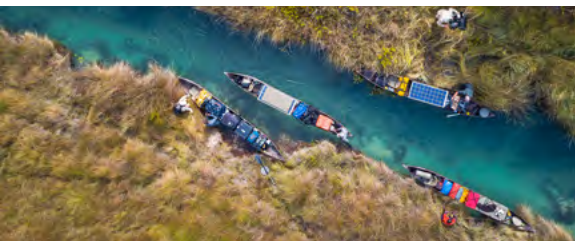


# BUILDING FOREVER OUR 2021 SUSTAINABILITY REPORT



tracr



## HOW TO FIND YOUR WAY AROUND THIS REPORT

*Throughout 2021 we focused on embedding Building Forever™ and our 2030 goals across all parts of our business, ensuring we have a comprehensive and integrated approach.*

We have had a busy year, and we've restructured this document so that we can better report on our progress.

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## A RICHER EXPERIENCE

Click through wherever you see:

▶ A play button, or a [link](#) for more information.

## ABOUT THIS REPORT

This report is produced to provide our stakeholders with a transparent account of how we addressed the most material sustainability issues our business faced during 2021. Unless otherwise indicated, the information and data recorded is aligned to our annual reporting period 1 January 2021 to 31 December 2021.

## FURTHER READING

Key reference documents that provided source information towards the compilation of this report include:

Building Forever  
2030 Goals  
Summary



Building Forever  
2030 Goals Progress  
Update 2021



Anglo American  
Our Sustainable  
Mining Plan



Anglo American  
Sustainability  
Report 2021



Anglo American  
Tax and Economic  
Contribution Report 2021



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Many of the images used in this report were taken prior to the Covid-19 pandemic, and as such social distancing measures and mask wearing was not applicable unless otherwise stated, the information and data reported in this report covers the reporting period 1 January 2021 to 31 December 2021

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## Cover Images:

*Main Image: Dineo Chite, Environmental Scientist, Orapa Game Park, Botswana*  
*Middle Left: Kostadin Luchansky/ National Geographic*



## CEO STATEMENT

# OUR ANSWER IS 'WE DO'

## A PIVOTAL YEAR FOR OUR BUSINESS

*The statement 'I do' is one of the most significant and time-honoured expressions of intent – the life-changing moment when two individuals commit to a shared future. In 2021 we took these two words into new territory, expanding their meaning to stand for personal pledges of all kinds – to society, nature, our dreams and aspirations, and more.*

The words 'I do' also express our own intent, as well as that of our end client – our determination to build a better, brighter future through our Building Forever commitments and our 2030 goals. This was our first full year since announcing our 12 goals, and it was a pivotal year for our business. Covid-19 was still very much the context within which we were operating, but we had largely already put in place emergency response measures. This meant we were able to focus on providing ongoing support for our partner countries and working effectively to assist long-term economic recovery. The improvement in our commercial performance during the year was a crucial part of this as we continue to deliver vital support to our producer country partners through direct and indirect employment, taxes, royalties and dividends.

In the face of Covid-19 restrictions, we developed creative new approaches for implementing programmes and engaging with stakeholders, often delivering support and information online through messaging services such as WhatsApp. For example, we launched a fully virtual version of our Stanford Seed



**Bruce Cleaver**  
CEO, De Beers Group

Transformation Programme, which provides management training, leadership workshops and networking support to help CEOs and founders in southern Africa grow their businesses. And our programme with WomEng, encouraging young women to pursue careers in technology and engineering, was also delivered online.

### EMBEDDING OUR BUILDING FOREVER COMMITMENTS AND 2030 GOALS

We were also able to make progress with our Building Forever commitments in 2021, including investing in activities that offer long-term benefits both to producer country partners and the planet, such as our Okavango Eternal partnership with National Geographic.

We devoted a lot of energy to embedding our Building Forever commitments and the 2030 goals across all parts of our business, ensuring we have a comprehensive and cohesive approach. We have now integrated our commitments into both operational and budget planning processes; appointed expert goal leads; created roadmaps to 2030 to ensure we are on the right track; and established baselines and ways to measure our progress.

We have also worked to ensure that our Building Forever strategy works hand-in-hand with our commercial strategy. This has included:

- The introduction of our De Beers Code of Origin™ provenance programme, designed to offer the assurance that customers want about the provenance and impact of their diamonds, particularly younger generations.
- Working with our Sightholders (customers who buy our rough diamonds) through our Best Practice Principles Assurance programme (BPP programme), encouraging them to consider the part they can play in addressing climate change and promoting inclusion and diversity in their workforces.
- Ensuring we take sustainability considerations, as well as commercial considerations, into account in all our decisions. For example, sustainability considerations influenced every aspect of the construction and design of our new De Beers Jewellers store on Bond Street, London.

## CEO STATEMENT CONTINUED

## KEY SUCCESS STORIES IN 2021

Along the way, we have enjoyed some major success stories and achieved key milestones. These include:

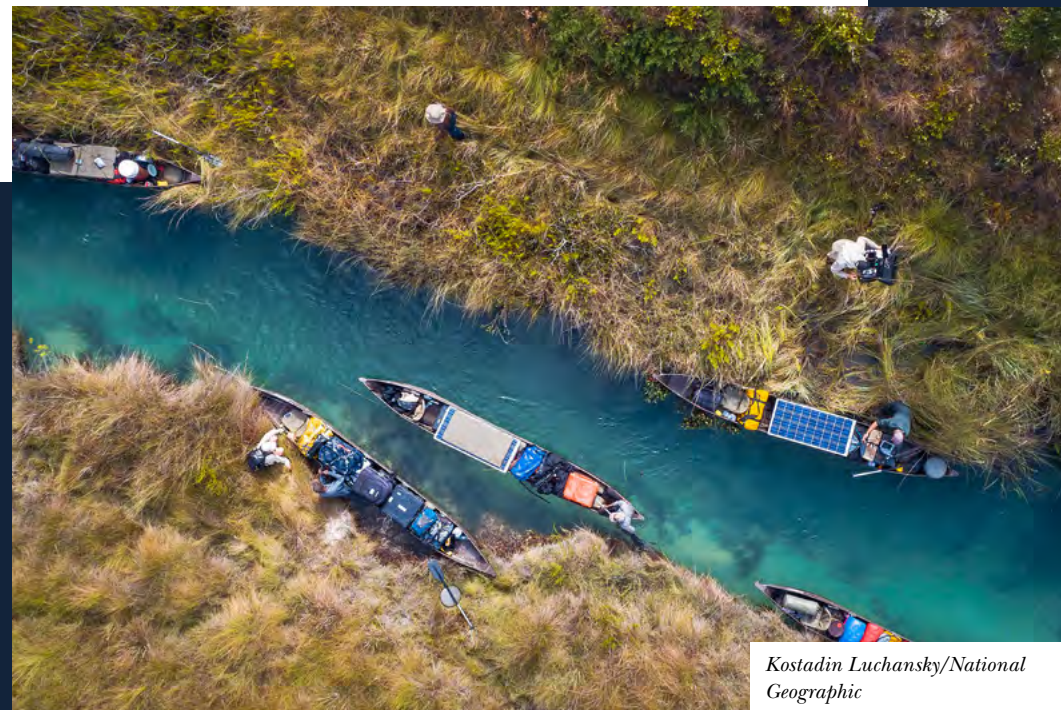
- Our exciting new partnership with National Geographic to help address one of Africa's most critical conservation challenges – protecting the source waters of the Okavango Delta.
- The sale of the first dedicated parcels of our GemFair™ ethically sourced artisanal and small-scale mining (ASM) diamonds via our Auctions business.
- Extensive real-world user testing of Tracr™, our ground-breaking, blockchain-based traceability platform tracking the journey diamonds make as they travel through the value chain. We are now focused on deploying the Tracr platform at scale for our diamond production.
- The extension of our partnership with UN Women for a further five years. Under the partnership, we invest in programmes to support women and girls in our partner communities and work to achieve gender parity in our own workforce.
- Significant work to progress our carbon-neutral roadmap for our operations, as well as understand and measure Scope 3 emissions data across our value chain. This has enabled us to set a baseline and to develop a strategy on how to address our Scope 3 emissions.
- Launched significant livelihood support programmes in areas such as agriculture.
- Strengthened partnerships with public health providers in southern Africa through our ongoing community health support for Covid-19.

1m

The 'Okavango Eternal' partnership will help ensure water and food security for more than one million people

[PAGES 6, 67, 81, 86](#)

*“In this decade of action, we know that we have a great deal to achieve. We are proud that despite the challenges of 2021, we have made real progress embedding our Building Forever goals across the organisation.”*



Kostadin Luchansky/National Geographic

#### OUR SUSTAINABILITY JOURNEY MUST CONTINUE TO EVOLVE

The Covid-19 pandemic has reinforced the need to be flexible and agile, collaborating with partners in the face of unforeseen challenges. As stakeholder expectations evolve and the external environment changes, our sustainability strategy must continue to evolve too. With this in mind, it is reassuring that we have made so much progress this year and shown our ability to be flexible and adaptive. This will stand us in good stead as we work to deliver on our 2030 goals. We know there are areas where we still have work to do. But there are a lot of things in our favour. We have:

- established strong partnerships with expert partners who can help guide us
- built firm foundations through detailed planning

- strengthened our internal culture and our focus on sustainability
- sought to connect sustainability initiatives across our business
- started the process of engaging on these issues with others in our value chain
- established initiatives that provide a platform for further progress.

With such a challenging but fruitful year behind us, I am confident that despite the complexity of these challenges, we have the foundations, the partners, the will and the expertise to deliver on our bold sustainability agenda. In short, we have made a lasting commitment. Our answer is 'We do'.

**Bruce Cleaver,**  
CEO



# HIGHLIGHTS OF 2021



De Beers Group collaborates with graduates from Central Saint Martins in **ReSet Forever Love** – ‘three emerging jewellery designers who recently graduated from Central Saint Martins in London, one of the world’s leading design schools.’

February

March

June

August

October

November

December



De Beers Group extends global partnership with UN Women in pursuit of its mission to achieve gender parity by 2030 through **HeForShe**.

De Beers Group pledges US\$7 million in latest round of **Covid-19 support**.

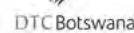
Stronger together.



Government of the Republic of Botswana secures half a million doses of **Moderna vaccine** with funding support from De Beers Group, Debswana and DTC Botswana.



DE BEERS GROUP™



**Namdeb extends life of mine** for land operations by up to 20 years.

*“This is great news for the hardworking women and men of Namdeb, as well as for all our community partners who we are proud to have worked with over the years. We now look forward to starting a new chapter in Namdeb’s proud history.”*

**Riaan Burger**  
CEO, Namdeb Diamond Corporation



**GemFair** brings its first parcels of ethically sourced ASM diamonds to market via Auctions.



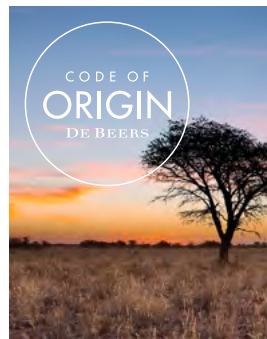
**Completion of Group Scope 3 emissions strategy.**



Kostadin Luchansky/National Geographic

**De Beers™ and National Geographic** signs a five-year strategic partnership to help address one of the most critical conservation challenges in Africa; protecting the source waters of the Okavango Delta and the lives and livelihoods they support.

In August we announced the introduction of **De Beers Code of Origin™** to the diamond trade. Find out more on [page 41](#).



New De Beers Group research shows **sustainability now on par with price** and design when consumers choose diamonds – ‘Trend being led by younger consumers who value evidence of sustainability credentials.’



De Beers announces a new global campaign celebrating commitment and purpose.



# OKAVANGO ETERNAL

*Through Okavango Eternal, De Beers is partnering with National Geographic to help protect the source waters of the Okavango Delta.*

Our five-year partnership will expand and accelerate National Geographic's existing work to help protect the Okavango Basin, which spans Angola, Namibia and Botswana, from the growing risks of climate change, population density, water diversion and commercial agriculture further upstream.

Aligned with our Building Forever sustainability commitment, Okavango Eternal focuses on partnering with local communities and protecting this extraordinary natural wonder for future generations.



[Watch the Manifesto video- here](#)



DE BEERS

## OKAVANGO ETERNAL

PROTECTING A NATURAL WONDER

*Aerial view of the Cuando River, snaking through the Okavango Basin. Kostadin Luchansky/National Geographic*



# 2021 AT A GLANCE

*Our commitment to leave a lasting positive legacy is integral to everything we do.*

## SAFETY AND HEALTH

0

Work-related fatal injuries

(2020: 0)

Target: 0

1.51

Total recordable case frequency rate

(2020: 1.59)

Target: 1.56

0

New cases of occupational disease

(2020: 0)

Target: 0

US\$6.8m

Donated to support Covid-19 vaccinations in our communities

100%

Proportion of workforce with access to free and confidential HIV testing and wellbeing programmes

(2020: 100%)

Target: 100%

## ENVIRONMENT

~500,000

acres of protected land

11%

year-on-year reduction in energy intensity

34%

reduction in freshwater withdrawals in 2021 compared to 2015

75%

Water reuse and recycling efficiency

(2020: not reported)

Target: 75%

0

Level 4/5 environmental incidents

(2020: 0)

Target: 0

## SOCIO-POLITICAL

80%

Revenue that remains in partner countries

US\$1,734m

Inclusive procurement spend

(2020: US\$1,189m)

2,656

Jobs supported by enterprise development initiatives

(2020: 1,938)

97%

Tax and royalties paid in Africa

(2020: 96%)

US\$34.9m

Social investment spend

(2020: US\$33.2m)

## PEOPLE

~20,000

Number of employees and contractors

(2020: ~22,000)

33.4%

Women in non-senior management

(2020: 32.2%)

27.3%

Women in the workforce (excluding contractors)

(2020: 26.9%)

US\$15.6m

Total training spend

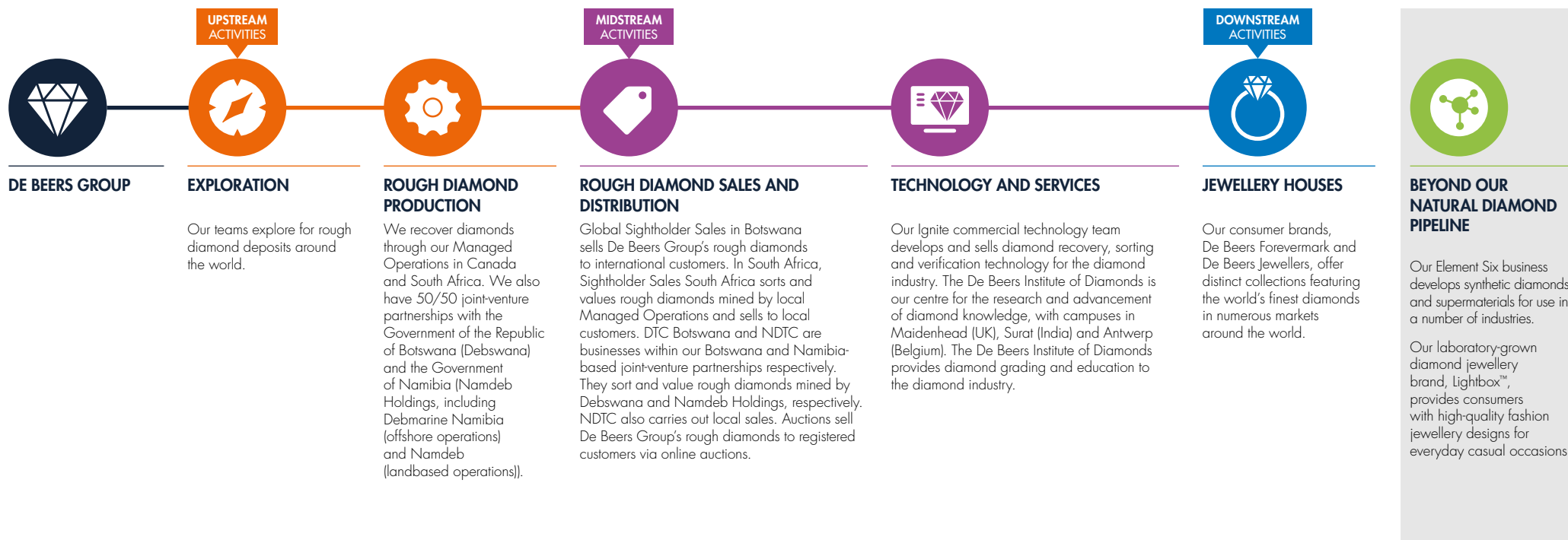
(2020: US\$9.3m)

82%

Proportion of employees based in Africa

(2020: 81%)

## 2021 AT A GLANCE CONTINUED



## A GLOBAL BUSINESS

● Countries in which De Beers Group's diamond recovery operations are located.

