

GRI COMPLIANCE TABLE

De Beers Family of Companies Report to Society 2010

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 De Beers Family of Companies Report to Society 2010 (RtS) – *Living up to Diamonds* – and its counterpart Summary Review, but also makes reference to the Operating and Financial Review 2010 (OFR). We have prepared the table in order to help stakeholders quickly find the information they want.

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, and the independent assessment of SGS, an assurance provider, that we have applied the GRI Reporting Framework to the highest A+ standard.

Reports referenced



RtS – Report to Society 2010

Both the detailed Report and its counterpart Summary Review are available for download from www.debeersgroup.com/sustainability. Page number references are to the detailed Report to Society.

OFR – Operating and Financial Review 2010

Available both online and as a PDF download from www.debeersgroup.com/ofr2010/index.html. Page number references are to the PDF download.

Independent Assurance



SGS United Kingdom Ltd was commissioned by De Beers to conduct an independent assurance of the De Beers Report to Society, Summary Review 2010.

In addition we have carried out a full evaluation of the GRI Application Level against GRI G3 (2006) and the requirements of the GRI Mining and Metals Sector Supplement. This evaluation includes the contents of the Summary Review 2010, GRI compliance table on the website, the full Report to Society 2010 and the Operating and Financial Review 2010.


We are of the opinion that De Beers' reporting is in line with Application level A+.












Our full assurance statement can be found in the De Beers Report to Society, Summary Review 2010.












Indicator shading








'core indicators'




'additional indicators'












Extent of reporting Partially reported Fully reported**UN mechanisms** UN Global Compact Principles UN Millennium Development Goals

Indicator	Description	Page reference (Report to Society; Operating and Financial Review)	Extent	UN Mechanisms	Notes
Profile					
1. Strategy and Analysis					
1.1	Statement from the most senior decision maker of the organisation about the relevance of sustainability to the organisation and its strategy.	2-5			
1.2	Description of key impacts, risks, and opportunities.	11-13, 21, 36, 51, 67, 82			
2. Organisational Profile					
2.1	Name of the organisation.	Back cover			
2.2	Primary brands, products, and/or services.	Inside front cover (IFC), back cover; OFR 4-5			
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	8; OFR 2			
2.4	Location of organisation's headquarters.	101			De Beers Société Anonyme is headquartered in Luxembourg.
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	IFC			
2.6	Nature of ownership and legal form.	8; OFR 2			
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	IFC, 20, 22, 23 26-29; OFR 4-5, 20-22, 24			
2.8	Scale of the reporting organisation, including: <ul style="list-style-type: none"> • Number of employees; • Net sales (for private sector organisations) or net revenues (for public sector organisations); Total capitalization broken down in terms of debt and equity (for private sector organisations); and • Quantity of products or services provided. 	IFC, 5-8; OFR 6-11, 25-28			
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	2-3, 6-8, 24, 31-32, 50, 52			
2.10	Awards received in the reporting period.	4, 30, 75, 92-93; OFR 19, 21			













Indicator	Description	Page reference (Report to Society; Operating and Financial Review)	Extent	UN Mechanisms	Notes
3. Report Parameters					
Report Profile					
3.1	Reporting period (e.g. fiscal/calendar year) for information provided.	IFC			Information provided in the Report to Society 2010, and Operating and Financial Review 2010, refer to the calendar year (January 1 to December 31, 2010).
3.2	Date of most recent previous report (if any).	IFC			
3.3	Reporting cycle (annual, biennial, etc.).	IFC			
3.4	Contact point for questions regarding the report or its contents.	Back cover			
Report Scope and Boundary					
3.5	Process for defining report content: • Determining materiality; • Prioritising topics within the report; and • Identifying stakeholders the organisation expects to see the report.	12-13, 14			
3.6	Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	IFC			
3.7	State any specific limitations on the scope or boundary of the report.	IFC			
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.	IFC			
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	22-23, 25, 44, 52-53, 73, 88			
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	85-89, 91			
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	GRI table			No significant changes were made to scope, boundary or measurement methods other than described elsewhere in the Report to Society 2010.











