

# Appendix: Improving our sustainability performance

We engage with stakeholders on our sustainability performance management at a group level in two formal processes on an annual basis. The insight, recommendations and constructive criticism we receive through the Managers Perception Survey and the Multi-Stakeholder Forum, shape our sustainability management strategy and practice. In 2010, findings from the two processes particularly informed our approach to reporting (see Table 7, p95), and were used to identify and prioritise issues of concern to stakeholders (see Table 8, p95).

## Multi-stakeholder Forum, 2010

We held our fourth Multi-stakeholder Forum in November 2010, inviting external experts to critique our sustainability reporting and approach and engage with senior management. Discussions focused on topics such as tackling the resource curse, policy development, biodiversity, corruption, and De Beers' role as an agent for community development in Africa. As with our previous reports, participants in the forum (see fact box) elected to present a series of questions regarding relevant and material issues instead of a formal assurance statement. Our answers to some of these questions are presented throughout this report in the boxes marked as 'Stakeholder questions'.

## Managers' Perception Survey

Each year we implement a Managers' Perception Survey to learn more about how employees use our Report to Society and whether it covers the appropriate issues. Our 2010 survey was sent to over 90 employees, including those who contributed to the Report to Society 2009, as well as all senior leaders across the Family of Companies.

## Diamond dialogues

De Beers has convened an ongoing series of 'Diamond Dialogues' since 2007, drawing together industry, civil society and policy actors to discuss key sustainability issues relevant to mining, development and Africa. Twelve dialogues have been held to date in Brussels, London, and Washington. In 2010, two dialogues were held in London, both focusing on the Kimberley Process. Issues of concern raised by stakeholders in these sessions also informed the material issues reported herein (see Table 8, p95).

---

### Fact box:

#### *Participants in the Multi-stakeholder Forum included representatives from:*

##### **Government**

- UK Government's Department for International Development

##### **NGO sector**

- Fauna & Flora International
- Institute for Human Rights and Business
- WaterAid
- Transparency International

##### **Sustainability service providers**

- Pricewaterhouse Coopers
- Lifeworth Consulting Services
- Resource Consulting Services
- SGS

##### **Media**

- The Sunday Standard, Botswana
-

Table 7: Stakeholder feedback on reporting approach

	2010 Multi-stakeholder Forum	2010 Managers' Perception Survey
<b>Aspects of the Report considered most useful/favourable</b>		
<b>Performance reporting</b>	Breadth and detail of information provided	Presentation of data for reference
<b>Management approach</b>	Clarity and detail on approach, frank tone	Information on management practices, policies and position
<b>Compliance and assurance</b>	Space given to stakeholder questions and written statements	Adherence to global best practice standards
<b>Reporting recommendations</b>		
<b>Tone</b>	More accessible tone with a focus on opportunities as well as risks	Development of country-specific reports
<b>Content</b>	Provide greater context for companies' operations and impacts; Equal coverage of all De Beers' global operations; Increased focus on 'big issues', rather than just management issues	
<b>Format and distribution</b>	Make more concise and move online for increased access, to more effectively manage expectations on the part of stakeholders	Make more concise; Move to interactive, online format; Create easily transferable performance graphics for use in internal presentations
<b>Performance reporting</b>	Set and communicate performance targets and Key Performance Indicators; consider moving to integrated reporting of financial and sustainability performance	Provide short features/case studies covering key achievements
<b>Management approach</b>	Demonstrate the integrated management of issues and business practices via case studies and features. Show the linkages between issues (i.e. water as a social and environmental issue)	
<b>Compliance and assurance</b>	Clarify the role and nature of independent assurance providers	Adherence to global best practice standards

Table 8: Relevant and material issues identified through formal, group-level engagement with stakeholders in 2010

