





























Compliance table

This table sets out how the Global Reporting Initiative (GRI) Reporting Framework has been applied in our sustainability reporting and how our reporting links to the UN Global Compact and UN Millennium Development Goals. It primarily covers the 2008 Report to Society (RtS), but also makes reference to the 2008 Operating and Financial Review (OFR) and our online sustainability content. The table has been prepared in order to demonstrate the highest standards of reporting and transparency. Application of the GRI Reporting Framework forms a key part of our commitment to continuous improvement and to achieving the highest levels of sustainability performance. It is our belief that we have applied the GRI Reporting Framework to the highest A+ standard.

Indicator shading	Extent of reporting	UN mechanisms
 "Core" indicators	 Partially reported	 UN Global Compact principles
 "Additional" GRI indicators	 Fully reported	 UN Millennium Development Goals

Performance indicators - GRI (G3) Sustainability Reporting Guidelines		Page reference	Extent	UN mechanisms
1	Strategy and analysis			
1.1	Statement from the most senior decisionmaker about the relevance of sustainability to the organisation and its strategy	2, 4		
1.2	Description of key impacts, risks and opportunities	4, 10, 12, 16, 32, 46, 68, 82, OFR, online		
2	Organisational profile			
2.1	Name of the organisation	RtS cover, 6, OFR		
2.2	Primary brands, products and/or services	1, OFR		
2.3	Operational structure including main divisions, operating companies, subsidiaries, joint ventures	1, 6-7, OFR		
2.4	Location of organisation's headquarters	RtS cover, 7, OFR		
2.5	Number of countries where the organisation operates, names of countries with major operations or sustainability issues	1, 7, OFR		
2.6	Nature of ownership and legal form	RtS cover, 6-7, OFR		
2.7	Markets served (geographic breakdown, sectors served and types of customers/beneficiaries)	1, 6, OFR		
2.8	Scale of the organisation, including: number of employees; net sales; capitalisation and quantity of products provided	1, 16, 18, 19, 20, OFR		
2.9	Significant changes during the reporting period regarding size, structure or ownership	OFR		
2.10	Awards received in the reporting period	100, 81		
3	Report parameters			
	Aspect: Report profile			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided	RtS cover, 2-5, 9, OFR		
3.2	Date of most recent previous report (if any)	2, 6, 11, 100, OFR		
3.3	Reporting cycle (annual, biennial)	2, 6, 11, 100, OFR		
3.4	Contact point for questions regarding the report or its contents	RtS cover, OFR		
	Aspect: Report scope and boundary			
3.5	Process for defining report content, including: determining materiality; prioritising topics; identifying stakeholders	6, 8, 100		
3.6	Boundary of the report (countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	RtS cover, 1, 6, 7, 104, OFR, online		
3.7	State any specific limitations on the scope or boundary of the report	RtS cover, 4, 6, 8, 100		
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities	RtS cover, 6, 8, OFR, online		
3.9	Data measurement techniques and the bases of calculations underlying indicators and other information	20, 50, 58, 84, online		
3.10	Explanation of the effect of any re-statements of information provided in earlier reports and the reasons behind them ¹	20		
3.11	Significant changes from previous reporting periods in scope, boundary, measurement methods ²	OFR		
	Aspect: GRI content index			
3.12	Table identifying the location of the Standard Disclosures in the report	online		