Indicator	Description	Page reference (Report to Society; Operating and Financial Review)	Extent	UN Mechanisms	Notes
GRI Content Index					
3.12	Table identifying the location of the Standard Disclosures in the report.	GRI table			
Assurance					
3.13	Policy and current practice with regard to seeking external assurance for the report.	12, 15, 16-17, 35, 38, 42, 43-45, 56, 97, 98-99			
4. Governance, Commitments, and Engagement					
Governance					
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	16-17; OFR 29-30, 32-34		10	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement).	OFR 29-30, 32-34		10	
4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	OFR 29-30, 32-34		10	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	OFR 29-30, 32-34			
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	GRI table		10	The Remuneration Committee comprises a majority of directors who do not hold executive office in De Beers, its subsidiaries or investments. It approves remuneration for executive directors on the Board and other senior managers including those on the Executive Committee. The Remuneration Committee ensures that rewards are linked to both group and individual performance and are commensurate with market rates. Both group and individual performance include non-financial performance metrics such as social and environmental criteria, which include adherence to effective risk management and compliance. The exact remuneration structures of senior managers and other employees at subsidiaries and investments is informed by group policy and performance, but determined separately by the respective boards, committees and finance and human resource functions of each company.

Indicator	Description	Page reference (Report to Society; Operating and Financial Review)	Extent	UN Mechanisms	Notes
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	GRI table		10	A number of structures exist to ensure conflict of interest is avoided in line with external best practice standards. These include the Best Practice Principles Assurance Programme (BPPs) and the Directors Conflict of Interest Policy. Existing statements in our Code of Conduct and Business Ethics also require all personnel to act in the best interests of De Beers and its shareholders. The Code also prohibits involvement in business interests that conflict with the Principles and policies of the Family of Companies or that might compromise independence in decision-making.
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.	GRI table		1-10 1-8	<p>The appointment of directors is based primarily on the extent to which they represent the interests of the shareholders and are able to provide strategic guidance on the direction, values and performance of the Company. This includes with respect to the Principles, ECOHS policies and related sustainability and reputational risk management. The term of office for each director is limited by law and the constitutional documents of the Company to six years, but directors are eligible for re-election by the shareholders. The terms of office of those directors appointed by the majority consent of shareholders has been limited to periods of three years, with the opportunity for re-election by shareholders. Shareholders also have the ability to terminate appointments, if necessary, prior to the completion of the appointed term of office. Board continuity is fundamental to the sustained success of the De Beers Group.</p> <p>This requires an ongoing resource and skills identification to be performed by the Board in consultation with shareholders. Board members are able to supplement their own expertise on issues pending decision by obtaining independent professional advice. The Company Secretary coordinates the provision of professional advice to ensure that advisors are appropriately briefed, provided with relevant information and paid on completion of the assignment. The results of any advisory engagement are also made available to other members of the Board.</p>
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.	11, 16-17, 41-45, 69, 83, 87, 88, 100		1-10 1-8	










Indicator	Description	Page reference (Report to Society; Operating and Financial Review)	Extent	UN Mechanisms	Notes
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	16-17; OFR 30, 31		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.	16-17; OFR 31		1-10 1-8	
Commitments to External Initiatives					
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	2-3, 11, 16-17, 40-43, 55-57, 60, 68-69, 70, 71, 81, 83, 84, 87-89, 91		7	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	25, 35, 37-39, 41, 46-47, 68-69, 76, 83-84		1, 2, 4, 5, 10 1, 4-8	
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations.	11, 25, 35, 37-38, 45			
4.14	List of stakeholder groups engaged by the organisation.	14-15			
4.15	Basis for identification and selection of stakeholders with whom to engage.	14-15			
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	14-15			
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.	12-13, 14-15, 25, 41, 44, 83		1-10 1-8	
5. Management Approach and Performance Indicators					
Economic Performance Indicators					
Aspect: Economic Performance					
DMA	Management Approach disclosures.	6-8, 20, 25-26, 29; OFR 6-13			
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.	6-8, 20, 22-23; OFR 7-13, 25-28		1-8	





Indicator	Description	Page reference (Report to Society; Operating and Financial Review)	Extent	UN Mechanisms	Notes
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	83-84, 86		8 7	
EC3	Coverage of the organisation's defined benefit plan obligations.	GRI table			Employee benefits differ between operations and tend to include leave, sick leave, maternity and paternity leave, medical aid, pension plans, life insurance and compensation for injuries or disease at work. In South Africa, for example, permanent employees have access to the De Beers Pension Fund, which manages defined benefits and a defined contribution scheme.
EC4	Significant financial assistance received from government.	IFC, 22-23			
Aspect: Market Presence					
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	GRI table			De Beers pays more than the local minimum wage in all of the countries in which it operates.
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	20, 29-30, 66, 73-74			See Figures 1a and 1b.
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	GRI table			At DBCM, a total of 79% of our permanent workforce is made up of Historically Disadvantaged South Africans (HDSAs) (excluding white women). HDSAs also make up 33.6% of managers at DBCM. At Debswana, a total of 96.1% of the workforce is made up of local citizens. Local citizens also make up 100% of managers at Debswana. At Namdeb, a total of 87.6% of our permanent workforce is made up of Historically Disadvantaged Namibians (HDNs). HDNs also make up 47.3% of managers at Namdeb.
Aspect: Indirect Economic Impacts Core					
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	73, 74		1-8	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	2, 20-30, 68-72			
Environmental Performance Indicators					
DMA	Management Approach disclosures.	80-82, 83-84, 86, 87-89, 91, 93			Environmental management impact training meets the requirements ISO 14000 standard.