■ Countries in which De Beers Group conducts one, some or all of the following functions: exploration; recovery; rough diamond sales; technology; services; consumer marketing; and retail.

**CANADA**

**637:** direct employees

**3,177:** carats recovered in country

**NAMIBIA**

**2,694:** direct employees

**1,467:** carats recovered in country

**SOUTH AFRICA**

**2,804:** direct employees

**5,306:** carats recovered in country

**BOTSWANA**

**6,229:** direct employees

**22,326:** carats recovered in country



# CRITICAL FOUNDATIONS

*“Our approach to Building Forever is built on what we call our Critical Foundations – priorities and initiatives that have formed part of our strategy, our ethos and our DNA at De Beers Group for decades. Achieving our 2030 goals relies on our continued efforts across all of our Critical Foundations.”*

**Burger Greeff**

Executive Head of Technical, De Beers Group

*Miners Nthabiseng Marakalala, Senior Plant Monitor (Left) and Nkhensani Malongete, Senior Plant Foreman (Right), in conversation at the processing plant, Venetia mine, South Africa*



## WHAT UNDERPINS OUR APPROACH TO BUSINESS

OUR  
PURPOSE

Why we exist

OUR  
VALUES

How we behave

OUR  
AMBITION

What we strive to achieve

OUR  
STRATEGY

How we achieve our ambition

> [READ MORE ONLINE AT DEBEERSGROUP.COM](https://www.debeersgroup.com)

## CRITICAL FOUNDATIONS CONTINUED

BEYOND  
ZERO HARM

No diamond is worth illness or injury. The health and safety of our people and our communities, and the integrity of the environment, are prioritised above all else. Through our commitment to going beyond zero harm, we 'Put Safety First' and 'Show We Care', two of our De Beers Group core values. We will continue to develop innovative solutions to achieve our ambitions, evolving our practices and behaviours so they are lived everywhere – at work, at home and in the community – to drive continuous self-enhancement.

0.51

Lost time injury frequency rate (LTIFR)

(2020: 0.58)

Target: 0.53

HUMAN  
RIGHTS

Respect for human rights is deeply embedded in our business and across our interactions with the wider diamond value chain. We hold ourselves and all those we work with accountable for honouring human rights laws, and conduct human rights due diligence aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPs).

5,838

Number of people trained on Human Rights in 2021

(2020: 2,332)

INCLUSION  
AND DIVERSITY

We believe an inclusive culture that values diversity will power our business growth and drive innovation. We strive to enable a working environment where people feel empowered to speak freely and can thrive by bringing their whole self to work.

33.4%

Women in non-senior management

(2020: 32.2%)

LEADERSHIP  
AND CULTURE

We are building a values-based leadership culture, designed to help our people to thrive in the future world of work. We reward collaboration, innovation and safety over individual performance, and integrate sustainability into our leadership training, to help us build a resilient, more competitive business.

10,096

Number of employees who received training<sup>1</sup>

(2020: 8,732)

GROUP STANDARDS  
AND LEGAL COMPLIANCE

Through robust systems and processes we ensure compliance against all applicable Anglo American plc group management standards, our Best Practice Principles Assurance Programme (BPP programme), local laws and regulations, and permitting commitments.

These foundations are critical to how we do business. They are fundamental to the way we operate, every day, everywhere. Drawing on the deep experience and significant investment of our past, we have developed approaches that enable us to raise the bar. But we are constantly rethinking and refocusing our efforts to improve. In line with the UN's 2030 Sustainable Development Goals (SDGs) and in support of Anglo American's Sustainable Mining Plan, we are setting our sights higher than ever before.

282,400

Total BPP programme coverage (number) of people

(2020: 349,955)

<sup>1</sup> This indicator does not include consistent capture of data from Namdeb and Element Six Ireland sites. Dataset will be reviewed during 2022 and any material changes will be restated.



## CRITICAL FOUNDATIONS CONTINUED

## ANGLO AMERICAN COLLABORATIVE REGIONAL DEVELOPMENT MODEL

We want to be a catalyst for regional socio-economic growth and development beyond our mining operations. We recognise that working in partnership with stakeholders from across a region enables us to have a much more significant impact. That is why we are committed to working collaboratively, bringing together multiple stakeholders – community representatives, faith groups, businesses and entrepreneurs, government, academics and NGOs – to develop initiatives that take a long-term view and that are scalable, inclusive and financially sustainable. The Anglo American innovative partnership model is designed to catalyse independent, scalable and sustainable economic development in regions around our operations – the objective being to improve lives by creating truly thriving communities that endure and prosper well beyond the life of the mine.

### REGIONAL SPATIAL ANALYSIS

This innovative approach starts by identifying socio-economic development opportunities with the greatest potential in a region via spatial planning and analysis.

### PLANNING AND IMPLEMENTATION IN PARTNERSHIP

The information from the regional spatial analyses enables us to develop plans, secure funding and implement sustainable development opportunities.

### FIVE-YEAR SITE PLANS

We have tailored five-year local plans for each of our sites and group functions to address the unique challenges across our operations. Each one is developed to support our Global Sustainability Pillars and stretch goals as well as our critical foundations and Collaborative Regional Development (CRD).



*Botlalo Keipeite, Manager of Thamaga Pottery, Botswana*

## FOUR STRATEGIC PILLARS

Our critical foundations and collaborative approach to regional development underpin four strategic focus areas where we feel we are uniquely placed to make a significant difference to people and the planet.

During 2020, we updated our approach to these areas and committed to 12 new goals, aligned with the UN SDGs, which set clear targets for 2030. We describe these pillars and our goals for 2030 on the following pages.



# BUILDING FOREVER

*“Building Forever is our commitment to creating a positive lasting impact and a better future for people and planet. It sits at the heart of everything we do, challenging us to do better and push further. By protecting the natural world, partnering for thriving communities, accelerating equal opportunity and leading ethical best practice across the industry, we can help make life brilliant for all”.*

**David Prager,**  
Chief Brand Officer, De Beers Group

▶ [Listen to our Building Forever Podcast here](#)



*De Beers Group's Venetia Limpopo  
Nature Reserve in South Africa*



WHAT IS BUILDING FOREVER?

# OUR BLUEPRINT FOR SUSTAINABLE IMPACT

Building Forever is our ongoing commitment to create a positive, sustainable impact that endures well beyond the discovery of our last diamond. As a world-leading diamond company, we have a unique opportunity and responsibility to protect the natural world and improve people's lives along a diamond's journey. That's why Building Forever is at the heart of everything we do.

By setting 12 ambitious goals for 2030, we are seeking to push ourselves to increase the positive impact that we have throughout our entire value chain. As a dynamic framework, Building Forever will continue to evolve with our business and the world in which we operate.

Building Forever 2030 goals – De Beers Group

## WHAT ARE WE DOING?

### ACCELERATING OUR IMPACT

We've set ourselves 12 ambitious goals to achieve by 2030. These goals concentrate on four key areas (we call these 'pillars') where we think we can make the biggest and most meaningful impact. Doing this reflects the urgency of the challenges we face. The UN calls the 10 years up to 2030 the 'Decade of Action', when we must together seek and enact sustainable solutions to the world's biggest challenges: gender and racial equality; climate change and nature loss; inequality; fair health provision, and more. The Covid-19 pandemic

has increased the urgency of addressing these challenges, widening inequalities in health, education and income.

Our four pillars are:

- **Leading ethical practices across industry**
- **Protecting the natural world**
- **Partnering for thriving communities**
- **Accelerating equal opportunity.**



*HeForShe male advocate, Banyatsang France,  
Training and Development Manager, Botswana*



WHAT IS BUILDING FOREVER? CONTINUED

# OUR GOALS FOR 2030

Building Forever has guided our actions for many years. And in 2020, we were determined to further strengthen its positive impact by setting ourselves 12 ambitious goals to achieve by 2030. These are focused on four pillars, where we believe we can have the greatest positive impact. Doing this reflects the urgency of the challenges we face.

Building Forever is a business mandate, not just a nice-to-have. In uncertain times, this only becomes more apparent. It is only by constantly challenging ourselves to develop better, more innovative ways of leaving a lasting, positive legacy that we will thrive as a business.



## WHAT IS BUILDING FOREVER? CONTINUED

FOUR STRATEGIC  
PILLARSLEADING ETHICAL  
PRACTICES ACROSS  
INDUSTRYPARTNERING  
FOR THRIVING  
COMMUNITIESPROTECTING THE  
NATURAL WORLDACCELERATING EQUAL  
OPPORTUNITY

## OUR VISION

*We will continue to work tirelessly to advance industry standards, enhance transparency of diamond provenance and improve the livelihoods of artisanal miners.*

## Our goals mapped to UN SDGs

## Responsible sourcing



## Provenance



## Artisanal mining



## OUR VISION

*We will partner to improve health and education outcomes and increase livelihood opportunities to support community resilience and economic diversification in our partner countries across southern Africa and Canada.*

## Our goals mapped to UN SDGs

## Health and wellbeing



## Skills and education



## Livelihoods



## OUR VISION

*We will be carbon neutral, minimise our water footprint and deliver a net positive impact on biodiversity.*

## Our goals mapped to UN SDGs

## Climate change



## Water



## Biodiversity



## OUR VISION

*We will accelerate economic inclusion and support diverse voices to help shape the future of our business, communities and society.*

## Our goals mapped to UN SDGs

## Inclusive workplace



## Women in business and technology



## Diverse talent in diamond jewellery



## WHAT IS BUILDING FOREVER? CONTINUED

## HOW ARE WE DOING THIS?

We will approach this in a way that is integrated across our business – working in partnership and listening to others, driven by data, insight, and innovation, and focused on the long term. We know it will be challenging, but we have set out clear pathways and will measure and report on our progress along the way.

We integrated our commitments into both operational and budget planning processes. We appointed expert goal leads and created roadmaps to 2030 to ensure we are on the right track.

We established baselines and developed approaches to measuring our progress. We were busy, and we've restructured this document so that we can better report on our progress



*School girls at Acacia Pre-Primary School, Botswana*

## WHY ARE WE DOING THIS?

# MAKING SURE EVERY DIAMOND HELPS FUTURE GENERATIONS

When people buy a De Beers Group diamond, they want to know it has played an active part in making the world a better place and we recognise that we can play an important role in helping to address crucial issues like climate, water and poverty. Our producer countries face challenges including high unemployment, health inequalities and water scarcity, and as a responsible corporate citizen we understand that we have both a deep responsibility and unique opportunity to help create these solutions. Addressing these issues is therefore critical if we are to maintain our social licence to operate and the confidence of those who buy our diamonds.



# COP26 REFLECTIONS AND NEXT STEPS

## WITH KIRSTEN HUND, HEAD OF CARBON NEUTRALITY

*COP26 took place in 2021 and received greater attention than ever.*

*What are your reflections on the conference and De Beers Group's own journey to carbon neutrality?*

Nothing is simple when it comes to solving the world's biggest problems. Did you know that the number 26 after COP means this body has sat down 25 times before in an attempt to change the world? In 2021, the conference was a top priority for scientists and experts – owing to the increase in severe weather events around the globe, coupled with stark warnings from scientists in the sixth IPCC report, deemed a 'code red for humanity' by the UN Secretary-General. Certainly, we have never witnessed such a buzz as we did for COP26.

Climate change is not a problem that can be fixed in isolation. For example, if De Beers Group only looks at GHG emissions as a number that we are trying to bring to zero as quickly as possible, we would only recover diamonds in areas where there is already renewable energy in place, instead of contributing to the green transformation where it is most needed. It is simply the wrong answer for the countries and communities we serve.



*“There are real opportunities for African countries to be part of the green energy transition – our question must be, how can De Beers Group help?”*

**Kirsten Hund**  
Head of Carbon Neutrality

So, for De Beers Group, getting to carbon neutral means building green infrastructure and Nature Based Climate Solutions in the developing world. It also means making sure the journey to becoming carbon neutral creates jobs and skills for the future and brings communities and people along with us.

On his way back from COP26, the president of Namibia sat down with us at a government event to discuss Namibia's climate strategy. Namibia has fantastic potential to harness the wind and solar power that's native to the country and has very ambitious green economic development plans. It has a large port that provides easy access for vessels and is developing a number of partnerships to develop green hydrogen energy solutions.

This shows that there are real opportunities for African countries to be part of the green energy transition – our question must be, how can De Beers Group help? What can we do to help countries like Namibia and Botswana develop the skills to lead this transition?

Our response is to contribute to the renewable energy transition and to green economic development in the countries where we operate – conserving nature and creating jobs and skills along the way. Our Building Forever framework is long-term, sustainable and holistic. This means that, although we remain committed to hitting our targets by 2030, it will take us time and effort to get to zero carbon. But, while our path may be more complicated than many other businesses, it will be truly transformational and achieve lasting positive impacts.

## COP 26 REFLECTIONS AND NEXT STEPS CONTINUED

**CAN YOU TELL US MORE ABOUT THE CARBON-NEUTRAL GOAL AND HOW YOU PLAN TO ACHIEVE IT?**

We have committed that by 2030 we will be carbon neutral in our own operations, working with our majority shareholder Anglo American on cutting-edge technology to help realise this goal.

Our focus is on the three Rs: reduce, replace, remove.

**REDUCE**

First, we will reduce energy use via the pioneering FutureSmartMining™ programme, which supports greater efficiency and a lower environmental footprint.

**REPLACE**

Second, we will replace fossil fuels by converting our fleet from diesel and replace nearly all our fossil electricity by building new wind and solar power plants. This is the biggest portion of our work. Our principal objective is therefore to replace fossil fuels either with renewable electricity or green alternative fuels like green hydrogen which could power our trucks and vessels. Southern Africa has massive potential for solar and wind power, and we are working to utilise this.

**REMOVE**

Finally, we will remove remaining hard-to-abate emissions through our own nature-based solutions, for example our investment in Kelp Blue, an innovative start-up focused on growing and managing large-scale giant kelp forests, which have the potential to safely and permanently lock away vast amounts of CO<sub>2</sub> in the ocean. One of the advantages of being a mining company is the land footprint we manage. By developing nature-based solutions around, for example, regenerative agriculture, we can enhance the capacity of that land to sequester carbon, while also improving biodiversity and creating sustainable jobs.