	Managers' Perception Survey	Diamond Dialogues	Multi-stakeholder Forum	Page in Report
<b>Economics</b>				
The role of government in enabling an environment for responsible business and social development		✓		20-25
Resource utilisation; Tackling the resource curse; Promotion of the Extractive Industries Transparency Initiative	✓		✓	25
The success and transferability of insights from beneficiation and contribution to development, particularly with reference to Angola			✓	26-30
<b>Ethics</b>				
Kickbacks and corruption, particularly the different forms of corruption beyond bribery. Ensuring the ethical integrity of partners	✓		✓	39-42
Emerging legislation and public policy engagement		✓	✓	42-45
Conflict diamonds and the Kimberley Process		✓	✓	37-38
<b>Employees</b>				
Employee strikes	✓			52-53
HIV/Aids treatment and advocacy role			✓	60-61
<b>Communities</b>				
Community engagement strategy and performance			✓	66-76
Partnering, including the challenges of multi-stakeholder initiatives			✓	66-76
<b>Environment</b>				
Environmental rehabilitation activities	✓			89-90
Water use and climate change policy			✓	83-86

# *First party assurance on internal audit and risk management*

Statement from De Beers Internal Audit on selected material issues including internal auditing, the Best Practice Principles, the Kimberley Process, anti-money laundering and integrated reporting.

## **Internal Audit statement**

De Beers Internal Audit (DBIA) is an independent, objective assurance and consulting activity designed to add value and improve the operations of the De Beers Family of Companies. DBIA has been mandated by the Board Audit Committee, a sub-committee of the Board of De Beers Société Anonyme (DBsa), to ensure that the major risks facing the Family of Companies are identified and given appropriate audit focus. Risk management, internal control and governance processes are systematically reviewed to assist the Family of Companies accomplish its objectives. DBIA submits an annual report to the Board Audit Committee on the status of governance, internal control and the appropriateness of risk management.

All DBIA reviews are performed in accordance with the International Standards for the Professional Practice of Internal Auditing as prescribed by the Institute of Internal Auditors (IIA). Our Quality Assurance and Improvement Programme (introduced in accordance with IIA Standard 1300) found DBIA to be 'generally compliant' with the IIA Standards, the highest rating on the degree of conformity scale.

## **Risk-based internal auditing**

DBIA follows a prescriptive, documented risk-based audit methodology that culminates in its annual report on risk management, the internal control environment and governance to the Audit Committee. The audit plan is derived from the De Beers Enterprise Risk Management system. The Group Risk Champion consults on and assists with the facilitating risk management workshops at all levels to ensure a complete and appropriate risk management system. The risk management process collates information from value centres and offices globally to business units and ultimately to enterprise level. DBIA participates on the Principles Committee to ensure that good governance and risk management are appropriately applied.

Audit work includes a thorough review of internal systems, procedures and programmes of work for each business function and area of major business risk. DBIA also collates reports from managers on the integrity of internal controls, the safeguarding of assets and risk management, as well as ethical, social and environmental matters. It also considers reports produced by external assurance providers.

The DBIA annual report to the DBsa Audit Committee, which was submitted in February 2011, included the following opinion: "I can confirm that in my opinion the internal controls are adequate to ensure that the financial records may be relied on for preparing the reports to directors and shareholders, and for maintaining accountability for assets and liabilities. In my opinion, in all material instances, assets are

adequately protected and used as intended with appropriate authorisation and all significant business risks have been identified and appropriate mitigating strategies are in place.

No matters have come to my attention during the year ended 31 December 2010 that indicate any breakdown of such magnitude has occurred in the functioning of these internal controls, procedures and system of the Group, which in my opinion, would affect the fairness of presentation of such reporting, and therefore financial decisions based thereon."

## **Best Practice Principles**

In 2010, the scope of DBIA's review of the Best Practice Principles Assurance Programme (BPPs) was focused on ensuring that the programme continued to be supported by good governance. The scope also provided for consulting on the Responsible Jewellery Council (RJC) certification questions incorporated into the BPP workbook process.

## **Kimberley Process Compliance**

The Kimberley Process is a joint government, diamond industry and civil society initiative that requires participants to certify diamond shipments are conflict free. Compliance with the Kimberley Process is a legal requirement for participating countries. A review of the fact-finding reports, issued by independent auditors, confirms that relevant business units comply with the requirements for De Beers to have its compliance with the Kimberley Process externally assessed.