Performance indicators - GRI (C3) Sustainability Reporting Guidelines		Page reference	Extent	UN mechanisms
Aspect: Assurance				
3.13	Policy and current practice with regard to seeking external assurance for the report	13, 32, 49, 51, 92, 96-103		
4 Governance, commitments and engagement				
Aspect: Governance				
4.1	Governance structure of the organisation, including committees under the highest governance body	12, 13, OFR		10
4.2	Indicate whether the chair of the highest governance body is also an executive officer	online		10
4.3	The number of members of the highest governance body that are independent and/or non-executive members	online		10
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	OFR		
4.5	Linkage between compensation for members of the highest governance body, senior managers and executives and the organisation's performance (including social/environmental performance)	OFR		10
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	OFR, online		10
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental and social topics	OFR, online		1-10 1-8
4.8	Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environmental and social performance and the status of their implementation. Explain the degree to which these are applied across the organisation and relate to international standards	RtS cover, 12, 13, 15, 38-42, 48, 50, 52, 53, 56, 62, 66, 70, 78, 84, 86, 91, 92, 95, 98, 99, 102, OFR, online		1-10 1-8
4.9	Procedures of the highest governance body for overseeing the identification and management of economic, environmental and social performance, including risks, opportunities and compliance with international standards	OFR, online		1-10 1-8
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	OFR, online		1-10 1-8
Aspect: Commitments to external initiatives				
4.11	Explanation of how the precautionary approach or principle is addressed by the organisation	34, 38-42, 48-53, 62, 71, 85, 86, 91, 92, online		7
4.12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or endorses	4, 5, 14, 34, 36, 37, 38, 59, 63, 75, 91, 93, 95, 103, online		1 2 4 5 10 1 4-8
4.13	Memberships in associations and/or advocacy organisations in which the organisation: has positions in governance bodies; participates in projects or committees; provides substantive funding; or views membership as strategic	5, 34, 36-38, 64, 65, 71-73, 75, 80, 88-90, online		
Aspect: Stakeholder engagement				
4.14	List of stakeholder groups engaged by the organisation: communities; civil society; customers; shareholders and providers of capital; suppliers; and employees, other workers and their trade unions	8-11		1 2 4 5 8 10 1-8
4.15	Basis for identification and selection of stakeholders with whom to engage	8, 9, 11		
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and group	9, 11		
4.17	Key topics and concerns that have been raised through stakeholder engagement and how the organisation has responded to those key topics and concerns, including through its reporting	10, 17, 33, 47, 69, 71, 83, 101, online		1-10 1-8
Economic performance indicators				
Aspect: Economic performance indicators				
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments	16-31		1-8
EC2	Financial implications and risks/opportunities to the organisation's activities due to climate change	92, 93		7
EC3	Coverage of the organisation's defined benefit pension plan obligations	59		
EC4	Significant financial assistance received from government ³	n/a	n/a	
Aspect: Market presence				
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	62		
EC6	Policy, practices and proportion of spending on locally based suppliers at significant locations	21		
EC7	Procedures for local hiring and proportion of senior management hired from the local community	60-63, 67, OFR		

Performance indicators - GRI (C3) Sustainability Reporting Guidelines		Page reference	Extent	UN mechanisms
Aspect: Indirect economic impacts				
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement	21, 71-73,		1-8
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	18-30, 71, 73, 76-79, online		
Environmental performance indicators				
Aspect: Materials				
EN1	Materials used by weight or volume	95, OFR		7 8
EN2	Percentage of materials used that are recycled input materials	91, 95		7 8
Aspect: Energy				
EN3	Direct energy consumption by primary energy source	92, 93		7 8
EN4	Indirect energy consumption by primary energy source	92, 93		7 8
EN5	Energy saved due to conservation and efficiency improvements	15, 93		7 8
EN6	Initiatives to provide energy-efficient or renewable energy based products and services and reductions in energy requirements as a result of these initiatives	93, 94, online		7 8
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	93, 94, online		7 8 9
Aspect: Water				
EN8	Total water withdrawal by source	15, 91		7 8
EN9	Water sources significantly affected by withdrawal of water	86, 91		7 8
EN10	Percentage and total volume of water recycled and reused	91		7 8
Aspect: Biodiversity				
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	86-90		7 8
EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	86-90, online		7 8
EN13	Habitats protected or restored	86-90, online		7 8
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	86-90, online		7 8
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations	86, 87		7 8
Aspect: Emissions, effluents and waste				
EN16	Total direct and indirect greenhouse gas emissions by weight	93, 94		7 8
EN17	Other relevant indirect greenhouse gas emissions by weight	93, 94		7 8
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	93, 94, online		7 8
EN19	Emissions of ozone-depleting substances by weight ⁴	n/a	n/a	7 8
EN20	NO, SO, and other significant air emissions by type and weight	94		7 8
EN21	Total water discharge by quality and destination	91		7 8
EN22	Total weight of waste by type and disposal method	95, OFR		7 8
EN23	Total number and volume of significant spills	95		7 8
EN24	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention and percentage of transported waste shipped internationally	95		7 8
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff	86, 87, 71		7 8
Aspect: Products and services				
EN26	Initiatives to mitigate environmental impacts of products and services and extent of mitigation	82		7 8
EN27	Percentage of products sold and their packaging materials that are reclaimed by category ⁵	n/a	n/a	7 8
Aspect: Compliance				
EN28	Significant fines and number of sanctions for non-compliance with environmental laws and regulations	95		7 8
Aspect: Transport				
EN29	Significant environmental impacts of transporting products and other goods and materials ⁶	n/a	n/a	7 8