Indicator	Description	Page reference (Report to Society; Operating and Financial Review)	Extent	UN Mechanisms	Notes
Aspect: Materials					
EN1	Materials used by weight or volume.	GRI table		8 7	The processes used within exploration laboratories and ore treatment plants do in some cases require hazardous materials. Replacing, minimising and eliminating these hazardous substances forms the basis of our hazardous materials and waste strategy. The actual mining process does not require the use of hazardous substances. See Figure 2.
EN2	Percentage of materials used that are recycled input materials.	GRI table		8 7	Water is a key input into the processing stages of treatment of ore for diamond extraction. We recycle approximately 50% of water at our southern African operations (see EN10).
Aspect: Energy					
EN3	Direct energy consumption by primary energy source.	86		8 7	
EN4	Indirect energy consumption by primary source.	86		8 7	
EN5	Energy saved due to conservation and efficiency improvements.	86		8 7	
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives.	86		8 7	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	86		8 7	
Aspect: Water					
EN8	Total water withdrawal by source.	83		8 7	This is currently provided in the different categories (potable and non-potable etc.) except for the water withdrawn from the pit at Victor Mine.
EN9	Water sources significantly affected by withdrawal of water.	83-84		8 7	
EN10	Percentage and total volume of water recycled and reused.	83-84		8 7	
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.	91		8 7	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	80-82, 83-84, 89-91, 93		8 7	

Indicator	Description	Page reference (Report to Society; Operating and Financial Review)	Extent	UN Mechanisms	Notes
EN13	Habitats protected or restored.	89-91		8 7	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	91		8 7	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	GRI table		8 7	This is collected in Environmental Impact Assessments (EIA) and associated specialist studies for every operation. Where relevant, mitigating actions are taken and included in our Environmental Management Plans (EMP). Numbers of species are not currently included in this report.
Aspect: Emissions, Effluents, and Waste					
EN16	Total direct and indirect greenhouse gas emissions by weight.	86		8 7	
EN17	Other relevant indirect greenhouse gas emissions by weight.	86		8 7	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	84, 86		8 7	
EN19	Emissions of ozone-depleting substances by weight.	n/a	n/a	8 7	Ozone-depleting substances that arise from air conditioners, refrigerators and freezers that use these substances has not been quantified but replacement of this equipment to that which does not use ozone depleting substances is in line with legal requirement time frames.
EN20	NOx, SOx, and other significant air emissions by type and weight.	86		8 7	
EN21	Total water discharge by quality and destination.	GRI table		8 7	Water discharge data is not currently captured for our southern Africa operations because water in these countries is typically reused and recycled. Water discharge from our Canadian operations amounted to 35.2 million m ³ in 2010 (2009: 31.9 million m ³). This water, through dewatering processes to discharge excess water not used on each operational process, does nevertheless have an environmental impact that is managed.
EN22	Total weight of waste by type and disposal method.	GRI table		8 7	Waste is separated into categories at source to ensure appropriate disposal and recycling. Hazardous waste produced during the mining process is either responsibly stored onsite for future management or disposed of through certified hazardous waste sites. Waste from our Botswana and Namibian operations is generally disposed of through facilities in South Africa. See Figure 3.
EN23	Total number and volume of significant spills.	88		8 7	