These reviews sought to assess De Beers' compliance with respect to the Kimberley Process Certification Scheme (KPCS) on the international trade in rough diamonds, in accordance with European Council Regulation (EC) No 1574/2005. The assessments related to the period commencing 1 January 2010 and ending 31 December 2010. The major Kimberley Process compliance criteria are also reviewed as part of the third-party verified BPP Assurance Programme. No material breaches or non-compliance with the Kimberley Process were identified in the 2010 BPP assurance cycle.

## **Implementation of the Anti-Money Laundering Policy**

In 2006, De Beers developed and communicated a policy on Anti-Money Laundering and Combating the Financing of Terrorism. The policy reflects the deep-seated commitment of the Family of Companies to maintaining the continued confidence of its stakeholders and the integrity of its product. DBIA's 2010 review of the implementation and progress of the policy highlighted that all business units and applicable group functions have implemented the policy.

## Integrated reporting

In November 2010, the DBsa Audit Committee updated its Terms of Reference to include a role for the Audit Committee in providing oversight of integrated reporting by DBsa. This was in response to the King Code of Governance for South Africa, otherwise known as the King III Report. This reflects a broader drive for the integrated reporting of financial and non-financial performance, to embed sustainability considerations into commercial practice. In 2011, the Audit Committee will reflect on the further steps towards integrated reporting undertaken in the 2010 Report to Society, including commissioning third-party assurance on the Summary Review (see p98-99).



**Brian Cleak**

Group Manager: Internal Audit  
De Beers Corporate Headquarters  
Johannesburg, South Africa, 11 May 2011

---

**Fact box:**

## *Independent Assurance of the Summary Review*

We commissioned SGS United Kingdom Ltd (SGS) to conduct an independent assurance of the Report to Society 2010, Summary Review, the counterpart to this detailed Report. All the information contained in the Summary Review is drawn from this Report.

SGS evaluated the content of the Report to Society 2010, Summary Review according to the Global Reporting Initiative principles provided in the GRI G3 (2006) and AA1000AS (2008). The scope of the assurance, based on the SGS Sustainability Report Assurance methodology, included the text, and 2010 data in accompanying tables, contained in the Summary Review.

The full assurance statement is provided on p56-57 of the Summary Review, available for download from [www.debeersgroup.com/sustainability](http://www.debeersgroup.com/sustainability). In this statement, SGS provide the following opinion of the Summary Review:

*‘On the basis of the methodology described and the verification work performed, we are satisfied that the information and data contained within the Report to Society 2010, Summary Review verified is accurate, reliable and provides a fair and balanced representation of De Beers’ sustainability activities in 2010.*

*The assurance team is of the opinion that the Report to Society 2010, Summary Review can be used by the Reporting Organisation’s Stakeholders. We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.’*

---

# Third party assurance on the BPP Assurance Programme

Statement from SGS on the De Beers Group 2010 cycle of the De Beers Best Practice Principles Assurance Programme (BPPs), including scope, work undertaken, the BPP programme, verification methodology, key findings and recommendations



## Role of SGS in the BPP Programme

### Appointment of SGS

Following a tender process beginning in April 2003, SGS was invited to present their proposal and following responses to additional information were advised of their selection as the verification partner in July 2003.

SGS is the world's largest independent verification and certification organisation and has no commercial interests. SGS continues to maintain a vigilant system to ensure that conflicts of interest do not arise through the provision of additional services to Sightholders or the De Beers Family. This has been supplemented by further safeguards since SGS gained accreditation as a Certification Body for the Responsible Jewellery Council who also has interests in this regard.

### Scope of work and evolution of programme

2010 saw the continuation of the SMART system and the associated risk-based approach. In parallel, work began on aligning the programme to the requirements of the Responsible Jewellery Council (RJC) Principles and Code and some evaluations were undertaken of De Beers own sites incorporating these questions.

The scope of work undertaken by SGS as the BPP verifier for the 2010 cycle comprised the following:

- Desktop review of a sample of the workbooks submitted by Sightholders and those submitted by the De Beers Family of Companies. This process verifies that all required workbooks have been submitted; that all questions have been answered; that the responses to the questions support the compliance status declared in each case and to test that conclusion by requesting supporting evidence on a random number of questions.
- Verification visits on up to 10% of the declared facilities to check that the original first party assessments have been undertaken thoroughly both by discussing this with the assessor and by seeking first-hand evidence of compliance with the issues concerned.
- An unannounced audit to follow-up on previous findings from the extraordinary visit in 2009 and review further allegations of serious breaches at one of the Sightholder's facilities.
- Provision of information relating to the compliance status of Sightholders' and De Beers' facilities and details of any significant issues. This information is provided in accordance with the confidentiality requirements imposed by the Supplier of Choice Ombudsman.
- Assistance in updating the SMART system to align this to the RJC Principles and Code of Practice.