We believe it's important for us to focus first on our Scope 1 and 2 emissions because we know them and we can control them. We have put in place roadmaps across our business, as well as milestones along the way, to ensure we have a workable plan to achieve this.

**HOW WILL YOU ADDRESS SCOPE 3 EMISSIONS? WHY ARE YOU NOT COMMITTING TO A TARGET FOR THEM?**

Over the course of 2021 we have worked with the Carbon Trust to better understand our Scope 3 emissions (those outside of our direct control, but connected to our supply chain) and how we might address them. In 2022, we will set Science Based Targets (SBTi) for our Scope 1, 2 and 3 emissions and will move forward with our strategy to address Scope 3 emissions, building on the detailed planning we have done in 2021.

**ARE RENEWABLE PROJECTS HAPPENING ALREADY?**

We have a number of projects in the pipeline. For example, in partnership with Anglo American, we are doing the preparatory work for a 60MW solar plant at Venetia mine in Limpopo. And at Oranjemund at the Namdeb operations in Namibia, we are currently assessing the very high potential for wind energy.



*Giant Kelp underwater forests.  
Photo credit Kelp Blue*

## COP 26 REFLECTIONS AND NEXT STEPS CONTINUED

## WHAT ARE THE DIFFERENT SCOPES?

Greenhouse gas emissions are categorised into three groups or 'Scopes' by the most widely used international accounting tool, the Greenhouse Gas (GHG) Protocol.

**Scope 1** – direct emissions from owned or controlled sources; for De Beers Group this is mostly fuel.

**Scope 2** – indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company.

**Scope 3** – includes all other indirect emissions that occur in a company's value chain.

*Solar panels on roof of De Beers Institute of Diamonds building, Surat*

We have also made progress with smaller projects, notably with our rooftop solar projects. We have already commissioned two solar PV plants in Surat in India, one at Maidenhead near London in the UK and one at the De Beers Marine site at Paarden Eiland in South Africa, as well as at our Diamond Trading offices in Botswana.

### DO YOU THINK YOU CAN MEET YOUR CARBON-NEUTRAL TARGET BY 2030?

We have done a great deal of work on understanding how we can become carbon neutral by 2030. We have identified 13 High Impact Projects that will get us within 80 per cent of our target before 2030, and we are implementing workplans for these right now, as well as developing additional plans to bridge the remaining gap towards 100 per cent carbon neutrality. These plans are very much integrated in our broader Building Forever framework, and any new projects take carbon emissions fully into account at the planning stage. So, yes, we are confident that 2030 is very much a realistic goal for us and that we have the right plan in place to achieve it.

### WHY ARE YOU PLANNING CARBON REMOVAL SOLUTIONS IN PREFERENCE TO BUYING CARBON CREDITS?

Our primary focus, and responsibility as a global citizen, is to bring our own carbon footprint down. However, we know that by 2030 there are going to be very hard to abate emissions that we will need to offset. As far as possible, we want to manage these in-house, developing our own carbon removal projects

in the countries where we actually operate. In the process, as well as addressing climate change, we will also create jobs, help to develop resilient local economies and strengthen biodiversity. Obviously, it would be simpler and quicker for us just to buy carbon credits to, for example, conserve forests in Costa Rica. But creating nature-based climate solutions in the countries where we operate means we will have a much more meaningful impact.

### WHO ELSE ARE YOU WORKING WITH?

We cannot do this alone. Very close collaboration with a wide range of stakeholders is essential, starting with our partner governments and communities. But in addition, we work with a range of research institutes and civil society organisations, such as Fauna & Flora International, with whom we are looking at the potential for nature-based climate solutions in South Africa and Namibia. We are also exploring ways to collaborate with universities in Botswana, Namibia and South Africa on projects like fuel replacement. We want to do more work with research and knowledge institutes in southern Africa because this is a new and growing area of work and it is really important that skills and knowledge are developed locally to contribute to a truly just and sustainable energy transition.



# A FAST-CHANGING WORLD

De Beers Group operates in a global context defined by increased stakeholder expectations around sustainability, shifting geopolitical risks, a growth in climate-related natural impacts, increasing water scarcity and the continued ripples of the Covid-19 pandemic.

Today's consumers value action and evidence over rhetoric. So it's more important than ever for organisations like ours to clearly communicate both how they are mitigating any negative impacts and how they are working towards the positive impacts they are creating for people and planet.

## CLIMATE CHANGE

With the world still on track to warm by almost three degrees by 2030, the climate crisis is a global priority. We are working hard to become carbon neutral, and you can find out more about our efforts on [page 72](#).

## A BIODIVERSITY EMERGENCY

Biodiversity loss has sat among the top three challenges on the VEF global risk landscape since 2018. Inaction on biodiversity loss has a material economic impact, disabling up to US\$25 trillion annually in ecosystem services required for society. As a result, companies across all sectors are increasing their focus and

reporting on water and biodiversity. You can find out what we are doing on [page 82](#).

## WASTE

It's estimated that by 2030, we will need two planets to provide the resources for our consumption and absorb our waste. But there is only one planet Earth, and creating a circular economy is critical to sustaining it. We have identified circularity as an immediate area for the coming years – find out more about our waste management approach and plans on [page 113](#).

## SOCIAL INEQUALITY

Increasing inequality is a challenge and one that will likely be significantly exacerbated by the impacts of Covid-19. It is also an urgent risk to business. Economic and social disparities can contribute to social and political instability and foster economic inefficiency.

The Covid-19 pandemic has further widened inequality between countries and this is likely to continue post-pandemic. Developed countries invest a higher proportion of their GDP (12 per cent) to support their economies than low-income countries (2.5 per cent), and are predicted to see a quicker economic recovery as a result.



Inequality within countries is also increasing, driven by sharp increases in unemployment among young and lower-skilled people, widening the income gap.

Find out about the steps we are taking to [Accelerate Equal Opportunity](#) and create [Thriving Communities](#).

## TECHNOLOGY-DRIVEN CHANGES

Digital technology is impacting almost every aspect of the world we live in and the diamond industry is no exception. It is driving efficiencies along the value chain and redefining the diamond buying experience. In 2021, De Beers Jewellers' digital transformation journey continued, with the aim of creating greater impact through more effective use of digital channels. While our transformation plans were already in place, the pandemic accelerated our progress, enabling us to drive an even better customer experience and put consumers right at the heart of enhanced digital and experiential offerings. For more information see [page 134](#).

Find out more on how we are creating new consumer experiences and [innovating towards lower footprint mines of the future](#).

## CONSUMERS EXPECT SUSTAINABILITY

Our recent market research found that in the past five years nearly 60 per cent of all consumers and more than 80 per cent of opinion leaders have chosen to buy products made in a more environmentally or socially responsible way than other products. Younger consumers have an even higher concern regarding a product's ESG credentials than previous generations.

In 2021, we looked for new ways to communicate how closely our sustainability ambitions and values align with those of our consumers. You can see some of our recent campaigns on [page 27](#).

# GOVERNANCE

Accountability for Building Forever sits with the Board of our holding company, De Beers plc. The Board is supported by the Executive Committee and the Sustainability Committee, which is chaired by our CEO, Bruce Cleaver. Reporting into these committees are a number of working groups and specialist Environment, Health and Safety, and Social Performance peer groups, which set direction and share best practice at an operational level.

## TOPICS COVERED IN 2021 BY THE SUSTAINABILITY COMMITTEE

- [Progress of our Pioneering Brilliant Safety Framework](#)
- [The Elimination of Fatalities risk assurance and governance workstream](#)
- [Covid-19 update and the De Beers Group response to the pandemic \(WeCare\)](#)
- [Updates on the De Beers Group status of health and wellness and Covid-19 vaccination programmes](#)
- [Tailings resource management updates](#)
- [Performance updates on Group S&SD and Risk; Social Performance; and Carbon Neutrality](#)
- Review of Anglo American Sustainability programmes
- Delivery of the Building Forever 2030 goals and commitments updates
- Performance updates from all business units' sustainability governance and management processes, with detailed annual submissions and presentations.

## DE BEERS PLC

### EXECUTIVE COMMITTEE

Executes strategy as set by the Board.

### SUSTAINABILITY COMMITTEE

Reviews, oversees and advises on significant sustainability strategies, policies and activities. Ensures that De Beers Group's sustainability strategy delivers shared value.

#### Best Practice Principles Assurance Committee

Establishes the BPP programme standards to protect consumer confidence. Investigates and takes necessary actions against non-compliance by any BPP-auditable entity.

#### Building Forever Steering Committee

Responsible for guiding and overseeing the delivery of Building Forever and ensuring that it delivers business value aligned with stakeholder expectations.

#### Safety & Sustainable Development (S&SD) Council

Provides a platform for sharing and engaging on the delivery of S&SD strategies, improvement plans and objectives.

#### Corporate Affairs & Sustainable Impact (CA&SI) Council

A forum for Corporate Affairs and Sustainable Impact colleagues to set direction for their disciplines, and share best practice and learning.

#### Human Rights Working Group

Cross-functional multidisciplinary working group that identifies, assesses, manages and reviews relevant human rights issues. Mandate and structure under review in 2022.

**Building Forever Working Group**  
Cross-functional group-wide working group that collaborates to progress the Building Forever framework across the organisation, and share best practice and learning.

**Safety, Health and Environmental Peer Groups**  
Discipline-specific working groups that develop standards and set direction for their discipline, and share best practice and learning.

**Social Performance Peer Group**  
Social discipline-specific working group that shares best practice and learning in delivery of social performance objectives and improvement plans.



# HOW WE ENGAGE WITH STAKEHOLDERS

*We recognise that we can maximise our positive impact as a business by working with others. We therefore engage with a wide range of stakeholders – actively reaching out to understand their needs, build trusted relationships and partner with them to create lasting benefits for the people and places where diamonds are discovered.*

## EMPLOYEES AND TRADE UNIONS



We take employee wellbeing seriously. We want people from diverse backgrounds to be able to bring their whole self to work and to feel safe, valued and able to progress and access opportunities. To this end, we run group-wide employee forums, campaigns and training on safety, wellbeing and inclusion and diversity. We also engage with national mining unions on wage negotiations and other issues.

## LOCAL COMMUNITIES



We have a long history of working in partnership with communities to create opportunities, improve health and wellbeing, and enable community resilience and diversified local economies. Each of our operations has a stakeholder engagement plan that is regularly updated and incorporates all the methods through which we consult and engage with our local stakeholders. We are establishing Community Engagement Forums (CEF) in all our partner communities as an additional means of ensuring inclusive engagement. The CEFs in Venetia mine's partner communities in South Africa are already up and running, and plans to establish CEFs in our other communities are well advanced but have been delayed by the impact of Covid-19.

## CUSTOMERS



We recognise the powerful role we can play in improving social, environmental and ethical standards through strong relationships with our Sightholders (term-contract rough diamond customers) and other key players in the diamond value chain. Our Best Practice Principles Assurance Programme (BPP programme) is the formal mechanism we use to achieve this. We also work with sector bodies such as the Responsible Jewellery Council to drive high standards throughout the industry.

## GOVERNMENTS AND LOCAL AUTHORITIES



National, regional and local governments are key partners for us. The Government of the Republic of Botswana is a 15 per cent shareholder in De Beers plc, and we also have 50/50 joint-venture partnerships with the Government of the Republic of Botswana (Debswana) and Government of Namibia (Namdeb Holdings, including Debmarine Namibia (offshore operations) and Namdeb (land-based operations). We work closely with all partners to understand shared goals and find ways in which we can best contribute to these goals. Often, we do this by creating jobs, promoting entrepreneurship, and helping people improve their knowledge and skills.

As part of the diamond industry observer delegation represented by

the World Diamond Council (WDC), De Beers Group participates in the [Kimberley Process Certification Scheme \(KPI\)](#), which is the international, multi-stakeholder initiative created to eliminate the trade in conflict diamonds. The WDC is an active member of all the KP committees and working groups and participates regularly in the peer review mechanisms that monitor and encourage compliance of the KP, while De Beers Group participates and contributes substantively to political and operational discussions of the Working Group on Monitoring (WGM); the Committee on Rules and Procedure (CRP); the Committee on Participation and Chairmanship (CPC); and the Working Group on Artisanal and Alluvial Production (WGAAP).

## HOW WE ENGAGE WITH STAKEHOLDERS CONTINUED

## SUPPLIERS



We have a large and complex supply chain with nearly 5,000 suppliers providing a wide range of goods and services such as contracted maintenance, fuels, earthmoving machinery, drilling and cutting machinery. Our Inclusive Procurement Policy gives priority to certain historically disadvantaged categories of supplier in the countries where we operate. For example, in Canada, we give priority to companies owned by community members from the First Nations communities in the regions in which we operate.

## INDUSTRY BODIES



We play a leading role in raising standards in the diamond industry, working alongside other producers, manufacturers and retailers. We are founding members of the Responsible Jewellery Council. We are also members of industry bodies such as the [International Council of Mining and Metals](#) (through our majority shareholder company, Anglo American) and the [World Diamond Council](#). We regularly host and participate in industry-wide events, sharing insights, discussing important issues and exploring the challenges related to responsible, sustainable business practice.

## NGOS AND CIVIL SOCIETY



We work in close partnership with several NGOs. For example, this year we launched a major new [partnership with National Geographic](#) to help protect the Okavango Basin, and extended existing partnerships with [Fauna & Flora International](#) on various biodiversity and conservation initiatives and with [UN Women](#) on our workplace and community gender equality programmes. We also hold ourselves to high standards of transparency.

## ANGLO AMERICAN



Anglo American is the majority shareholder in De Beers plc and we work closely together to share knowledge and best practice and develop long-term strategies for business growth. Our policies and structures are closely aligned across all areas. For example, the [Anglo American Social Way](#) is our governing framework for social performance across the whole lifecycle of our operations, from exploration to closure. We also implement [Anglo American's SHE Way](#), covering safety, health and environmental standards.

# COVID-19 OUR RESPONSE IN 2021

*The Covid-19 pandemic continued to impact our operations in 2021. But whereas in 2020 we focused on reacting to an unprecedented global event that disrupted nearly every part of the global economy, in 2021 we were able to concentrate our efforts on effectively managing risks and making sure our people had access to vaccines. Together with a range of stakeholders, we continued to support and protect the communities we are a part of, as well as our employees around the world.*



De Beers Group Covid-19 vaccination drive in Kimberley, South Africa

*“This is a global issue that requires a shared solution, and we must all pull together to fight this pandemic.”*

**Bruce Cleaver**

CEO, De Beers Group

The challenges of Covid-19 created uncertainty for many of the communities we live and work in. But the actions we have taken together have helped build closer and better-informed relationships between our regional teams and local health authorities. We hope that these new connections will continue to grow stronger as the world charts its course out of the pandemic. They will allow us to better protect our employees and other members of our partner communities.

## SUPPORTING COMMUNITIES

2021 was defined by the monumental success of the global vaccine roll-out, representing a truly exceptional achievement by the pharmaceutical community and governments around the world.

In June 2021, De Beers Group announced that, along with its joint ventures, it was donating US\$6.8 million to support Covid-19 vaccinations and recovery in our communities. This was in addition to the more than \$10m De Beers Group and its joint ventures had already contributed in both financial and in-kind support to assist the company's diamond producing partner countries of Botswana, Canada, Namibia and South Africa to respond to the pandemic.

Although a significant proportion of our support efforts during the year related to working with governments and other stakeholders to assist in national vaccine programmes, it is not the only action we have taken.

Our Covid-19 response strategy has been built around three separate phases – helping communities prepare, supporting emergency responses and partnering in economic recovery. We also helped some of our partners implement crisis measures in the face of new waves of the virus.

