on any matters that affect our employees, shareholders, Sightholders, customers or local communities

### Employees

- Compliance with the core labour standards of the International Labour Organization including freedom of association, the right to collective bargaining, non-discrimination and the responsible prevention of child labour and forced labour within our sphere of influence
- The highest security and human rights standards for employees at our operations and in our exploration activities, ensuring our security services, or those sub-contracted by us, do not violate the human rights of our employees or local communities
- The integration of best practice safety and occupational hygiene standards into planning and management systems to enable a supportive and accident-free safety culture
- Employee health and wellbeing rooted in the moral obligation to “do no harm” and help prevent ill health
- Comprehensive HIV/AIDS management programmes in our principal operations where the need exists, and can be provided for in a responsible and sustainable manner, for employees and their life partners based on the principles of education and prevention, care, confidential treatment and support
- The promotion of diversity and inclusiveness; and, in line with our Values, developing the human potential of employees, promoting respect and reciprocity in working relationships and harnessing the richness of different ideas, cultures and perspectives to enable us to better serve the markets and producer countries in which we operate

### Community

- Lasting positive contributions to local community livelihoods during and beyond the lifetime of our mines
- Respecting the cultural integrity of all peoples, their spiritual and religious beliefs, their traditions and their traditional knowledge systems



Cover caption (from left): Tshepo Malebatsi and Randy Mokoti at the Diamond Trading Company office in Kimberley, South Africa

- Respecting community governance and a community's rights to consultation with a view to securing their free, prior and informed consent for any significant operations that have substantial impact on their interests and livelihoods
- Treating neighbours with understanding and dignity, taking seriously the issues that concern them to ensure that our operations neither prejudice nor infringe on their rights or interests
- Sensitive to the difficulties encountered by some indigenous or tribal minorities and other vulnerable populations in the areas in which we operate, we aim to be responsive to their needs and concerns
- Stakeholder dialogue to ensure that concerns are treated with respect, actions are taken to address concerns, and that meaningful reporting is undertaken in the public domain
- Social investment programmes to alleviate poverty and address socio-economic deprivation through capacity building and enterprise development, harnessing the passion of employees to "show we care"
- Partnering with relevant stakeholders where we can to deliver or support comprehensive community health management programmes and facilities, such as those for HIV/AIDS, including a focus on prevention and access to treatment as well as on vulnerable groups such as women and children
- Partnerships to help transform small-scale informal diamond digging activities, where feasible, into flourishing sustainable businesses that benefit diggers and their families by alleviating poverty and accelerating sustainable socio-economic development around diamond mining areas

## Environment

- Proficient and responsible environmental management integrated into all aspects of the business and supported by management systems, impact assessments and risk management programmes
- Responding proactively to emerging societal concerns by developing systematic ways to prevent or minimise the negative impacts of our operations
- Efficient use and management of energy resources and emissions that contribute to climate change, and the use of market-based emission reduction mechanisms where appropriate
- Stewardship of terrestrial and aquatic ecosystems, and of resources on land that we own, lease or manage
- Programmes to conserve biodiversity, protect endangered fauna and flora and promote sustainable use of the ecosystems that we manage in partnership with, and for the shared benefit of, our stakeholders

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## Environmental information

Printed on Revive 50:50 made from 25% de-inked post consumer waste, 25% pre-consumer waste and 50% virgin fibre. All pulps are Elemental Chlorine Free and the manufacturing mill is ISO 14001 certified. Use of the Forest Stewardship Council (FSC) logo identifies products that contain wood from well-managed forests certified in accordance with FSC rules.



### Mixed Sources

Product group from well-managed forests and other controlled sources  
[www.fsc.org](http://www.fsc.org) Cert no. SA-COC-1487  
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