Indicator	Description	Page reference (Report to Society; Operating and Financial Review)	Extent	UN Mechanisms	Notes
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	GRI table		8 7	Any movement of hazardous waste is conducted in full compliance with the Basel Convention for controlling trans-boundary movements of applicable hazardous wastes e.g. between Botswana and South Africa because no hazardous waste site exists in Botswana.
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.	n/a	n/a	8 7	Snap Lake, the receiving water body at the Snap Lake Mine, is 200 hectares in area and has a limited absorption capacity because of its size and low flow rate. The water aspects hence require careful management.
Aspect: Products and Services					
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	n/a	n/a	8 7	The latent environmental impact of diamonds as products are non-existent.
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	n/a	n/a	8 7	The nature of diamonds means they are rarely knowingly disposed of. Packaging is negligible.
Aspect: Compliance					
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	GRI table		8 7	The Family of Companies was not subject to any significant fines or non-monetary sanctions for non-compliance with laws and regulations in 2010.
Aspect: Transport					
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.	n/a	n/a	8 7	The environmental impacts of transporting diamonds and other goods and materials are (other than as described elsewhere in the Report to Society 2010) negligible.
Aspect: Overall					
EN30	Total environmental protection expenditures and investments by type.	GRI table		8 7	Accounting procedures, spending classifications and the structure of the Family of Companies mean this information is not available.
Labor Practices and Decent Work Performance Indicators					
DMA	Management Approach disclosures.	50-57, 60-61			
Aspect: Employment					
LA1	Total workforce by employment type, employment contract, and region.	52			
LA2	Total number and rate of employee turnover by age group, gender, and region.	53			
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	GRI table		3	Different operations offer various pensions and medical aid benefits for full-time employees (see EC3). In South Africa, for example, the company subsidises medical aid benefits to permanent employees and their families.

Indicator	Description	Page reference (Report to Society; Operating and Financial Review)	Extent	UN Mechanisms	Notes
Aspect: Labor/Management Relations					
LA4	Percentage of employees covered by collective bargaining agreements.	52		3	
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	GRI table		3	Employees at our Namibian operations are subject to a one month minimum notice period regarding operational changes. For employees at DBCM, De Beers Group Services (South Africa) and De Beers Marine (South Africa), a two month consultation process in addition to the one month notice period is applied where changes to our operational requirements are contemplated. At Debswana the notice period is either three months (for more junior grades) or six months (for more senior grades).
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.	56, GRI table		1	All mining staff are actively involved in health and safety activities. Employees and contractors are represented in joint committees and daily briefings with managers to monitor and advise on health and safety programmes.
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	55-56, 58, 61		1	
LA8	Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases.	56-61		1	
LA9	Health and safety topics covered in formal agreements with trade unions.	56		1	
Aspect: Training and Education					
LA10	Average hours of training per year per employee, by employee category.	GRI table			See Figure 4.
LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	54			
LA12	Percentage of employees receiving regular performance and career development reviews.	GRI table			Our Talent Management Policy supports the recruitment, development, succession and retention of employees across the Family of Companies. It mandates the appointment of the best qualified internal or external candidates in line with job requirements and national legislation relating to employment equity. It also ensures employee performance is gauged against a defined set of key performance indicators, through regular dialogue and feedback. See Figure 5 (Please note that blank entries may indicate either a lack of employees at a relevant grade, or a lack of performance or career development review).

Indicator	Description	Page reference (Report to Society; Operating and Financial Review)	Extent	UN Mechanisms	Notes
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.	OFR 32-34; GRI table		6 3	<p>The Family of Companies is committed to ensuring its workforce is reflective of the societies in which we operate and to support government efforts to offer opportunities to previously disadvantaged groups. The Family of Companies will ensure designated groups have representation in decision-making positions that reasonably reflects the demographics of the country's economically active population. A number of structures including our Employment Equity Committee have been established in order to monitor our performance in this respect. They include management representatives, union representatives and functional personnel.</p> <p>The Family of Companies is actively supporting efforts to increase the proportion of women achieving senior management positions. This includes our support of the 'Women in Mining' programme, which is facilitated by the Department of Minerals and Energy through the Da Vinci Institute of Technology. We also support the establishment of mentoring schemes within our operations. These schemes promote women in senior positions to share their experience and to motivate women in more junior positions to achieve their full professional potential.</p> <p>See Figures 6a and 6b.</p>
LA14	Ratio of basic salary of men to women by employee category.	GRI table		6 3	See Figures 7a and 7b.
Human Rights Performance Indicators					
DMA	Management Approach disclosures.	41, 42-45, 46-47			
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.	GRI table		1, 2	All investments over US\$20 million are considered by the DBsa Investment Committee. No significant investment agreements with the potential to directly affect human rights took place in 2010.