## Assisting Indian industry

The Indian economy is the heart of the diamond manufacturing sector. In 2021, the country struggled with a public health crisis triggered by a new wave of Covid-19 infections. In response, we pledged 20 million Indian Rupees (~US\$270,000) to help the Gem & Jewellery National Relief Foundation (GJNRF), which was established by the Gem and Jewellery Export Promotion Council (GJEPC). Along with funds provided to the All India Gem and Jewellery Domestic Council (GJC), this support provided direct financial assistance to workers in India's diamond cutting and polishing sector, as well as securing oxygen concentrators, ventilators and medicines for hospitals.



## COVID-19: OUR RESPONSE IN 2021 CONTINUED

**MANAGING RISKS**

Continuing to operate safely and efficiently during a global pandemic required us to adapt our processes throughout the value chain. Embedding the behavioural changes needed to effectively manage Covid-19-related risks has been a strategic priority. We conducted regular internal audits to make sure our response plans, business continuity, policies, procedures as well as the way we dealt with cases and staff absences accurately reflected the challenges we faced.

Our risk mitigation strategy centred around the following factors:

- **Self-monitoring and self-reporting** of employee health and potential contact with the virus – employees who are unwell always stay home and seek medical attention
- **Education, awareness, and communication** to limit the spread of the virus and its symptoms and facilitate safe behaviours
- **Personnel screening** of suspected cases of Covid-19 and management of potential contacts
- **Social distancing** to reduce close contact and increase the distance between people in groups
- **Workplace and personal hygiene**, including regular disinfection of all potentially contaminated surfaces and good personal hygiene practices
- **De-densification of workplaces** and the promotion of social distancing
- **Sanitary cordon** to restrict the movement of on-site people into sites

- **Facial masks** to limit the spread of infection from the wearer's exhaled breath to potentially susceptible persons
- **Respirators** to protect employees from bioaerosols such as viruses and bacteria
- **Vaccination of the workforce**, including contractors, to mitigate the possibility of infection, minimise the severity of the infection and reduce the likelihood of loss of life.

**WECARE: STRENGTHENING OUR COVID-19 MITIGATION**

The WeCare initiative is a multi-faceted, focused programme of employee and community support designed to bolster our country-specific activities. Although the seed of the programme existed before the pandemic, its role and scope expanded significantly to respond to the rapidly changing situation.

In 2021, we continued to use WeCare as the central framework for our workplace risk management activities. As well as our vaccine roll-out work, this framework has been an important part of our ability to manage various waves of Covid-19 globally throughout 2021, as well as any that occur in the future.

We focused on anticipating and mitigating risks emerging from seasonal changes in behaviour, as well as those related to mass gatherings such as funerals and church services. By closely monitoring community transmission, both nationally and locally, we were able to manage re-infection risks and better target our response.

Education is a central component of being able to work safely and productively at any time, let alone with the added challenges presented by the pandemic. Helping our employees make informed decisions about their health and providing them with all the resources they need to self-monitor and self-report has been crucial to reducing disruption across our sites. This includes continuing to promote hybrid working, adapting our workplace controls, providing mass testing for employees from high-risk activities or regions and promoting continuous peer education around the benefits of vaccination.



*De Beers Group Covid-19 vaccination drive in Musina, South Africa*

**WeCare**

Protecting your wellbeing during COVID-19



## COVID-19: OUR RESPONSE IN 2021 CONTINUED

**DEPLOYING SMART TECHNOLOGY TO CUT WORKPLACE TRANSMISSIONS**

Technology has been an essential tool for empowering employees to monitor their own health status and access healthcare if they need it. Our Engage app provides frontline employees with easy access to company information and resources, including regular updates on Covid-19 and vaccine education material.

Our South African employees can also use the app to voluntarily enrol on our workplace vaccination programme or register vaccines received externally.

Smart technology is also helping us promote social distancing on-site or in the office. We deployed smartwatches that use Bluetooth technology to measure workers' proximity and vibrate if employees are too close to one another. The data generated has also helped us assess potential close contacts in the workplace if a colleague tests positive for Covid-19. In our corporate offices, smart identification passes also warn employees about when they are not socially distanced.

**ENSURING ACCESS TO VACCINES**

To maximise the benefits of vaccination and increase uptake, we need to address vaccine hesitancy. To do this, we have run a comprehensive vaccination education and encouragement programme, including local events staffed with counsellors who can address individual concerns. Requiring proof of vaccination for people accessing offices and sites is now an important part of maintaining a safe and healthy workplace.

Vaccine uptake is affected primarily by three main factors: confidence, complacency and convenience. Much of our activity in 2021 has related to trying to address each of these issues as innovatively as possible.

In Canada, Gahcho Kué mine worked in partnership with the Government of the Northwest Territories to roll out an on-mine vaccination programme. By 31 October 2021, the programme had achieved a 100 per cent vaccination rate for the on-mine team.

**FUNDING ACCESS TO HALF A MILLION DOSES IN BOTSWANA**

We donated 55 million Botswana Pula (~US\$5 million) in order to help the Government secure access to half a million doses of the Moderna vaccine. By contributing toward the cost of the vaccines we helped the Government overcome an ongoing tightness in global supply.

Alongside supporting the procurement of vaccines, De Beers Group, Debswana and DTC Botswana have also provided a range of in-kind support. This includes the establishment of the Jwaneng mine Hospital Vaccination centre and the Debswana Corporate Centre vaccination point in Gaborone to help increase availability. The 2021 funding adds to the 46.5 million Pula provided to the country for Covid-19 relief in 2020.

*“Vaccines are at the heart of the fight against Covid-19. They are our best course of protection against severe hospitalisation and deaths. As part of our WeCare programme, we are committed to using all the appropriate means to lessen the impact of Covid-19 on our people, their families and communities.”*

**Dr Elton Dorkin**

Anglo American Head of Health



*A Limpopo resident who is more than 100 years old receives a Covid-19 vaccination at De Beers Group's community vaccination drive*

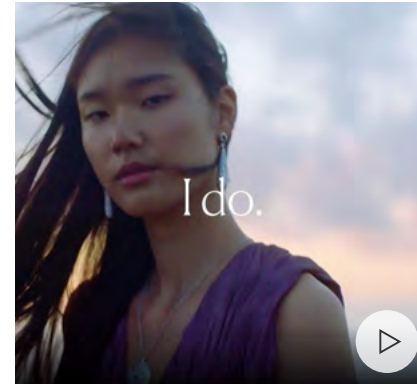
# 2021 COLLECTIONS AND CAMPAIGNS

*During 2021, we created a series of collections that highlight diamonds' connections to the places they come from and the people they have positively impacted along their journey. These collections were promoted through campaigns aiming to increase trust and transparency around the provenance of our diamonds and demonstrate how our values align with those of our consumers, meaning they can feel proud to wear our diamonds.*



## REFLECTIONS OF NATURE – HIGH JEWELLERY COLLECTION

De Beers Jewellers' Reflections of Nature High Jewellery collection was inspired by the remote and remarkable landscapes where our diamonds are found. The spectacular sets feature some of the most beautiful diamonds in the world, and skilfully combine shapes, colours, rough and polished diamonds to reflect the unique features of five locations. The collection showcases our passion for nature and why we are dedicated to preserving the natural world for generations to come.



## DE BEERS GLOBAL CAMPAIGN

In late 2021, De Beers launched a new global campaign centred on commitments to ourselves, to one another and the wider world. The campaign is built around the statement 'I do' as one of the most significant and time-honoured expressions of intent. By emphasising the importance of these powerful commitments, the campaign takes these two words into new territory, expanding their meaning to stand for personal pledges of all kinds: love, friendship, family, society, nature and more.



## NATURAL WORKS OF ART – 1888 MASTERPIECE

Another collection created as a tribute to the beauty of nature is De Beers Jewellers' Natural Works of Art collection. Featuring exceptional diamonds set in unique jewellery pieces to emphasise the individual character of the diamonds, the collection was designed to emphasise the diamonds' deep connection to the history of the Earth.



## COLLECTIONS AND CAMPAIGNS THAT REFLECT OUR VALUES CONTINUED


**FOREVERMARK AVAANTI JEWELLERY  
COLLECTION – ‘THE FIRST RIPPLE’ CAMPAIGN**

De Beers Forevermark launched its Forevermark Avaanti™ collection with a campaign brought to life by an all-female creative team, including award-winning director Vicky Lawton and photographer Anya Holdstock.

Based on the belief that what the future holds can unfold from a single ripple, the campaign stands as a powerful reminder that the moments we seize today can become the unstoppable momentum of tomorrow. ‘The First Ripple’ campaign celebrates the power of possibility and encourages women to unleash their own ripple on the world.

**#BLACKISBRILLIANT**

Through the #BlackisBrilliant campaign, De Beers Group aims to support Black designers to create one-of-a-kind pieces with ethically sourced natural diamonds from Botswana. By teaming up with RAD (Red Carpet Advocacy), we are able to give designers a unique opportunity to showcase their creations on the world’s most esteemed red carpets.

The campaign also aims to create impact through donations made by De Beers Group to charities that further Black excellence. The story of each collaboration will debut on social media to provide further advocacy for each designer in sharing their personal stories and journeys, heritage and inspirations with the world.



# BUILDING FOREVER OUR PROGRESS

Throughout 2021 we focused on embedding Building Forever and the 2030 goals across all parts of our business, ensuring we have a comprehensive and integrated approach. In the next section we report on the key developments and progress for each of our 2030 goals, critical foundations, and other material topics.

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*Neo Kopanang, Founder of Siskop Investments in Botswana, one of the businesses supported by De Beers Group's Tokafala enterprise development programme*



# LEADING ETHICAL PRACTICES ACROSS INDUSTRY



*Venetia mine employee looking over Venetia mine at sunset*

## 2030 GOALS

32  
Responsible sourcing

40  
Provenance

45  
Artisanal mining



# LEADING ETHICAL PRACTICES ACROSS INDUSTRY

## OUR VISION

*We will continue to work tirelessly to advance industry standards, enhance transparency of diamond provenance and improve the livelihoods of artisanal miners.*

Our ambition is to lead the diamond sector in ethical practices, helping the industry continue to progress in this area and drive consumer confidence in diamonds. Our focus is on extending the reach of our industry-leading Best Practice Principles Assurance Programme (BPP programme); providing the provenance of our diamonds so that people can link the diamond they buy to its origin and be proud that it has been sourced responsibly and has generated lasting positive impact; and developing scalable solutions to support those who work in the artisanal and small-scale mining sector.



[Building Forever Podcast – Leading ethical practices across industry](#)

## 2030 GOALS

✓ Achieved 
 ● On track 
 ⏸ Timeline impacted by Covid-19 
 ○ Behind schedule

## OUR 2030 GOALS

### ▶ RESPONSIBLE SOURCING

By 2030, we will extend our BPP programme beyond our value chain to advance industry standards.

282,400

workers across the diamond industry covered by the BPP programme requirements.

### ▶ PROVENANCE

By 2030, we will provide the origin and impact of every diamond we discover and sell.

US\$2.2 billion

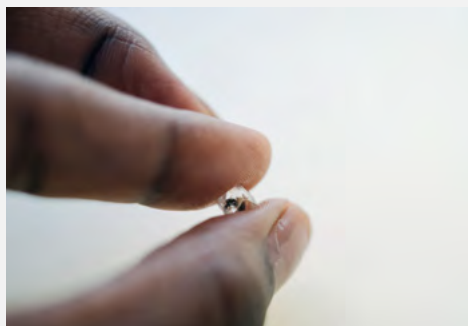
total value of diamonds on Tracr

### ▶ ARTISANAL MINING

By 2030, we will deliver scalable solutions to improve the livelihoods of artisanal miners.

219

mine sites participating in GemFair



## 2021 HIGHLIGHTS

- Launch of the [De Beers Responsible Sourcing Policy for Precious Metals, Minerals and Gemstones \(excluding diamonds\)](#).
- Launch of De Beers Code of Origin provenance programme – a customised code inscribed onto our diamonds to provide assurance that they are natural, conflict-free and discovered by De Beers Group in Botswana, Canada, Namibia or South Africa.
- Increased capacity of Tracr – our blockchain diamond traceability platform – which now has the ability to register up to one million diamonds per week.
- Sold first dedicated parcels of ethically sourced, artisanally mined (ASM) diamonds from GemFair – our programme to create a route to market for ethically sourced ASM diamonds.
- Launched reclamation programme to cultivate old artisanal mine sites supporting livelihoods and food security in Sierra Leone.

*“We want to create a route to market for these miners and ultimately see their diamonds in jewellery. In time, hopefully, we’ll have artisan-mined diamonds, legitimately sourced and completely traceable, set in jewellery and sold in stores. It could be the most ethical diamond story of all.”*

**Feriel Zerouki**

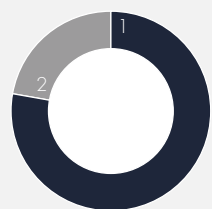
Senior Vice-President, Corporate Affairs

# RESPONSIBLE SOURCING

*By 2030, we will extend our Best Practice Principles Assurance Programme beyond our value chain to advance industry standards.*

Complex supply chains face big challenges – emerging supply chain ESG regulations, potential disruption and increased stakeholder expectations of the role that businesses should play in understanding and mitigating human rights risks, climate change and other global issues. We firmly believe businesses that operate more responsibly are able to be more resilient in the face of these challenges. So there is both a commercial and ethical imperative for setting the highest standards in the way we do business. As the world's leading diamond company with a presence across the diamond value chain, we have a huge opportunity to positively influence the wider sector by sharing best practice, encouraging responsible behaviour, and working with various stakeholders across the value chain to better understand their needs and expectations. Our work to improve environmental, social and governance (ESG) standards falls into two areas: responsible sourcing of diamonds and diamond jewellery, and responsible sourcing within our supply chain.

## BPP Coverage in 2021 – Entities covered by the BPP programme



A significant part of the entities covered by the BPP programme are owned by Sightholders (Tier A), such as jewellery retail and diamond cutting or polishing entities. The BPP programme also covers contractors (Tier B), which not only provides great visibility and transparency of our Sightholders' supply chains, but also allows for more employees around the world to be covered and positively impacted by the BPP programme.



# 2,283

number of entities covered by the BPP programme

# 21%

(479) of the entities participating in the BPP programme are cutting and polishing factories

# 85%

the proportion of De Beers Group's spend for managed operations where we have already implemented our Responsible Sourcing Standard for Suppliers

## OUR PROGRESS

- Extended our Best Practice Principles Assurance Programme which sets stringent standards for those we work with, by:
  - continuing to expand the scope of participants in implementing our responsible sourcing policies, which includes those working with our downstream jewellery brands
  - extending standards in response to emerging risks, including health and safety procedures in the light of Covid-19
  - introducing a template for Sightholders to report on their carbon footprint and environmental commitments.
- Rolled out a new policy for sourcing precious metals, minerals and gemstones (excluding diamonds).
- Began roll-out of Anglo American's Responsible Sourcing Standard for Suppliers. This is the equivalent of a supplier code of conduct and sets out our minimum expectations.

## 2022 LOOK AHEAD

- Reinvigorate our sanctions and anti-money laundering standards.
- Continue our work to implement our responsible sourcing policies, developing systems and training.

- Continue to onboard new participants to our BPP programme.
- Continue to roll out the Responsible Sourcing Standard for Suppliers.