Performance indicators - GRI (G3) Sustainability Reporting Guidelines		Page reference	Extent	UN mechanisms
Aspect: Overall				
EN30	Total environmental protection expenditures and investments by type ⁷			7 8
Social performance: labour practices indicators				
Aspect: Employment				
LA1	Total workforce by employment type, employment contract and region	20		
LA2	Total number and rate of employee turnover by age group, gender and region	59		
LA3	Benefits provided to full time employees that are not provided to temporary or part-time employees, by major operations			3
Aspect: Labour management relations				
LA4	Percentage of employees covered by collective bargaining agreements	62		3
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	62		3
Aspect: Occupational health and safety				
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes ⁸	51, 52, online		1
LA7	Rates of injury, occupational diseases, lost days and absenteeism and number of work-related fatalities by region	15, 48-50		1
LA8	Education, training, counselling, prevention and risk-control programmes in place to assist workforce members, their families or community members regarding serious diseases	52-55		1
LA9	Health and safety topics covered in formal agreements with trade unions ⁹			1
Aspect: Training and education				
LA10	Average hours of training per year per employee by employee category	67		
LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	66-67, 76		
LA12	Percentage of employees receiving regular performance and career development reviews	66, online		
Aspect: Diversity and equal opportunity				
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity	15, 62, 63		6
LA14	Ratio of basic salary of men to women by employee category ¹⁰			6
Social performance: human rights indicators				
Aspect: Investment and procurement practices				
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening ¹¹	n/a	n/a	1 2
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	13, 34, 41, 42, 62, online		1 2
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	62		1 2
Aspect: Non-discrimination				
HR4	Total number of incidents of discrimination and actions taken	62		1 2 6
Aspect: Freedom of association and collective bargaining				
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken ¹²	62		1-3
Aspect: Child labour				
HR6	Operations identified as having significant risk for incidents of child labour and measures taken to contribute to the elimination of child labour	62		1 2 5
Aspect: Forced and compulsory labour				
HR7	Operations identified as having significant risk for incidents of forced or compulsory labour and measures to contribute to the elimination of forced or compulsory labour	62		1 2 4
Aspect: Security practices				
HR8	Personnel trained in the organisation's policies or procedures concerning aspects of human rights	34, 62		1 2
Aspect: Indigenous rights				
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	71, 74		1 2

Performance indicators - GRI (G3) Sustainability Reporting Guidelines		Page reference	Extent	UN mechanisms
Social performance: society performance indicators				
Aspect: Community				
SO1	Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	68-81		1 2
Aspect: Corruption				
SO2	Percentage and total number of business units analysed for risks related to corruption	38		
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures	38		
SO4	Actions taken in response to incidents of corruption	15, 38, 40		
Aspect: Public policy				
SO5	Public policy positions and participation in public policy development and lobbying	38		
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	38		
Aspect: Anti-competitive behaviour				
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	39, 40		
Aspect: Compliance				
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	38-40		
Social performance: product responsibility indicators				
Aspect: Customer health and safety				
PR1	Life cycle stages in which health and safety impacts of products/services are assessed for improvement ¹³	n/a		n/a
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products/services ¹⁴	n/a		n/a
Aspect: Products and services labelling				
PR3	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements	34-37		1 2
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	34-37		1 2
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	42, 45		
Aspect: Marketing communications				
PR6	Programmes for adherence to laws, standards and voluntary codes related to marketing communications	45, online		
PR7	Number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications ¹⁵	45		
Aspect: Customer privacy				
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data ¹⁶	42		
Aspect: Compliance				
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	40		
Performance indicators - Mining and Metals Sector Supplement (pilot)				
MM1	Identify those sites where the local economic contribution and development impact is of particular significance and interest to stakeholders and outline policies with respect to assessing this contribution	16-31, online		1-7
MM2	Value added disaggregated to country level	18-28		
MM3	The number/percentage of sites identified as requiring biodiversity management plans and the number/percentage of sites with plans in place	86-88, online		7 8
MM4	Percentage of product(s) derived from secondary materials ¹⁷	n/a		n/a
MM5	Describe policies for assessing the eco-efficiency and sustainability attributes of products (e.g. recyclability, material use, energy use, toxicity etc.) ¹⁸	n/a		7 8
MM6	Describe approach to management of overburden, rock, tailings and sludges/residues including: assessment of risks; structural stability of storage facilities; metal leaching; and hazardous properties	95, online		7 8 9
MM7	Describe significant incidents affecting communities during the reporting period and grievance mechanisms used to resolve the incidents and their outcomes	70, 71, 74		1 2
MM8	Describe programmes in which the reporting organisation has been involved that addressed artisanal and small-scale mining (ASM) within company areas of operation	75, online		1 2 1-9