Indicator	Description	Page reference (Report to Society; Operating and Financial Review)	Extent	UN Mechanisms	Notes
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	42-45		1, 2	In the De Beers Family of Companies value-chain, the ethical, social and environmental practices of our customers present a higher risk than those of our suppliers. The Best Practice Principles Assurance Programme includes human rights screening, and applies to Sightholders, and to Significant Contractors that provide goods or services to both De Beers and Sightholders.
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.	GRI table		1, 2	According to submitted figures, 20,927 hours were spent on human rights training. A total of 4,692 employees participated in this process, representing 40% of the permanent workforce.
Aspect: Non-discrimination					
HR4	Total number of incidents of discrimination and actions taken.	GRI table		1, 2, 6	Five incidents of alleged discrimination were reported at De Beers Canada through formal and informal channels. The three informal complaints received under the Harassment and Discrimination Policy were resolved through the Informal Complaint Procedure, with no action required. Of the two formal complaints, one was resolved prior to investigation, the other was dismissed by the Human Rights Commission.
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 to support these rights.	51, 52-53; GRI table		1-3	Trade union and employee associations have a strong presence and operate freely at all of our mining operations.
Aspect: Child Labor					
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	GRI table		1, 2, 5	No operations have been identified as presenting a significant risk for child labour.
Aspect: Forced and Compulsory Labor					
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	GRI table		1, 2, 4	No operations have been identified as presenting a significant risk for forced or compulsory labour.
Aspect: Security Practices					
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.	GRI table		1, 2	De Beers has a group-level Security and Human Rights Policy that is brought to the attention of security personnel as appropriate.
Aspect: Indigenous Rights					
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	GRI table		1, 2	No incidents of violations involving rights of indigenous people were recorded in 2010.

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Society Performance Indicators					
DMA	Management Approach disclosures.	11, 20, 25, 26, 27, 29-30, 40, 41, 42, 65-67, 68-70, 71, 73			
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.	26-28, 29-30, 68-69, 71-72, 87		1, 2	
Aspect: Corruption					
SO2	Percentage and total number of business units analysed for risks related to corruption.	41-44			
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures.	42			
SO4	Actions taken in response to incidents of corruption.	42			
Aspect: Public Policy					
SO5	Public policy positions and participation in public policy development and lobbying.	11, 25			
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	41			
Aspect: Anti-Competitive Behaviour					
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.	42			
Aspect: Compliance Core					
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	GRI table			Other than described in the report, the Family of Companies was not subject to any significant fines or non-monetary sanctions for non-compliance with laws and regulations in 2010.
Product Responsibility Performance Indicators					
DMA	Management Approach disclosures.	35, 36, 37, 42-45			
Aspect: Customer Health and Safety					
PR1	Lifecycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	n/a	n/a		Diamonds do not present any latent health and safety risks.

Indicator	Description	Page reference (Report to Society; Operating and Financial Review)	Extent	UN Mechanisms	Notes
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their lifecycle, by type of outcomes.	n/a	n/a		Diamonds do not present any latent health and safety risks.
Aspect: Product and Service Labelling					
PR3	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements.	3, 35, 38, 42-45			
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	35, 38			
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	GRI table			The DTC undertakes frequent surveys of Sightholder satisfaction with the services they provide. External and Corporate Affairs also undertakes surveys regarding Sightholder satisfaction with aspects of the Best Practice Principles Assurance Programme (BPPs). <i>Forevermark</i> undertakes frequent consumer-focused surveys.
Aspect: Marketing Communications					
PR6	Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	GRI table			External and Corporate Affairs and <i>Forevermark</i> – De Beers' marketing arm – seeks to ensure all materials produced on behalf of De Beers are not misleading and are in compliance with applicable advertising rules and legislation. They also seek to ensure such materials do not violate the intellectual property rights of third parties.
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	GRI table			No incidents of non-compliance with regulations and voluntary codes concerning marketing communications were recorded in 2010.
Aspect: Customer Privacy					
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	GRI table			No substantiated complaints regarding breaches of customer privacy and losses of customer data were recorded in 2010.
Aspect: Compliance					
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	GRI table			No significant fines for non-compliance with laws and regulations concerning the provision and use of products and services were recorded in 2010.