## OUR TARGETS

- ✓ Our BPP programme standards apply as a mandatory requirement for all those buying rough diamonds from us and participating in our brands – suppliers, clients and contractors alike – resulting in coverage of 2,283 entities across the diamond industry.
- ✓ We will continue to certify all our operations to Responsible Jewellery Council (RJC) standards, which we have done since 2009. We will continue to work with the RJC and other industry initiatives and organisations such as the World Diamond Council and share our expertise and knowledge to drive wider adoption of best practice standards across the industry.
- We will continue to roll out our Responsible Sourcing Standard for Suppliers at our mining operations, ensuring that it builds awareness of emerging supply chain risk areas, sustainability requirements and ethical work principles.
- We will continue to defend Human Rights and combat Modern Slavery, working with our partners to drive positive sustainability outcomes.

## 2030 GOALS

- ✓ Achieved
- On track
- ⏸ Timeline impacted by Covid-19
- Behind schedule

LEADING ETHICAL PRACTICES ACROSS INDUSTRY  
RESPONSIBLE SOURCING CONTINUED

## WHAT ARE THE BEST PRACTICE PRINCIPLES?

*Our Best Practice Principles Assurance Programme (BPP programme) sets out the strict business, social and environmental standards that apply across our value chain from exploration to retail.*

The BPP programme is benchmarked against leading international standards, meaning it is fully aligned to the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (OECD Due Diligence Guidance), the UN Guiding Principles on Business and Human Rights, the International Finance Corporation's Performance Standards, International Labour Organisation (ILO) Standards, the United Nations Global Impact Principles and Universal Declaration of Human Rights, amongst others.

Every entity participating in the BPP programme, including our own business units, must submit an annual self-assessment demonstrating their

compliance against all applicable requirements. A reputable third-party verifier, Société Générale de Surveillance (SGS), independently audits a selection of these assessments annually using risk-based criteria.

When we launched the BPP programme in 2005, it was a radical move and raised the bar for ethical, social and environmental standards in the diamond industry. Over the past 17 years, the BPP programme has continued to evolve and today, is a regarded standard which sets the pace for doing business in an ethically, socially and environmentally responsible way.

*Polished diamond in tweezers at Almod Diamonds' cutting and polishing factory, Yellowknife, Canada*





## LEADING ETHICAL PRACTICES ACROSS INDUSTRY RESPONSIBLE SOURCING CONTINUED

### OUR PROGRESS IN 2021 – HIGHLIGHTS

#### ENHANCING BUSINESS INTEGRITY STANDARDS ACROSS THE BUSINESS

Business integrity lies at the heart of our commercial strategy. In 2021 we looked more closely at how we could help different areas of our business implement our business integrity standards in a way that was relevant for their particular environment, eg the retail environment. We sought to connect the messaging about different topics like business integrity, anti-trust, and data privacy, bringing them together in one aligned programme – our Compliance Management System – so that colleagues could better understand how these areas might be inter-related. Also in 2021, we further raised expectations across the business in assessing the intermediaries (eg contractors and consultants) we work with, ensuring they meet our high standards. All intermediaries must undertake Code of Conduct training to De Beers Group standards, and compliance is monitored.

In the last quarter of the year, we launched our updated e-learning business integrity programme, which had an impressive completion rate of 98 per cent. We also invited colleagues from across Anglo American to attend anti-bribery and corruption awareness training, to which over 500 people attended.

### RESPONSIBLE SOURCING OF DIAMONDS AND DIAMOND JEWELLERY

We are present across the diamond value chain and promote best practice through our BPP programme which sets stringent ethical, social and environmental standards that both we and those in our supply chain must meet. We update

these standards annually in response to emerging risks and changing regulation, meaning they are as relevant today as they were at their inception in 2005.

#### MAPPING THE CARBON FOOTPRINT OF THE DIAMOND VALUE CHAIN

A significant development in 2021 was our work, supported by the Carbon Trust, to understand our rough diamond customers' environmental commitments and their journeys towards carbon neutrality. Early in the 2021 BPP programme cycle, we asked our Sightholders to complete a voluntary section letting us know about their environmental commitments, for example any work to reduce energy consumption or improve recycling or biodiversity. We also developed a questionnaire based on the Greenhouse Gas Protocol for Sightholders to report on their carbon footprint, which has been seen as a leading initiative and one of the first of its kind within the industry.



*Employee cutting and polishing at Almod Diamonds' cutting and polishing factory Yellowknife, Canada*

*“The shift to a global low-carbon economy cannot happen in isolation, and De Beers Group’s value chain engagement is an important building block for an effective response to climate change. By working with their Sightholders on this reporting journey, De Beers Group’s BPP programme is raising the bar for the industry, highlighting the importance of carbon transparency, accountability and value chain cooperation.”*

**Christelle van Vuuren**

Africa Director at the Carbon Trust which has helped De Beers Group evolve the BPP programme’s guidance on environmental commitments and carbon footprinting.

## LEADING ETHICAL PRACTICES ACROSS INDUSTRY RESPONSIBLE SOURCING CONTINUED



*Analysing rough diamonds for cutting and polishing at KGK, Botswana*

Our aim is to gain an understanding of our customers' environmental footprints and where they are on their journey to measure their carbon footprint. With the help of the Carbon Trust, we are now analysing the information and data we received in order to inform a better baseline and create a pathway towards achieving carbon-neutral reporting and standards across the value chain. This learning has been implemented in the 2022 BPP programme cycle, which launched in January 2022, and includes an enhanced Carbon Footprint Questionnaire. For the first time, this specifically looks at carbon emissions in the diamond cutting and polishing sector, which will be applicable to a large number of our Sightholders.

We understand the importance of providing capacity-building and advocacy support, so we also hosted four tailor-made training sessions for our Sightholders, which looked at carbon footprint and environmental commitments in the context of the diamond value chain. Approximately 100 participants attended the training, which not only included representatives from the Sightholder Group, but in some cases their own third-party ESG consultants too. For Sightholders in the early stages of their carbon footprint journey, the training provided vital tools on how to understand and undertake carbon calculations across their often-complex groups and geographies.

### EXPANDING THE SCOPE OF OUR BPP PROGRAMME REQUIREMENTS

The Covid-19 pandemic has served as a reminder that, in times of crisis, human rights run the risk of being compromised, and inequalities can be exacerbated. In recognition of these risks, we reviewed and elevated our BPP programme standards to ensure they were fit for purpose in mitigating against these risks. At the launch of the 2021 BPP programme cycle, we

# 282,400

workers across the diamond industry protected by the BPP programme requirements, which include responsible business, employment, health and safety and human rights standards, among others.

included specific requirements to ensure health and safety against contagious diseases was appropriately managed, workers' employment and human rights were not compromised and risks of discrimination were identified and managed appropriately. This was particularly important at a time when there were global risks of mass redundancies or reduced wages. The standards we introduced in 2021 meant we had visibility of relevant issues and could react quickly. These standards are unique across the industry and continue to be highly important, as the effects of the pandemic continue to be felt across the globe.

### NEW PARTICIPANTS IN THE BPP PROGRAMME

The 2021 BPP programme cycle saw a number of new participants as we continued to lead ethical practices across the value chain. These new participants joined as a result of our focus on extending the BPP programme mandate to include core diamond suppliers and jewellery manufacturers across our downstream brands. We expect increased participation from these stakeholder groups in 2022 as we continue to implement the requirements of both our [Responsible and Ethical Sourcing Policy for Diamonds](#) and [Responsible Sourcing Policy for Precious Metals, Minerals and Gemstones \(excluding diamonds\)](#). In addition, 2022 will see more South African Beneficiation Project Members (BPMs) participate in the BPP programme. BPMs are small enterprises that gain access to De Beers Group's rough



## LEADING ETHICAL PRACTICES ACROSS INDUSTRY RESPONSIBLE SOURCING CONTINUED

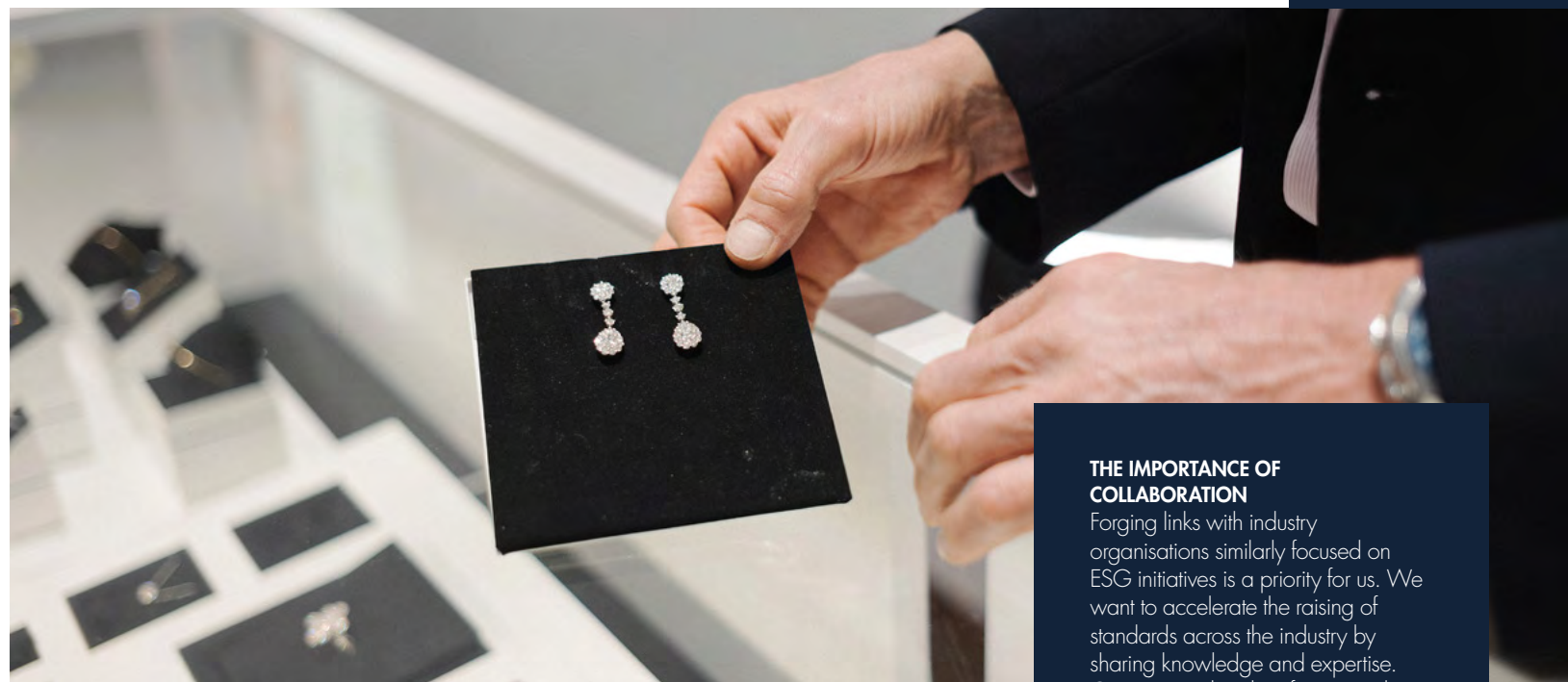
diamond supply and business expertise as we continue to promote the value and importance of beneficiation and upskilling within our producer countries. See the data in [pages 145](#) and [146](#) for more information.

### BPP PROGRAMME: SIGHTHOLDER AND BPM PERFORMANCE

The total number of Sightholder infringements identified by our third-party verifier, SGS, increased to 153 in 2021 (2020: 64). The higher number of infringements is reflective of the intrinsic value that comes from on-site verification. In 2021, we conducted almost half of the audits on-site whereas in 2020, the majority of audits were conducted remotely due to the health and safety risks presented by the pandemic. Although it was important to conduct remote assessments during that time, we are keen to revert to 100 per cent on-site assessments once it is safe to do so. See the data on [pages 145](#) and [146](#) for more information.

### ROLL-OUT OF NEW RESPONSIBLE SOURCING POLICY FOR PRECIOUS METALS, MINERALS AND GEMSTONES (EXCLUDING DIAMONDS)

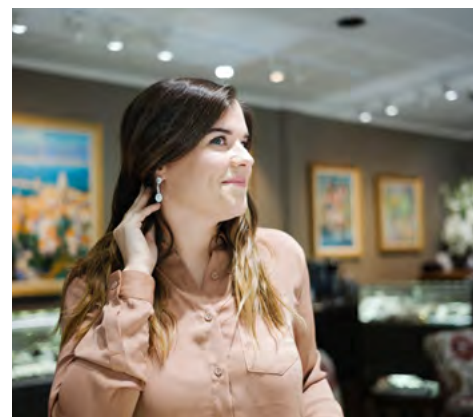
In 2021, we made our policy for Responsible Sourcing for Precious [Metals, Minerals and Gemstones](#) (excluding diamonds) publicly available. Over the course of 2021, De Beers Jewellers (DBJ) sourced 100 per cent of its newly mined platinum from Anglo American Platinum. Through its Sustainable Mining Plan, Anglo American, our majority shareholder company, aims to deliver step change results across the entire mining value chain. From mineral discovery right through to marketing its products to customers, it is changing how employees and stakeholders experience Anglo American and helping to create enduring value for all.



The majority of the remainder of DBJ's sourcing of platinum and gold is from recycled sources, verified through chain of custody certification.

### WE CONTINUE TO ADVOCATE FOR EVOLUTION OF THE KIMBERLEY PROCESS

We continued to work within the World Diamond Council and alongside like-minded governments and civil society organisations to advocate for the reform of the Kimberley Process Certification Scheme (KP), primarily by championing the expansion of the definition of conflict diamonds. Conflict diamonds are currently defined by the Kimberley Process as rough diamonds sold by rebel groups or their allies to fund violent conflict against legitimate governments. We would like this definition and scope to be expanded to include human rights abuses; widening socio-economic deficits in partner communities; environmental degradation and other unethical practices by state and non-state actors.



### THE IMPORTANCE OF COLLABORATION

Forging links with industry organisations similarly focused on ESG initiatives is a priority for us. We want to accelerate the raising of standards across the industry by sharing knowledge and expertise. Our approach is therefore rooted in active membership of:

- **The World Diamond Council (WDC)** – the WDC was instrumental, together with civil society and the governments of diamond-producing and consuming states, in establishing the Kimberley Process Certification System in 2003 to stem the trade in conflict diamonds. Feriel Zerouki, Senior Vice-President of Corporate Affairs at De Beers Group, was appointed the first female Vice-President of the WDC in 2020, and will become the next president of the organisation.
- **The Responsible Jewellery Council (RJC)** – we were a founding member of the RJC in 2005.



## LEADING ETHICAL PRACTICES ACROSS INDUSTRY RESPONSIBLE SOURCING CONTINUED

# OUR GOVERNING POLICIES

Two policies govern our sourcing activities for diamonds; and for precious metals, minerals and gemstones (excluding diamonds):

- [Our Responsible and Ethical Sourcing Policy for Diamonds](#)
- [Our Responsible Sourcing Policy for Precious Metals, Minerals and Gemstones \(excluding Diamonds\)](#).

### OUR RESPONSIBLE AND ETHICAL SOURCING POLICY FOR DIAMONDS

This policy governs the way we source diamonds. It is aligned with the UNGP's best practice due diligence standards for anti-money laundering and anti-corruption; the OECD Due Diligence Guidance and our own BPP programme (benchmarked against other leading international standards). Our BPP Committee (BPPCo), which reports into the De Beers Group Executive Committee, is in charge of implementing the policy. Selected Executive Committee members, who do not head up any of our diamond-sourcing or diamond-producing business units, serve as the BPPCo key decision makers.