### Work undertaken on De Beers group facilities

80 workbooks were submitted across all eligible De Beers facilities including 8 for contractors.

Twenty reviews were conducted and completed during the cycle. 5 verification visits were also completed with 3 carried forward to the start of 2011 due to problems in gaining security clearance in time.

### The BPP programme

The Best Practice Principles continue to remain in line with major international standards and accepted Best Practice for CSR and business partner evaluation. This has been further ensured by the work to align the programme to the RJC Principles and Code of Practice.

The De Beers Family of Companies has continued to submit self-audits in line with the agreed deadlines and that any necessary corrective action plans are completed in a timely manner. This has included working with their contractors to ensure that they also meet their requirements.

### Verification methodology

The verification process is undertaken in 3 stages:

- In the country of operation, workbooks are reviewed by a qualified Social Accountability auditor, cross-trained in Environmental Management and briefed on the requirements of the Best Practice Principles.
- Local reviews are then submitted to a central review point where these are crosschecked to ensure consistency by country and key points.
- An average sample of 10% of facilities is selected centrally for onsite verification to check the effectiveness of the first party assessments and to evaluate at first-hand the situation on the ground.

For Sightholders, there were no significant changes to the question sets or the risk assessment approach. For the De Beers Family the workbook was updated to include relevant elements from the RJC Principles and Code of Practice so as to begin to raise awareness of the additional requirements in preparation for future certification.

### Key findings

Workbooks were all received within the required timescales. Due to the changes in key personnel within the De Beers companies there were some delays in providing the additional evidence requested to test responses and as a result verification for some workbooks had to be based on the business' declarations.

The facilities to visit were selected on a risk-based approach informed by experience from previous cycles.

Most infringements in the De Beers facilities found in the course of previous cycles have been rectified with evidence of implementation verified either onsite or through the workbooks. Corrective action plans have been received for the small number of Minor infringements found.

#### **Overall summary**

There were no Material Breaches identified during first or third party assessments.

A few Major Breaches were identified at one facility relating to the implementation of the BPPs onsite but corrective actions have been submitted promptly and are being embedded to enable these breaches to be closed out.

Policies and procedures are now generally embedded into normal operations for De Beers facilities and commitment to continuous improvement is evidenced by the desire to broaden the scope to include the additional requirements set by the forthcoming certification.

#### **Recommendations for future development**

The programme continues to develop and in line with a continuous improvement approach feedback is sought consistently from Sightholders to improve the reporting and value-add from the verification programme.

During 2011, Sightholders who are also members of the RJC will have the opportunity to undergo a combined BPP/RJC verification which can lead to a Recommendation for Certification against that programme.

In preparation for RJC certification, there will also be a number of pilot audits at De Beers facilities to test the extent to which they are already operating in line with any added requirements of that programme.



**Effe Marinos**

SGS United Kingdom Ltd  
25 March 2011

# Further information

## Three guiding 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 Economics, 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 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 and 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'

Our ethical conduct is governed by the De Beers Best Practice Principles Assurance Programme (BPPs). The BPPs apply to the De Beers Family of Companies, all Diamond Trading Company (DTC) Sightholders and to certain third parties, e.g. Sightholder sub-contractors. The BPPs require compliance with law in all areas, as well as further requirements on anti-corruption and anti-money laundering, health and safety, labour standards and environment. The BPPs are supported by a rigorous assurance programme that assesses compliance by all parties. Our Global Mining function coordinates self-assessment and internal assurance on BPP implementation for review by the ECOHS Committee. Compliance with the BPPs is third party verified each year by SGS (Société Générale de Surveillance).