Performance indicators – Mining and Metals Sector Supplement (2010)

Indicator	Description	Page reference	Extent	UN Mechanisms	Notes
MM1	Amount of land (owned or leased, and managed for production activities or extractive use) disturbed or rehabilitated.	89-90, 91		8 7	
MM2	The number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number (percentage) of those sites with plans in place.	91		8 7	
MM3	Total amounts of overburden, rock, tailings, and sludges and their associated risks.	89-90, 91, 70		8 7	
MM4	Number of strikes and lock-outs exceeding one week's duration, by country.	52			
MM5	Total number of operations taking place in or adjacent to Indigenous Peoples' territories, and number and percentage of operations or sites where there are formal agreements with Indigenous Peoples' communities.	70, 71, 74, 76; GRI table			The only operations that took place in or adjacent to Indigenous Peoples' territories were the Snap Lake and Victor Mines in Canada territories. In total, seven formal agreements have been entered into with Indigenous Peoples' Communities in relation to these operations.
MM6	Number and description of significant disputes relating to land use, customary rights of local communities and Indigenous Peoples.	67, 70; GRI table			Our materiality process (p.11-17) indicates that managing land claims is a lower-level risk and is therefore only reported on in brief.
MM7	The extent to which grievance mechanisms were used to resolve disputes relating to land use, customary rights of local communities and Indigenous Peoples, and the outcomes.	70; GRI table			Our materiality process (p.11-17) indicates that land claims is a lower-level risk and is therefore only reported on in brief. The structure and form of grievance mechanisms vary across the Family of Companies. In 2011 an assessment and benchmarking of existing grievance mechanisms will be undertaken.
MM8	Number (and percentage) of company operating sites where artisanal and small-scale mining (ASM) takes place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks.	GRI table	X		Our materiality process (p.11-17) in 2010 indicated that artisanal mining was a lower-level risk for the Family of Companies than previously assessed, and it was therefore removed from the materiality matrix and not reported on in the Report to Society.
MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process.	70; GRI table			No resettlement took place at any sites during the course of 2010.
MM10	Number and percentage of operations with closure plans.	70-73, 87-90			All mining operations have closure plans. These are at varying degrees of resolution dependent on the remaining life of mine. Exploration operations have EMP that cover closure of the exploration sites.
MM11	Programmes and progress relating to materials stewardship.	88		8 7	

Performance indicators – Reporting Guidance on HIV/Aids

Indicator	Description	Page reference	Extent	UN Mechanisms	Notes	
Good governance						
Indicator 1	Describe the organisation's HIV/Aids policy.	49-51, 60-61, 62-63		4-6		
Indicator 2	Describe the overall strategy for managing the HIV/Aids risk.	60, 63		4-6		
Indicator 3	Describe preparedness and contingency planning in anticipation of expected impacts.	60-61		4-6	Given that the Family of Companies operates in hyper-endemic countries such as Botswana, Namibia and South Africa, the impacts of HIV and Aids are current rather than anticipated. The Family of Companies has a long standing and comprehensive HIV and Aids management in place in order to address the impacts of the disease.	
Indicator 4	Describe how your organisation monitors its progress and reports in terms of Indicators.	60-61		4-6		
Indicator 5	Describe how the organisation involves stakeholders in the formulation of policy, strategy and implementation.	15, 58, 60; OFR 6		4-6		
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).	60-61, 63				
Indicator 7	Report current HIV/Aids-associated costs and losses to the organisation.	–	X			
Indicator 8	Indicate total assumed future HIV/Aids-associated costs/losses.	–	X			
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.	60-61, 62-63, 58		4-6		
Indicator 10	Indicate total allocated budget dedicated to HIV/Aids programmes per annum.	73		4-6	Approximately 0.5% of total Community Social Investment spend was allocated to HIV/Aids programmes.	
Depth, quality and sustainability of programmes						
Indicator 11	Detail the organisation's Voluntary Counselling and Testing (VCT) programme.	60-61, 63, 58		4-6		
Indicator 12	Describe other support and counselling programmes and measures.	60-61, 63		4-6		
Indicator 13	Describe the organisation's HIV/Aids education and training programmes.	60, 58; OFR 16		4-6		




Indicator	Description	Page reference	Extent	UN Mechanisms	Notes
Indicator 14	Describe the organisation's condom and femidom distribution programme.	GRI table		4-6	Condoms and femidoms are available free of charge to employees through on-site medical centres, clinics, restrooms and offices.
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.	56-61, 62-63		4-6	
Indicator 16	Describe additional benefits and support for employees sick, dying or deceased from Aids-related conditions.	61		4-6	

Figure 1a:

EC6 – Preferential procurement spend, 2010 (US\$ million)