### HOW WE IMPLEMENT THIS POLICY

We have business units across the diamond value chain – in exploration, discovery and production, rough diamond trading and distribution, and in retail through our jewellery houses: De Beers Jewellers and De Beers Forevermark. We implement our Responsible and Ethical Sourcing Policy for Diamonds in these individual business units through the following approach:

- **Diamond Trading** in Botswana, South Africa and Namibia only sell diamonds sourced from De Beers Group managed operations or joint-venture mines in Botswana, Canada, South Africa and Namibia. These mines are compliant with the Anglo American Social Way 3.0 and the De Beers Group BPP programme requirements, and are certified against the RJC Code of Practices. The diamonds are sold to our term contract rough diamond customers, Sightholders, who are contractually obliged to participate in and comply with our BPP programme on an annual basis, thereby extending our ESG commitments into the value chain.
- **Auctions** operate according to procedures defined in the Third-Party Supply Operating Model, which is publicly available. Auctions only procure from approved sources, including, on occasion, third-party rough diamonds from approved producer sources. Approved producer sources are selected based on strict ESG criteria, including human rights due diligence and impact assessment. This is done in full alignment with our Responsible and Ethical Sourcing Policy for Diamonds. Verification of how we implement this policy is assured through third-party BPP programme audits and our own internal audit function. Training is provided to relevant employees on an ongoing basis.
- **GemFair**, our initiative to connect ethical artisanal and small-scale miners to the global market, sources diamonds responsibly, with an approach based on the OECD Due Diligence Guidance (with a strong focus on the Annex II Model Supply Chain Policy). Our approach also incorporates material risks specific to the

diamond industry and the GemFair business model and is underpinned by the GemFair Responsible Artisanal and Small-Scale Mining Assurance Programme. This sets out business, social, safety and environmental responsibilities that apply to all artisanal and small-scale mines participating in the GemFair programme. See Artisanal Mining on [page 45](#) for more information.

- **De Beers Jewellers (DBJ)** is our flagship retail brand. The majority of the diamonds sourced by DBJ are purchased from Sightholders and originate from De Beers Group mines. Provenance is assured under our BPP programme requirements and is third-party verified. In special circumstances, DBJ may source diamonds from other approved sources, provided these sources meet the strict criteria of our Responsible and Ethical Sourcing Policy for Diamonds.
- **De Beers Forevermark (DBFM)** operates mostly under a licensee model framework. De Beers Forevermark diamantaires are companies that have a contractual commitment with De Beers Forevermark to only source rough diamonds from De Beers Group managed operations or joint-venture mines or other approved mines. This is assured through third-party verification under the rigorous Pipeline Integrity programme. The programme requires De Beers Forevermark diamantaires to implement systems, procedures and policies to segregate De Beers Forevermark diamonds in a separate pipeline. De Beers Forevermark diamantaires also commit to cut and polish these diamonds in adherence to the BPP programme and Pipeline Integrity (PI)

standards, prior to their inscription at the De Beers Institute of Diamonds (assuming they meet additional De Beers Forevermark criteria, including beauty and cut quality). The criteria for approved sources can be found in the Responsible and Ethical Sourcing Policy for Diamonds.

### OUR RESPONSIBLE SOURCING POLICY FOR PRECIOUS METALS, MINERALS AND GEMSTONES (EXCLUDING DIAMONDS)

Although diamonds are our core product, we recognise that it is important to ensure consumers have confidence in their jewellery as a whole, and not just the diamond within it. Therefore, as part of our transparency efforts in our 2021 report, we published our new Responsible Sourcing Policy for Precious Metals, Minerals and Gemstones (excluding diamonds), which governs the way we source precious metals, minerals and non-diamond gemstones for use in jewellery products sold by our downstream consumer brands – De Beers Forevermark, De Beers Jewellers and Lightbox.

Our new policy is fully aligned to the OECD Due Diligence Guidance and sets strict criteria that our brands must abide by when sourcing metals or other gemstones. It also sets specific requirements that any jewellery manufacturers contracted by our brands must follow – both in terms of their ethical credentials and any sourcing of metals they undertake on behalf of the brands. As a result of this policy, extensive mapping has been undertaken to better understand the value chain, and the implementation of these policies will continue in 2022.

## LEADING ETHICAL PRACTICES ACROSS INDUSTRY

RESPONSIBLE SOURCING  
WITHIN OUR SUPPLY CHAIN

De Beers Group sources goods, materials and services of many different kinds, mostly for our upstream mining operations. We want suppliers to share our commitment to improve people's lives, society and the environment and to abide by all applicable laws.

## GUIDING SUPPLIERS ON OUR EXPECTATIONS

We expect all our suppliers to protect health and safety and the environment, to respect labour and human rights, to contribute to thriving communities and to conduct business fairly and with integrity.

To guide suppliers on the standards we expect them to meet, in 2021 we began rolling-out [Anglo American's Responsible Sourcing Standard for Suppliers](#). This is the equivalent of a supplier code of conduct and sets out our minimum expectations.

All suppliers who want to do business with De Beers Group must commit to responsible business practice and complete a Self-Assessment Questionnaire telling us, for example, how they verify the age of their employees, how they measure the

environmental performance of their business, and the mechanisms they have in place to allow workers to raise legitimate concerns. In some cases, we will also ask for a third-party assessment. Where suppliers identify a risk, we ask them to inform us and develop an action plan to address the risk.

In 2021, our roll-out focused on our largest 30 suppliers who are responsible for about 85 per cent of our spend. We are now looking at SMEs and starting to identify the gaps between our expectations and what suppliers are doing in practice. To address the gaps, we are introducing training sessions to help suppliers understand what they need to do to meet our expectations.

## RETURNS TO PRODUCER COUNTRIES

Recovery in rough diamond demand in 2021 meant that our total returns to our producer countries increased to US\$4.7 billion compared to US\$3.2 billion in 2020. Payments to partners, joint ventures and suppliers totalled US\$3.9 billion (2020: US\$2.5 billion), while our total taxes and royalties borne by De Beers Group in 2021 was US\$547 million (2020: US\$406 million).

# US\$4.7 billion

(2020: US\$3.2 million) return to producer countries



*Shift Coordinator and colleague at processing plant, Orapa mine*



LEADING ETHICAL PRACTICES ACROSS INDUSTRY  
**RESPONSIBLE SOURCING WITHIN OUR SUPPLY CHAIN**  
CONTINUED

## LOOKING AHEAD TO 2022

In 2022, we plan to review and, where necessary, update our approach to managing sanctions and anti-money laundering risks.

We will continue our work to implement our responsible sourcing policies – developing systems and training, and building processes. In addition, we will continue to onboard new participants to our BPP programme, providing training and auditing.

We will also continue to roll out the Responsible Sourcing Standard for Suppliers, speeding up responses to the Self-Assessment Questionnaires by suppliers through use of a digital platform. Our plan for 2022 is to address 80 per cent of De Beers Group's managed operations spend. We also plan to support our joint-venture partner businesses by sharing best practice and learnings.

*Bouwa Whee Catering employee preparing food in the Gahcho Kué mine canteen, Canada*





# > PROVENANCE

*By 2030, we will provide the origin and impact of every diamond we discover and sell.*



Historically, we have provided the provenance of the rough diamonds we sell via invoice statements. Our focus now is to work with supply-chain partners to carry that provenance through to retail so that consumers can link the diamond they buy to its De Beers Group origin and be proud that it has been sourced responsibly and has generated lasting positive impact.

## OUR PROGRESS

- Launched De Beers Code of Origin provenance programme, using a customised code inscribed on diamonds to provide provenance and responsible sourcing assurance for diamonds discovered by the Group.
- Continued to grow our diamond traceability platform, Tracr, conducting extensive real-world user testing. The platform now has the ability to process one million diamonds per week, enabling their identification through the value chain.

## 2022 LOOK AHEAD

- Deploy Tracr technology at scale
- Grow the scale of the De Beers Code of Origin trusted source programme, including integrating it within our jewellery houses

# 1 million

diamonds per week – the processing capacity of Tracr following real-world testing in 2021

# US\$2.2 billion

total value of diamonds on Tracr

# 25%

of De Beers Group production (by value) recorded on Tracr

## OUR TARGETS

- By 2025 we will scale programmes to support origin transparency at retail for diamonds discovered by De Beers Group.
- By 2030 we will record the majority (by value) of De Beers Group's annual production on Tracr, our groundbreaking technology platform built on blockchain that provides assurance of the provenance and authenticity of natural diamonds throughout the diamond value chain.

## 2030 GOALS

✓ Achieved 
 ● On track 
 ⏸ Timeline impacted by Covid-19 
 ○ Behind schedule

## LEADING ETHICAL PRACTICES ACROSS INDUSTRY PROVENANCE CONTINUED

### OUR PROGRESS IN 2021 – HIGHLIGHTS

People purchase and gift diamonds to express their love, commitment and gratitude. They want to feel confident that the diamonds they buy have been ethically sourced and have had a positive impact on the place where they originated. We are determined to give this assurance and have a goal to provide the origin and impact of every diamond we discover and sell, by 2030.

### DE BEERS CODE OF ORIGIN PROVENANCE PROGRAMME

*Our consumer-facing De Beers Code of Origin provenance programme is designed to provide provenance and responsible sourcing assurance for diamonds discovered by De Beers Group, underpinned by our deep commitment to social and environmental responsibility.*

A customised code inscribed on the diamond provides assurance that it is natural and conflict free, and that it was discovered by De Beers Group in Botswana, Canada, Namibia or South Africa. It also provides assurance that the diamond has helped protect people and the planet – through wildlife conservation, our commitment to be carbon neutral by 2030 and our safety, human rights and ethical integrity standards. De Beers Code of Origin is supplemented by De Beers Group's traceability platform, Tracr, and Pipeline Integrity (PI) – the proprietary standard we established in collaboration with the British Standards Institute. Currently in the build to scale phase, diamonds with the De Beers Code of Origin are already being retailed across nine countries. PI audits are conducted annually to ensure eligible goods are tracked, traced and

segregated from non-eligible diamonds. There were 73 PI audits conducted in 2021 to support the De Beers Code of Origin provenance programme.

In introducing De Beers Code of Origin, we have established the process for inscribing diamonds with the De Beers Code of Origin with their customised code, investigated the route to market and explored potential interest from consumers. We have also rolled out elearning for pilot participants to explain the provenance claims of De Beers Code of Origin, with modules focusing on our BPP programme, PI and Building Forever, our blueprint for sustainable impact. In total, 1,100 hours of elearning were delivered to 275 individuals.

De Beers Code of Origin

*“There is no doubt that De Beers Code of Origin... will further strengthen our customers' trust and also their sense of security.”*

De Beers Code of Origin retailer

CODE OF  
**ORIGIN**  
DE BEERS



## LEADING ETHICAL PRACTICES ACROSS INDUSTRY PROVENANCE CONTINUED

### WHAT IS TRACR?

*Tracr is our groundbreaking technology platform focused on supporting diamond sector assurance on provenance, traceability and authenticity. It uses emerging technologies (the internet of things, artificial intelligence, blockchain and high-grade security and privacy) to create digital assets that represent each physical diamond registered on the platform. In particular, Tracr is focused on supplementing the De Beers Code of Origin programme.*

Tracr works by creating digital assets for rough diamonds before they are sold. The diamond and digital asset can then be transferred to the next participant in the value chain, such as the company that cuts and polishes the diamond. Tracr has the potential to enable identification of the digital asset along each step of the diamond's journey, from producer, to manufacturer to retailer.

The platform has been developed in collaboration with industry representatives along the diamond value chain.

### TRACR PREPARES TO ENTER LIVE PRODUCTION

In 2021 we also conducted extensive real-world user testing of Tracr. We have significantly increased the pace and throughput of diamonds processed by Tracr per day, reducing the time to process a diamond from seven days to less than six hours. At the same time, we incorporated feedback from the participants in our pilot, fine-tuning the reports they want, and transforming service levels to create a distinctive customer offer.

In February 2022, Tracr was recognised in Forbes' prestigious 'Blockchain 50' list. The 'Blockchain 50' represents the leading innovations for the use of blockchain in commercial enterprise, and this is the second time Tracr has been featured on the list.

February 2022 also saw the technical launch of the Tracr production platform, providing a robust, fully distributed system backed by blockchain in support of the De Beers Code of Origin initiative. Tracr is now being deployed at scale, with the ability to register up to one million diamonds per week, enabling Sightholders to provide an immutable record of a diamond's provenance, and empowering jewellery retailers to have confidence in the origin of the diamonds they purchase.

### PI STANDARD NOW INCLUDES REQUIREMENTS TO ASSURE THE SEGREGATION OF DIAMONDS WITH THE DE BEERS CODE OF ORIGIN

The De Beers Group Diamond Pipeline Integrity specification 001:2022 forms the foundational standard for providing assurance that diamonds with the De Beers Code of Origin are identified, traced and segregated from non-eligible diamonds as they move through the value chain and are transformed from rough to polished diamonds, to support our consumer-facing De Beers Code of Origin value proposition. This highly rigorous, third-party verified standard was established at the launch of Forevermark in 2008 (now renamed De Beers Forevermark) to give customers assurance that all De Beers Forevermark diamonds originated from responsible sources. Under the standard,

De Beers Forevermark diamantaires are required to identify, trace and segregate eligible De Beers Forevermark diamonds from non-eligible diamonds. The diamantaire's systems, procedures and policies for doing this are audited annually by SGS. Previously, the PI standard applied only to De Beers Forevermark diamantaires, but in 2021 we extended this to include standards for diamonds involved in the De Beers Code of Origin pilot and tightened sections on traceability, reconciliation, segregation and testing. During the course of 2021, we supported each De Beers Code of Origin pilot participant to understand the new requirements by providing individual bespoke training. Our revised draft of the standard will be submitted for review by the British Standards Institute in 2022.



## LEADING ETHICAL PRACTICES ACROSS INDUSTRY PROVENANCE CONTINUED

In 2021, we integrated the management of PI within the BPP programme SMART system to enable more efficiencies for participants in the De Beers Forevermark and De Beers Code of Origin programmes, in order for the auditors and for De Beers Group to support more rigorous implementation of the PI standard.

In 2021, 54 diamantaires participated in the PI programme supporting both the De Beers Forevermark programme and the De Beers Code of Origin pilot. In total, 151 entities were audited by SGS, with 20 audits taking place on-site and 131 undertaken remotely due to individual country Covid-19 restrictions, as well as the health and safety risks presented and practical challenges for travel. Overall, SGS identified eight major infringements and 35 minor infringements. Corrective actions for these findings are uploaded to the BPP programme SMART system and reviewed and managed by SGS.

### LOOKING AHEAD TO 2022

In the coming year, our focus will be on deploying Tracr technology at scale; and growing the scale of the De Beers Code of Origin trusted source programme, including integrating it within our jewellery houses.



*Employee sorting through rough diamonds with loupe, Global Sightholder Sales Botswana*

LEADING ETHICAL PRACTICES ACROSS INDUSTRY  
**PROVENANCE** CONTINUED

# TRACR PROVIDES PROVENANCE ASSURANCE FOR DE BEERS JEWELLERS' 1888 MASTERPIECE DIAMONDS

*In 2021, Tracr was harnessed to trace the journey of all the diamonds in De Beers Jewellers' unique 1888 Masterpiece Diamonds collection. The collection consists of outstandingly beautiful and rare polished diamonds, including a heart-cut diamond weighing 18.03 carats and two pear-cut diamonds weighing 10.31 carats each.*

Clients are invited to select one of the 1888 Masterpiece Diamonds and discover each diamond's story using its Tracr ID. Information registered on the platform includes provenance details and characteristics of the diamond – both from its rough and polished states – such as the carat weight, colour, shape, clarity and symmetry. Tracr participants can also add other information such as videos and images to the diamond's unique profile.