### Acknowledgments

Prepared and produced by the De Beers Family of Companies in partnership with Salterbaxter.  
Designed by Salterbaxter

© De Beers UK Limited 2011. All rights reserved. De Beers UK Limited is a company incorporated in England and Wales with registered number 2054170 and registered office 17 Charterhouse Street, London, EC1N 6RA. De Beers™, A Diamond is Forever™, DTC™, ⬠™ and Forevermark™ are used under licence by De Beers UK Ltd.

## Acronyms

<b>ART</b>	Anti-Retroviral Treatment
<b>BAP</b>	Biodiversity Action Plans
<b>BEE</b>	Black Economic Empowerment
<b>BPPs</b>	De Beers Best Practice Principles Assurance Programme
<b>CAPs</b>	Corrective Action Plans
<b>CSIR</b>	Council for Scientific and Industrial Research (CSIR)
<b>DBCM</b>	De Beers Consolidated Mines
<b>DBDJ</b>	De Beers Diamond Jewellers
<b>DTC</b>	Diamond Trading Company
<b>DTCB</b>	Diamond Trading Company Botswana
<b>EBITDA</b>	Earnings before interest, taxes, depreciation and amortisation
<b>ECA</b>	External and Corporate Affairs
<b>ECOHS</b>	Environment, Community, Occupational Hygiene, Health and Safety
<b>EIA</b>	Environmental Impact Assessment
<b>EIS</b>	Environmental Impact Statement
<b>EITI</b>	Extractive Industries Transparency Initiative
<b>EMP</b>	Environmental Management Plan
<b>EMS</b>	Environmental Management System
<b>ESIA</b>	Environmental and Social Impact Assessment
<b>ESMP</b>	Environmental Social Management Plan
<b>GDP</b>	Gross domestic product
<b>GRB</b>	Government of the Republic of Botswana
<b>GRN</b>	Government of the Republic of Namibia
<b>GRI</b>	Global Reporting Initiative
<b>HCT</b>	HIV Counselling and Testing
<b>HF</b>	Hydrofluoric Acid
<b>IBA</b>	Impact Benefit Agreement
<b>ICMM</b>	International Council on Mining and Metals
<b>KPCS/KP</b>	Kimberley Process Certification Scheme
<b>LEAP</b>	Living Edge of Africa Project
<b>LTIFR</b>	Lost Time Injury Frequency Rate
<b>LTISR</b>	Lost Time Injury Severity Rate
<b>NDTC</b>	Namibia Diamond Trading Company
<b>NGO</b>	Non-governmental organisation
<b>NIOH</b>	National Institute for Occupational Health
<b>OHSAS</b>	Occupational Health and Safety Assessment Series
<b>OIFR</b>	Occupational Illness Frequency Rate
<b>PACI</b>	Partnership Against Corruption Initiative
<b>PICT</b>	Provider Initiated Counselling and Testing
<b>PPF</b>	Peace Parks Foundation
<b>PWP</b>	Polished Wholesale Price
<b>RJC</b>	Responsible Jewellery Council
<b>SEAT</b>	Socio-Economic Assessment Toolbox
<b>SIA</b>	Social Impact Assessment
<b>SLP</b>	Social and Labour Plan
<b>SMEs</b>	Small and medium-sized enterprises
<b>SRMP</b>	Safety Risk Management programme
<b>UNGC</b>	United Nations Global Compact

## Whistleblowing hotline

The De Beers Family of Companies whistleblowing policy details conduct or behaviour that employees and other relevant persons have a duty to report, including:

- Actions that may result in danger to the health and/or safety of people or damage to the environment;
- Criminal offences, including money laundering, fraud, bribery and corruption;
- Failure to comply with any legal obligation (including applicable anti-trust/competition laws);
- Unethical accounting practices;
- Miscarriage of justice;
- Any conduct contrary to the De Beers ethical principles; and
- Concealment of any of the above.

Any person wishing to use our confidential whistleblowing hotlines may do so through the contact details below.

### By telephone

By telephone to the applicable country number below. All calls are anonymous and toll-free.