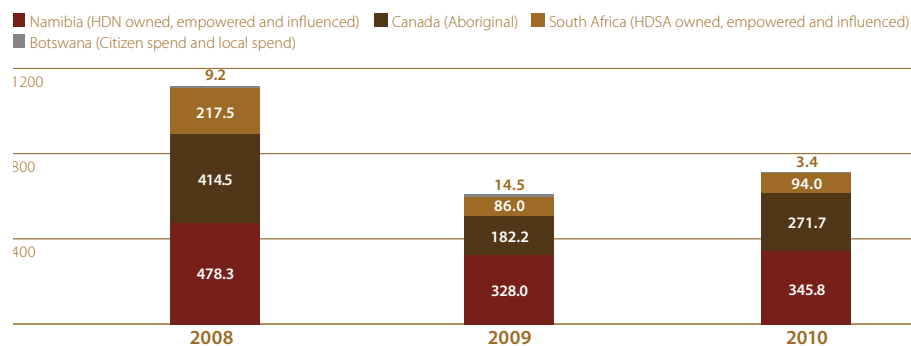


Figure 1b:

Preferential procurement spend as a proportion of total procurement spend, 2010 (US\$ million)

Country	Total spend (US\$ million)	% preferential procurement
Botswana	454	84.2%
Canada	228	40.1%
Namibia	3	0.8%
South Africa	272	51.9%

Figure 2:

EN1 – Materials used by weight or volume

Materials	2008	2009	2010
Ferrosilicon (tonnes)	231,130	9,114	13,111
Oils and hydraulic fluid (litres)	4,918,674	2,586,160	4,438,632
Grease (kilogrammes)	180,291	201,263	1,398,564
Hydrochloric acid (litres)	478,769	149,602	197,984
Sulphuric acid (litres)	27,539	17,250	21,705
Hydrofluoric acid (litres)	69,124	53,777	69,931
Nitric acid (litres)	43,507	14,094	35,438
Sodium hydroxide (litres)	44,795	14,678	5,832
Calcium carbonate (kilogrammes)	61,109	28,225	51,300
Bromoform (litres)	607	0	0
Trichloroethylene (litres)	6	0	0
Sodium hydroxide (kilogrammes)	68,590	43,360	91,540

Figure 3:

EN22 – Total weight of waste by type and disposal method

Waste Type	2008	2009	2010
Non-Hazardous Waste to Landfill (cubic metres)	57,816	81,993	194,677
Solid Hazardous Waste (cubic metres)	1,984	53,117	9,420
Liquid Hazardous Waste (litres)	315,048	537,077	516,467
Waste Incinerated (cubic metres)	105,035	35,786	47,236
Cardboard/Paper Sent for Recycling (tonnes)	9,936	2,738	14,493
Scrap Metal Sent for Recycling (tonnes)	1,376,450	43,555	7,022,034
Cans Sent for Recycling (tonnes)	1,860	178	112
Earthmoving Tyres Sent for Recycling (number)	260	264	33
Light Vehicles Tyres Sent for Recycling (number)	30	340	111
Conveyor Belting Sent for Recycling (tonnes)	428	96	215
Drums Sent for Recycling / Re-use (number)	4,402	2,814	1,450
Lead Acid Batteries Sent for Recycling / Re-use (number)	3,438	1,475	3,619
Plastic Sent for Recycling / Re-use (tonnes)	33	454	165
Toner / Ink Cartridges Sent for Recycling / Re-use (number)	694	1,126	1,104
Electrical And Electronic Items Sent for Recycling / Re-use (kilogrammes)	789	543	37,104
Used Oil / Grease Sent for Recycling / Re-use (litres)	2,214,549	1,999,250	3,073,017
Re-used Oil / Grease (litres)	166,490	442,720	159,733
Contaminated Water (litres)	260,809	1,203,808	1,112,670
Glass Sent for Recycling (tonnes)	1,299	13	131

Data note 1: A specific waste management programme at Venetia resulted in an 85% reduction in non-hazardous waste to landfill in 2010. This was achieved by identifying all recycling streams and extracting all recyclable material to minimise transport and disposal of waste to landfill.