1.05 million

total carats on Tracr

55,000

number of diamonds recorded on Tracr  
by non-De Beers Group entities across  
the value chain



# > ARTISANAL MINING

*By 2030, we will deliver scalable solutions to improve the livelihoods of artisanal miners.*



3,000+  
individual GemFair participants

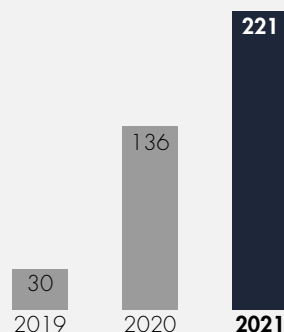
563  
people trained in ASM standards and mine site safety in 2021

1,509  
mine site assessments (cumulative since 2018)

We see the formalisation of the artisanal and small-scale mining (ASM) sector as an industry-wide challenge in which we can play a key role in driving progress. We believe that working with stakeholders in the ASM sector to develop sustainable solutions that advance standards, provide a secure route to market and ensure ethical sourcing of ASM production is the responsible thing for the industry to do, given that millions of people rely on the ASM sector for their livelihoods. Through our GemFair programme, we are already having a significant positive impact on the livelihoods of many of those working in the ASM sector, as well as on improving business practices, mine safety and environmental standards. We hope that others will follow our lead and proactively engage with the sector.

## GemFair's onboarding of participating sites since 2018

Number of mine-sites



## OUR PROGRESS

- Significantly expanded GemFair's membership in 2021 to 221 mine sites, up from 136 in 2020.
- Sold first dedicated parcels of ethically sourced GemFair diamonds, a major step forward for the ASM sector, demonstrating appetite from end customers for ethically sourced artisanal diamonds.
- Expanded our training programme for artisanal miners in Sierra Leone to include more topics (from health and safety to diamond valuation), and more participants.
- Launched reclamation project to bring abandoned mine sites back to productive agricultural use, creating employment and food security for miners and their families.

## 2022 LOOK AHEAD

- Scale up our mine-site reclamation and cultivation programme.
- Provide fair financing to more artisanal diamond miners. This in turn will help raise standards while also increasing the volume of diamonds in the GemFair pipeline.

## OUR TARGETS

- By 2025, GemFair will promote the reclamation and restoration of former artisanal diamond mining areas.
- ✓ By 2025, GemFair will support fair access to finance for artisanal miners.
- By 2030, the GemFair programme will generate at least 1,000 supplementary or alternative livelihoods for artisanal mining communities.
- By 2030, 100 per cent of GemFair eligible diamonds will be traced through to retail.

## 2030 GOALS

✓ Achieved ● On track ⏸ Timeline impacted by Covid-19 ○ Behind schedule



LEADING ETHICAL PRACTICES ACROSS INDUSTRY  
**ARTISANAL MINING** CONTINUED

# WHAT IS GEMFAIR?

## A SECURE ROUTE TO MARKET FOR ASM DIAMONDS

*Launched in Sierra Leone in 2018, our innovative GemFair programme creates a secure and transparent route to market for ethically sourced ASM diamonds.*

Using dedicated technology, GemFair enables ASM miners to record and track their diamonds and gives them the option to sell their diamonds via De Beers Group's distribution channel. GemFair also provides artisanal miners training and capacity-building guidance to help raise their working and business standards. Participating mine sites abide by our GemFair Artisanal and Small-Scale Mining Standard which is aligned with the [OECD's Due Diligence Guidance for Responsible Mineral Supply Chains](#). Our ASM Assurance Programme covers all key elements of a safe and rights-based artisanal mining operation, including health and safety, consent and community engagement, violence-free operations, environmental management and mine site closure.

Globally, it is estimated that between 10 and 20 per cent of diamonds by volume are produced by ASM operations. Due to a lack

of sector regulation in many countries where artisanal mining takes place, conditions within these operations can be informal, resulting in safety issues and potential for negative environmental impacts. In addition, many artisanal miners are unable to access industry pricing dynamics and as such, don't know how much their diamonds are worth and can be easily exploited by unscrupulous buyers. By ensuring miners receive fair value offers for their diamonds, upskilling their working standards and providing other types of capacity development, we are improving individual livelihoods and also helping to build community resilience.

*“GemFair has shown artisanal miners in the Kono District that it's possible to get fair value for their diamonds.”*

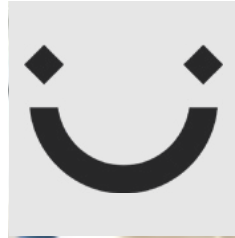
**Raymond Alpha**  
Sierra Leone Location Manager



## LEADING ETHICAL PRACTICES ACROSS INDUSTRY ARTISANAL MINING CONTINUED

### OUR PROGRESS IN 2021 – HIGHLIGHTS

*We significantly expanded GemFair's membership in 2021. At the end of 2021, there were 221 mine sites participating in the programme, covering approximately 3,165 individual workers. This compares to 136 mine sites in 2020. We carried out extensive mine site assessments at all newly onboarded sites and also undertook spot checks at existing sites to verify their progress in meeting the GemFair ASM Standard General Requirements covering labour, safety and environmental management standards.*



GemFair training

Generally, participating miners have had little trouble in meeting our minimum safety and environmental standards. But we have had to work hard to formalise worker contracts, secure personal protective equipment (PPE) for all workers and implement responsible mine site closure. There were no material breaches of GemFair's requirements in 2021.

#### BRINGING GEMFAIR DIAMONDS TO MARKET

One of the most significant milestones in 2021 was the sale of the first dedicated lots of ethically sourced GemFair diamonds via Auctions. Following good customer interest, all the gem quality lots were sold. This marked a major step forward for GemFair and the wider ASM sector, demonstrating not only that it's possible to bring ethically sourced ASM diamonds to market in a fair and transparent manner, but that there is strong appetite from end customers for ethically sourced artisanal diamonds. We look forward to bringing more GemFair-assured diamonds to market in due course.

#### ACCESS TO FINANCE PROGRAMME

Another key development in 2021 was the scaling of our Forward Purchase Agreement (FPA) programme to address the challenges that artisanal miners face in accessing formal finance. Our FPA programme supports miners' cash flow by paying out 30 per cent of the market value of their production before they have repaid any of the forwarded finance or risk premium. The agreements also cap the risk premium, meaning that highly productive sites retain a greater proportion of the income they generate from diamond sales. To date, the results of the programme are positive and show that greater access to finance can support formalisation of business practices and improve artisanal miners' working standards. In 2022, we plan to look at how we can fine-tune the programme to support these outcomes for the benefit of artisanal miners. It is not our intention to realise a profit through the programme.

*GemFair was nominated as a finalist in the Thompson Reuters Responsible Business Awards for the Social Impact Award in October 2021. The nomination came from more than 500 entries in the category, and GemFair was commended by the organisers for advancing the sustainability agenda.*

## LEADING ETHICAL PRACTICES ACROSS INDUSTRY ARTISANAL MINING CONTINUED

*GemFair miner logging a diamond on the dedicated GemFair app*



### RAISING STANDARDS, ONE SITE AT A TIME

We have continued to work closely with artisanal miners to promote formalised work agreements so that the artisanal diggers they employ receive their fair share of diamond proceeds. In 2021 we also distributed PPE including hard hats, glasses, ear defenders, high-visibility vests, gloves and boots to our members. We will replenish the kit as needed and also give PPE to new members once they have been onboarded.

### IMPROVING MINE PLANNING

This year we worked with a mining expert to trial modern wash-plant technology to separate diamonds from the gravel in which they are discovered. We found the plant makes ASM diamond recovery faster and more efficient, and next year we will test a smaller design that is easier to move between remote sites. We also procured several hand augurs (hand-operated drills that measure the depth of a diamond-bearing gravel layer) and as we learn more, we hope to use the hand augurs as a tool to help miners determine whether an area has already been mined.

### TRAINING PROGRAMME SCALED

In 2021, we extended our training programme to include more topics and participants. This will enable more ASM stakeholders to benefit from training and capacity-building programmes and will include a 'training the trainers' approach to expand the reach and impact of our regional training programme. In 2021 we trained 563 people in ASM standards, diamond valuation and categorisation, the OECD Due Diligence Guidance and first aid. There are now two trained first aiders at each site.

### LOOKING FORWARD

In the coming year, we plan to scale up our mine site reclamation and cultivation programme to more communities in Kono, Sierra Leone, thereby improving livelihoods and food security for miners and their families. We also plan to provide fair financing to more artisanal diamond miners, which in turn helps raise standards while also increasing the volume of diamonds in the GemFair pipeline. We have a strong ambition to see GemFair-assured diamonds ultimately reaching jewellery customers around the world, bringing the unique GemFair story from mine to finger. We look forward to making further progress in this regard.



LEADING ETHICAL PRACTICES ACROSS INDUSTRY  
ARTISANAL MINING CONTINUED

GemFair land reclamation programme, corn harvest

## BRINGING ABANDONED PITS BACK TO PRODUCTIVE FARMING USE

*High levels of inflation in Sierra Leone mean artisanal miners and their families are less able to afford food and other essentials than they were before the economic shocks of the pandemic.*

One way in which we helped improve the livelihoods of artisanal miners in 2021 was by reclaiming abandoned mine sites and bringing them back to productive agricultural use. This created local employment, increased food security, and enabled mining communities to derive an income by selling some of the crops at the local market.

The majority of ASM sites in Kono, Sierra Leone, are abandoned when mining ends without any site closure practices. The deep pits left in the ground create a safety risk, are a breeding ground for water-borne diseases and a waste of productive land. In our pilot programme, we reclaimed three acres of mined-out land and are now partnering with members of neighbouring villages – 80 per cent of whom are women – to cultivate the land. We pay the participants a daily wage, and the crops produced are theirs to sell or keep.

To date, the project has seen significant success. A total of 23 pits have been backfilled, 420 kilograms of crop seedlings donated and four harvests completed, benefiting a total of 1,040 people either directly or indirectly. We plan to roll out the programme to several more areas in the coming year.



# PARTNERING FOR THRIVING COMMUNITIES



*Founder of Lecha Bakery in Gaborone, Botswana, which has been supported by De Beers Group's Tokafala business enterprise development programme*

## 2030 GOALS

52  
Health and wellbeing

58  
Skills and education

64  
Livelihoods



# PARTNERING FOR THRIVING COMMUNITIES

## OUR VISION

*We will partner to improve health and education outcomes and increase livelihood opportunities to support community resilience and economic diversification in our partner countries across southern Africa and Canada.*

Diamonds are a finite resource that are inextricably linked to the health and prosperity of the communities around our operations. This fundamental truth informs our entire business model, and everyone who works at De Beers Group understands that we have a responsibility to help diversify the economies of our communities to ensure they can sustain long after we have discovered our last diamond. Our role is to work with our partners to transform the finite resource below ground into infinite opportunities above ground. We set ourselves some of the most ambitious targets in the sector for health, education and livelihoods within the communities that make us who we are.



[Building Forever Podcast – Partnering for thriving communities](#)

## 2030 GOALS

✓ Achieved 
 ● On track 
 ⏸ Timeline impacted by Covid-19 
 ○ Behind schedule

## OUR 2030 GOALS

### HEALTH AND WELLBEING

By 2030, we will achieve priority UN SDG3 health targets in all our partner communities.

## UN SDG3 priorities

Delivery of the baseline study in Namibia to identify top priorities contribute to achieving UN SDG3 health targets.

### SKILLS AND EDUCATION

By 2030, we will establish skills partnerships in all our partner communities.

## 12,000 students

at technical and vocational colleges in South Africa will benefit from enhanced course content

### LIVELIHOODS

By 2030, we will have supported four jobs across our partner countries for every one job at our operations.

## 2,656

jobs supported in 2021 through enterprise development initiatives



## 2021 HIGHLIGHTS

- Established vaccination centres at our mining operations for employees and local communities.
- Launched second phase of partnership with the International Youth Foundation supporting students in South Africa's vocational colleges to become better equipped for the future world of work.
- Launched new partnership with National Geographic – Okavango Eternal – aiming to support local livelihoods and businesses across southern Africa's Okavango Basin.
- In partnership with the Anglo American Foundation, launched a five-year Farmer Support Programme with the LIMA Rural Development Foundation aimed at capacitating and upskilling 1,000 small-scale farmers in South Africa (Musina and Blouberg), supporting 3,000 direct jobs.
- Piloted Skills for Life programme in South Africa in partnership with BHM Construction offering training, skills development and practical experience opportunities for unemployed youth interested in the construction industry, through the construction of over 90 houses.
- Launched and completed Spatial Analysis study for Debswana Letlhakane and Jwaneng areas, laying the foundation for future economic development projects.

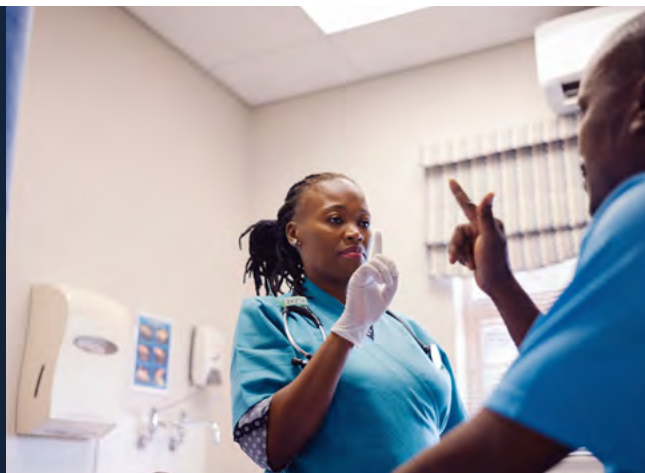
*“The Business Model Canvas... gave me a chance to look at my business in a way I had never done before. I now look at my business not from a start-up perspective but as a sustainable business.”*

**Lembie Tlhalerwa**

of Kwenantle Farmers in Botswana

# > HEALTH AND WELLBEING

*By 2030, we will achieve priority UN SDG3 health targets in all our partner communities.*



Playing a role in the health and wellbeing of our partner communities is embedded in integration and sustainability through collaborative, multi-sectoral action anchored by quality-enabled primary health care. This provides an opportunity to make a lasting positive impact to countless lives. In order to achieve this, universal health coverage lies at the heart of our collective efforts with our producer country governments and social partners. Our hospitals in Namibia and Botswana provide centres of excellence to support our vision and commitment. The quality-enabled clinical care with community participation, delivery, monitoring, and ownership is the approach we take to sustainably contribute to communities moving towards achieving SDG3 goals. Our pioneering programmes in HIV/AIDS and TB in the workplace continue to be instrumental in shaping the future with reductions in HIV and TB mortality, and 12 years of successful prevention of mother to child transmission. We are also partnering with our First Nation communities in Canada to tackle mental health, obesity, teenage pregnancy, and general health and wellbeing challenges.

## OUR PROGRESS

- Continued focus on Covid-19 response, setting up vaccination centres for employees and communities, providing PPE and test kits to medical staff and quarantine facilities for employees and contractors.
- Joined partnership to help tackle road accidents in South Africa, through awareness raising, infrastructure maintenance and emergency response training.
- Improved facilities for domestic abuse survivors in South Africa in the wake of the 'shadow-pandemic' of gender-based violence.
- Rolled out mental health workshops in Canada, tackling isolation and depression following the pandemic.