De Beers – South Africa	0800 003 518
De Beers – Namibia	0800 003 518 or 061 309058
De Beers – Botswana	71119753 (Mascom)
De Beers – United Kingdom	0808 234 2168
De Beers – Canada	18664511590
De Beers – Israel	1809455111
De Beers – Japan	00531270008
De Beers – Belgium	080075977
De Beers – Angola	+27 (0) 31 571 5772
De Beers – DRC	+27 (0) 31 571 5773
De Beers – India	+27 (0) 31 571 5775
De Beers – China	+27 (0) 31 571 5776

### In writing

In writing, with details regarding the background and history of the information being disclosed, giving names, dates and places where possible. Disclosures made in writing should be posted to:

South Africa (FreePost) KZN 138, Umhlanga Rocks 4320, South Africa	Other countries (postage not paid) KZN 774, Umhlanga Rocks 4320, South Africa
--	---

### Email, website and fax

Written disclosures may also be submitted via:

**Email:** [debeers@tip-offs.com](mailto:debeers@tip-offs.com)

**Website:** [www.tip-offs.com](http://www.tip-offs.com)

**Fax:** South Africa 0800 00 77 88

International +27 (0) 31 560 7395

## Extended contacts

### Luxembourg

**De Beers Société Anonyme**  
BP591, L-2014  
Luxembourg  
Tel: +352 (0) 264 8711  
Fax: +352 (0) 264 871 303

### Angola

**De Beers Angola Holdings**  
Caixa Postal nº 4031  
Luanda  
Tel: +244 (0) 222 63 8800  
Fax: +244 (0) 222 63 8801

### Botswana

**De Beers Holdings Botswana**  
PO Box 404331  
Gaborone  
Tel: +267 (0) 390 2991  
Fax: +267 (0) 395 9106

**Debswana Diamond Company**  
PO Box 329  
Gaborone  
Tel: +267 (0) 361 4200  
Fax: +267 (0) 395 2941/6110

**Diamond Trading Company Botswana**  
Private Bag 0074  
Gaborone  
Tel: +267 (0) 364 9000  
Fax: +267 (0) 364 9999

### Canada

**De Beers Canada**  
250 Ferrand Drive  
Suite 900, Toronto  
Ontario, M3C 3G8  
Tel: +1 (0) 416 645 1710  
Fax: +1 (0) 416 429 2462

### India

**De Beers India**  
Advanced Business Centre  
83 Maker Chambers VI  
Nariman Point, 400 021  
Mumbai  
Tel: +91 (0) 22 2283 2971/27  
Fax: +91 (0) 22 2283 2823

### Namibia

**De Beers Namibia**  
PO Box 23132  
Windhoek  
Tel: +264 (0) 61 204 3444  
Fax: +264 (0) 61 204 3445

### Namdeb

PO Box 1906  
Windhoek  
Tel: +264 (0) 61 204 3333  
Fax: +264 (0) 61 204 3334

**Namibia Diamond Trading Company**  
PO Box 23316  
Windhoek  
Tel: +264 (0) 61 204 3222  
Fax: +264 (0) 61 204 3263

### South Africa

**De Beers Consolidated Mines**  
Corner Diamond Drive  
and Crownwood Road  
Theta Ext 4  
Johannesburg  
Gauteng 2013  
Tel: +27 (0) 11 374 7000

**De Beers Consolidated Mines**  
PO Box 616  
Kimberley, 8300  
Tel: +27 (0) 53 839 4111  
Fax: +27 (0) 53 839 4210

### United Kingdom

**De Beers UK Ltd**  
17 Charterhouse Street  
London, EC1N 6RA  
Tel: +44 (0) 20 7404 4444  
Fax: +44 (0) 20 7430 3445





*At De Beers*  
*we believe in addressing*  
**SUSTAINABILITY ISSUES**  
*openly and honestly.*  
**WE ARE COMMITTED TO**  
*'living up to diamonds'*  
**IN ALL WE DO.**

**FEEDBACK**

We appreciate your feedback on this report or any other aspect of our sustainability performance. Please contact us at:

External and Corporate Affairs  
 De Beers UK Ltd, 17 Charterhouse Street, London, EC1N 6RA

E [livinguptodiamonds@debeersgroup.com](mailto:livinguptodiamonds@debeersgroup.com)  
 T +44 (0) 207 404 4444

[www.debeersgroup.com](http://www.debeersgroup.com)