Figure 4:

LA10 – Average hours of training per year, per employee, by employee category

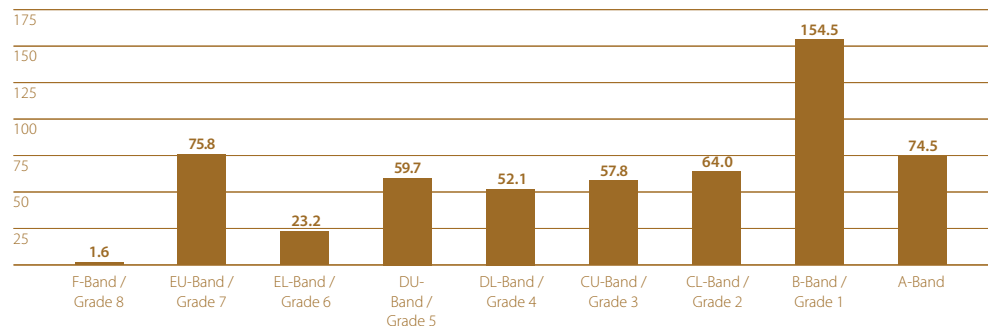


Figure 5:

LA12 - Percentage of employees receiving regular performance and career development reviews

Job Band/Grade	De Beers			
	De Beers Canada	Consolidated Mines	Debswana	Namdeb
F-Band/Grade 8		100%	100%	100%
EU-Band/Grade 7	100%	100%	100%	100%
EL-Band/Grade 6	100%	100%	100%	100%
DU-Band/Grade 5	100%	100%	100%	100%
DL-Band/Grade 4	100%	100%	100%	100%
CU-Band/Grade 3	100%	90%	100%	80%
CL-Band/Grade 2	100%	87%	100%	50%
B-Band/Grade 1	100%		100%	50%
A-Band			100%	50%

Figure 6a:

LA13 - Workforce and management diversity: Historically Disadvantaged South Africans (HDSAs), Historically Disadvantaged Namibians (HDNs) and local Botswana citizens (%)

	DBCM (HDSA)	Namdeb (HDN)	Debswana (local)
Workforce	79.0	87.6	96.1
Management	33.6	47.3	100

Figure 6b:

LA13 – Workforce and management diversity: Women (%)

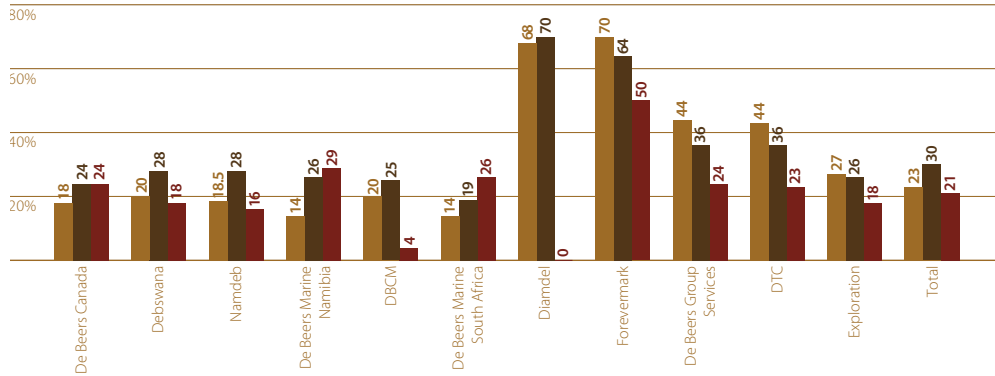


Figure 7a:

LA14 – Male and female salary ratios (by operation)

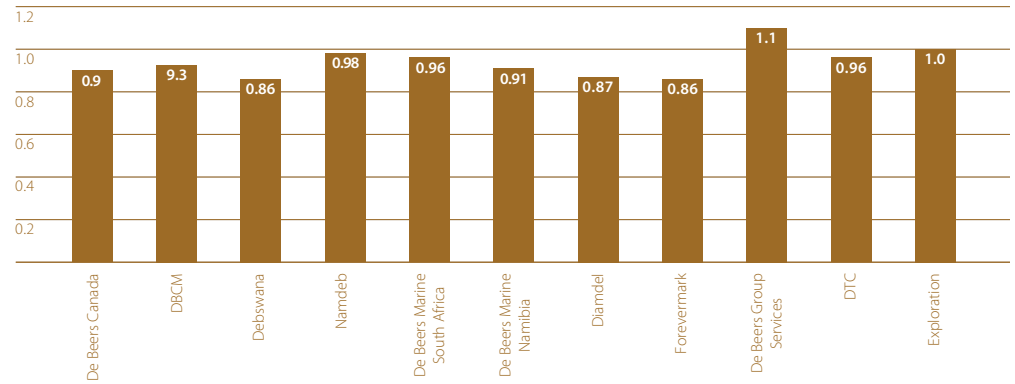


Figure 7b:

LA14 – Male and female salary ratios (by grade)