Performance indicators - GRI (C3) Sustainability Reporting Guidelines		Page reference	Extent	UN mechanisms
MM9	Describe resettlement policies and activities	71, online		1 2
MM10	Number or percentage of operations with closure plans, covering social, environmental and economic aspects. Describe company policy, stakeholder engagement processes, frequency of plan review and amount and type of financial provisions for closure	71, 75, 76, 85, online		
MM11	Describe process for identifying local communities' land and customary rights, including those of indigenous peoples and grievance mechanisms used to resolve any disputes	71, 74, online		1 2
MM12	Describe approach to identifying, preparing for and responding to emergency situations affecting employees, communities or the environment	55, 71, 85		
MM13	New cases of occupational disease by type and programmes to prevent occupational disease	52-55		
Performance indicators - Reporting Guidance on HIV/AIDS				
Aspect: Good governance				
Indicator 1	Describe the organisation's HIV/Aids policy	5, 56-58, 80		4-6
Indicator 2	Describe the overall strategy for managing the HIV/Aids risk	15, 46, 56, 80, online		4-6
Indicator 3	Describe preparedness and contingency planning in anticipation of expected impacts	58, 66, online		4-6
Indicator 4	Describe how your organisation monitors its progress and reports in terms of Indicators	56, 58		4-6
Indicator 5	Describe how the organisation involves stakeholders in the formulation of policy, strategy and implementation	56, 57, online		4-6
Aspect: Measurement, monitoring and evaluation				
Indicator 6	Indicate current and projected future HIV/Aids prevalence and incidence rates among relevant populations (workforce, service providers, communities, target consumers, direct suppliers)	56, 80		
Indicator 7	Report current HIV/Aids-associated costs and losses to the organisation	56-58		
Indicator 8	Indicate total assumed future HIV/Aids-associated costs /losses	56-58		
Aspect: Workplace conditions and HIV/Aids management				
Indicator 9	Describe the workplace and workplace-related HIV/Aids programmes and interventions and the extent to which they maintain a workplace environment respectful of human and legal rights	5, 56-58, online		4-6
Indicator 10	Indicate total allocated budget dedicated to HIV/Aids programmes per annum	56-58, 78, 80		4-6
Aspect: Depth, quality and sustainability of programmes				
Indicator 11	Detail the organisation's Voluntary Counselling and Testing (VCT) programme	56, 57, online		4-6
Indicator 12	Describe other support and counselling programmes and measures	56, 57, online		4-6
Indicator 13	Describe the organisation's HIV/Aids education and training programmes	56-58, online		4-6
Indicator 14	Describe the organisation's condom and femidom distribution programme	56, online		4-6
Indicator 15	Describe the organisation's general health care and wellness provision for employees (and/or ex-employees) and their families with specific mention of STD-treatment for those Aids sick	57, online		4-6
Indicator 16	Describe additional benefits and support for employees sick, dying or deceased from Aids-related conditions	57, online		4-6

¹ There have been no significant restatements requiring explanation

² Any changes to scope, boundary and measurement methods are located in appropriate places in the Report to Society 2008, as well as in greater detail in the OFR

³ De Beers does not receive financial assistance from any governments - although the Government of Botswana has reinvested its dividends from Debswana back into the company

⁴ The amount of ozone-depleting substances produced by the Family of Companies is negligible

⁵ The nature of diamonds mean they cannot be reclaimed and require minimal packaging

⁶ The transportation of diamonds does not result in significant environmental impacts

⁷ Our current structures and budget mechanisms, as well as challenges with respect to definition, mean that accurate information of this nature is not currently available

⁸ Every worker is represented on joint committees and in daily briefings with managers to monitor and advise on health and safety programmes. These are augmented by other mechanisms including engagement by email, posters, other on-site notices and formal safety meetings

⁹ Trade union representatives have actively participated in the development of our HIV and Aids policies and trade union members are active in managing health and safety issues

¹⁰ Incongruities in submitted figures rendered this information unreliable resulting in non-submission

¹¹ No significant investment agreements requiring relevant human rights clauses or screening took place during 2008

¹² None of our operations have been identified as posing a risk in this respect

¹³ Diamonds have no known health and safety impacts making such assessment unnecessary

¹⁴ Diamonds have no known health and safety impacts. As a result, no such incidents have been recorded

¹⁵ No such incidents took place during the reporting period

¹⁶ No such complaints took place during the reporting period

¹⁷ Diamonds cannot be derived from secondary material

¹⁸ The nature of diamonds mean this indicator is not relevant

Notes