## 2022 LOOK AHEAD

- Hope to move beyond Covid-19, regaining momentum across our wellness campaigns including:
  - extending our mental health workshops in Canada through in-person town hall formats
  - increasing work with vulnerable teenagers in Canada including around family planning and challenging relationships
  - rolling out the Roads Safety Programme in South Africa with training and employment of community first aiders.

# 100%

completion of Venetia 5-year strategy

# 88%

employees who know their HIV status in Southern Africa<sup>1</sup>

# 74/100,000

De Beers Group annualised TB incidence in Southern Africa

<sup>1</sup> Data excludes Global Sightholder Sales Botswana and De Beers Exploration Botswana

## OUR TARGETS

- ✓ By the end of 2021, we will finalise baseline work conducted by the London School of Hygiene and Tropical Medicine in collaboration with local public health partners.
- Through 2030 and beyond, we will continue to enable access to world-class healthcare for community members through the hospitals around our mining operations in Botswana and Namibia.
- In our partner communities in southern Africa, we will partner to reduce HIV and TB infection rates, child and maternal mortality, the incidence of gender-based violence and road accidents.
- In Canada, we will focus on specific vulnerable groups within our partner First Nations communities – this includes implementing programmes to address youth life skills, mental health and substance abuse, teenage pregnancy and obesity.

## 2030 GOALS

✓ Achieved ● On track ⏸ Timeline impacted by Covid-19 ○ Behind schedule



## PARTNERING FOR THRIVING COMMUNITIES HEALTH AND WELLBEING CONTINUED

### OUR APPROACH TO COMMUNITY HEALTH AND WELLBEING

We have long worked with our producer country partners to improve the health and wellbeing of the communities around our operations. Our approach to this goal is founded on working with partners to meet the priority health targets of the UN's SDG3 and guided by the [Anglo American Social Way](#), our governing framework for social performance (see 'Elements of a thriving community' on this page). The baselines conducted in 2021 identified that the UN's SDG3 priority targets in our partner communities are to: reduce maternal and child mortality; end epidemics of AIDS, TB and malaria; halve the number of deaths and injuries from road traffic accidents; and strengthen prevention and treatment of substance abuse.

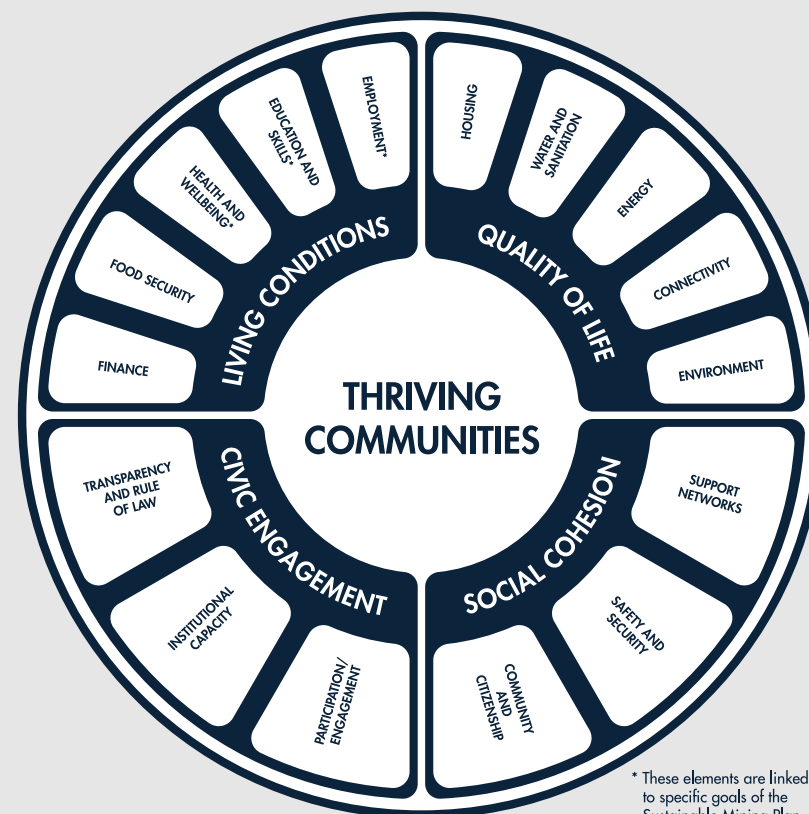
In southern Africa, together with our government partners, we own and manage hospitals near Debswana's Jwaneng and Orapa mines in Botswana, and near Namdeb's operations in Oranjemund, Namibia. These hospitals provide high-quality care including specialist services such as orthopaedics and gynaecology. We work in partnership with national and local government authorities to align priorities and maximise the impact of our efforts. At the community level, we work closely with District Health Management teams to deliver sustainable health programmes and wellbeing campaigns.

In Canada, we have Impact Benefit Agreements (IBAs) with six Indigenous communities in the Northwest Territories who we collaborate with, alongside local governments, to develop and implement health programmes that meet community needs.

In addition, we worked with the London School of Hygiene and Tropical Medicine to carry out baseline assessment studies in the areas where we operate. These studies have enabled us to identify the most pressing local issues, establish resource needs and develop strategies tailored to individual communities. Baselines and five-year plans are now in place at all our operations, with the exception of Namdeb's land-based operations, which was originally out-of-scope as these operations were scheduled to close at the end of 2021. Following an extension of the life of the mine, our Namdeb land-based operations will complete their baseline studies in 2022.

These pages report on our work to improve community health and wellbeing. For information on employee health and wellbeing, see [page 110](#) of Critical Foundations – Beyond Zero.

#### ELEMENTS OF A THRIVING COMMUNITY



PARTNERING FOR THRIVING COMMUNITIES  
HEALTH AND WELLBEING CONTINUED

## OUR PROGRESS IN 2021 – HIGHLIGHTS

We recognise that we cannot have a healthy, thriving workforce if we do not also operate in healthy, thriving local communities. Although influencing overall community health and wellbeing is an ambitious and complex goal, given there are causal factors outside of our direct control, we are committed to working in close partnership with governments, development partners and civil society to address key challenges and are making good progress in many areas.



*Doctor and little boy patient in Oranjemund Hospital*



## PARTNERING FOR THRIVING COMMUNITIES HEALTH AND WELLBEING CONTINUED

*Rehabilitation and upgrade of local road infrastructure around our mines is critical because it connects various parts of the community and supports the safety of both pedestrians and vehicles. Here, Venetia mine GM Gerrie Nortje hands over a road constructed by the mine to the Musina Municipality represented by Mayor at Musina.*



## REDUCING ROAD TRAFFIC ACCIDENTS

A key priority that has already emerged from our stakeholder engagements is a pilot project to reduce the number of road traffic accidents in the Limpopo province of South Africa where our Venetia mine is located. According to the country's Road Traffic Management Corporation, on average 7,929 people died per year in road traffic accidents in Limpopo between 2015 and 2019. This constitutes 11.9 per cent of South Africa's total road traffic fatalities, an unacceptably high figure.

The pilot project will implement the Safe System approach that lies at the heart of the UN's global road safety plans. The Safe System approach is based on the premise that transport should cause zero deaths or serious injuries and that safety should not be compromised for the sake of cost or other reasons such as faster journey times.

Programme outputs will include training 12,000 children in road safety, addressing road safety risks near two schools, establishing a provincial GIS-enabled data management platform to support the Government's decision making and planning, creating 10 small businesses to maintain local roads, and improving the response capabilities of local emergency services.

The three-year, US\$2.9 million project is a collaborative effort involving many partners including Anglo American, fellow mining company Exxaro, NGOs such as World Vision, and South Africa's national Department of Transport.

## OUR WORK IN SOUTHERN AFRICA

### OUR RESPONSE TO COVID-19

Covid-19 continued to be the dominant health issue in 2021, and our response is a good example of the positive impact that we can have as a business on community health and wellbeing. To reduce the impact and spread of Covid-19, we established vaccination centres at our mining operations and made these available to local communities as well as to our own employees. We continued to provide hospitals with PPE and procure Covid-19 tests for doctors and other medical staff. In addition, we helped to increase the number of quarantine/isolation facilities in our partner communities, making them accessible to our contractors, as well as to local residents.

### WORKING IN PARTNERSHIP TO IMPROVE PRIMARY HEALTHCARE

One of the positive consequences of Covid-19 is that our community health support has strengthened relationships with key public health providers. We have always worked closely with district health clinics and, in 2021, we partnered with them to improve primary healthcare in local communities and increase capacity to respond to Covid-19. Our community healthcare associates supported local clinics and provided capacity for home testing, offering further support as required in each area.

### IMPACT OF COVID-19 ON ESTABLISHED HEALTH PROGRAMMES

Covid-19 had a negative impact on our traditional wellness campaigns. The understandable immediate focus on Covid-19 by our priority stakeholders (including employees, government and communities), alongside lockdowns and increased hybrid working, led to reduced community testing for health conditions such as HIV/AIDS, TB, diabetes, hypertension, cancer and obesity (see [page 111](#) for an update on our UN AIDS 90-90-90 goals and progress in combating TB).

### WE ARE NOW RE-ENGAGING WITH STAKEHOLDERS

As the world moves to 'living with Covid-19', we are re-engaging with our partner governments to renew our focus on these programmes, align priorities, and avoid duplication of effort. In South Africa we have partnered with Anglo American Platinum to carry out this stakeholder engagement, working to identify the synergies between existing programmes, as well as new areas for future collaboration and potential implementation partners. Of particular significance is the five-year strategy with a syndemic approach that we have developed at Venetia under the guidance of Anglo American. We will use this as a blueprint for the other countries in which we operate.

## PARTNERING FOR THRIVING COMMUNITIES HEALTH AND WELLBEING CONTINUED

### ADDRESSING GENDER-BASED VIOLENCE

In our partner communities, as in all communities, Covid-19 lockdowns increased the risks faced by those living with abusive partners. In 2021, as part of our continued group-wide response to domestic violence, we partnered to improve the facilities in transition homes in southern Africa. Since 2020, we have donated US\$200,000 to women's shelters and gender-based violence support services in our producer countries. This funding has helped, among others: Men and Boys for Gender Equality (MBGE) in Botswana to work with expectant fathers on gender equality and parenting; and Senwabarwana Victim Support Centre in South Africa to get a platform on local radio and design new posters and flyers to help the community learn more about gender-based violence and the services provided by the centre. See Inclusive Workforce on [page 90](#) for details of our new group policy on recognising and responding to domestic violence.



*Employees at Yellowknife Women's Centre, Canada*



## PARTNERING FOR THRIVING COMMUNITIES HEALTH AND WELLBEING CONTINUED



*Employee at Yellowknife Women's Centre, Canada*

## OUR WORK IN CANADA

Our work in Canada focuses on addressing the health conditions of most concern to our partner First Nation communities – namely mental health, substance abuse, teenage pregnancy and obesity. As in southern Africa, Covid-19 limited our ability to execute some of our plans for 2021. However, where possible, we delivered programmes virtually.

### MENTAL HEALTH WORKSHOPS

A standout success in the virtual space was our roll-out of mental health workshops to help build resilience as the effects of the pandemic contributed to higher rates of gender-based violence, depression and suicide. Delivered by a counsellor with input from an employee family assistance provider, the workshops focused on managing stress and supporting family and friends suffering from isolation and depression. We received excellent feedback, with communities commenting that the workshops demonstrated a good level of cultural sensitivity. We hope to roll out more workshops in 2022, this time through in-person townhall formats. We also hope to move forward with our plans to create a facility for people with disabilities and mental health conditions. These plans are already at an advanced stage, but Covid-19 hampered progress in 2021.

### RAISING AWARENESS OF OUR NEW DOMESTIC VIOLENCE POLICY

Following the roll out of our new group policy on domestic violence, we undertook extensive engagement with NGOs including the Native Women's Association and NWT Status of Women Council to help them raise awareness of domestic violence in the wider community. With the help of NWT Status of Women Council, we also put together a programme to provide resources to help women in the Northwest Territories develop safety plans so that, in the event of a violent situation, they can seek help from an outreach team and exit safely.

## LOOKING AHEAD

In 2022, we hope to further broaden our focus beyond Covid-19-specific support and regain momentum with our pre-existing wellness campaigns. We also hope to start work on the Limpopo Road Safety Programme, for example training and employing community first aiders. At a corporate level, we will continue to integrate our health and wellbeing work with the community health and safety requirements of our Social Way management system, ensuring a holistic and aligned approach.

# > SKILLS AND EDUCATION

*By 2030, we will establish skills partnerships in all our partner communities.*



Supporting members of our partner communities to achieve good education and useful skills is a key foundation of our work; Partnering for Thriving Communities. If members of our communities are to enjoy resilient livelihoods, they need to be work-ready and have the kind of skills that are needed by local businesses. And when people enjoy good livelihoods, they are much more likely to have better health too. As with all our goals, strong partnerships are crucial. We already partner with governments, schools and technical colleges to improve educational outcomes and skills development. Now we are working with the International Youth Foundation in South Africa to help us achieve greater impact in equipping young people for the future world of work. We are also exploring the potential for similar skills partnerships in our other producer countries.

## OUR PROGRESS

- Pivoted to support teachers in southern Africa to deliver online learning.
- Donated 330 computers and supported the set up of WiFi for communities in Canada, enabling online learning during lockdowns.
- Invested over US\$1.7 million in a three-year partnership with the International Youth Foundation to better prepare students at South Africa's technical and vocational colleges for the future world of work.

## 2022 LOOK AHEAD

- Continue to implement our education and skills development strategies in our partner communities in South Africa and Canada.
- Work with partners in Botswana and Namibia to develop education and skills strategies based on robust baseline data.

# 40

students in South Africa received work experience placements in 2021

# 300+

computers donated to schools in Northwest Territories of Canada

# 18,000+

learners; 561 teachers; and 25 schools supported

## OUR TARGETS

- By 2025 schools in our southern African partner communities will be in the top 30 per cent of state schools nationally, and by 2030 they will be in the top 20 per cent.
- By 2030 we will partner with governments, schools, technical colleges and other employers to support youth to develop the skills required to access opportunities in the future world of work.

## 2030 GOALS

✓ Achieved ● On track ⏸ Timeline impacted by Covid-19 ○ Behind schedule



## PARTNERING FOR THRIVING COMMUNITIES SKILLS AND EDUCATION CONTINUED

### OUR APPROACH TO SKILLS AND EDUCATION

Our approach to improving skills and education in our partner communities is guided by the [Anglo American Social Way](#), our governing framework for social performance. We have 16 key focus areas, grouped into Living Conditions, Quality of Life, Social Cohesion and Civic Engagement. Education and Skills sits within Living Conditions and is also linked with the specific goals of Anglo American's [Sustainable Mining Plan](#).

#### SPEND ON COMMUNITY EDUCATION AND TRAINING

We invested a total of US\$2.9 million on community education and training in 2021, an increase of 24 per cent compared to 2020.



*Students participating in a De Beers Group and WomENG workshop in South Africa*



## PARTNERING FOR THRIVING COMMUNITIES SKILLS AND EDUCATION CONTINUED

### OUR PROGRESS IN 2021 – HIGHLIGHTS

#### RAISING ATTAINMENT IN SCHOOLS

Equal access to education is one of the most significant precursors to reducing inequality both within and between countries. In addition, today's children and teenagers are the leaders, employers and employees of tomorrow and will shape the future world we live in. It is for these reasons that we devote considerable focus and energy to improving educational outcomes for young people. We start our engagements at primary school level, helping to provide inclusive and high-quality education for children in the communities where we work. One of our key initiatives in this space is Anglo American's pioneering South Africa Schools programme. The five-year programme, launched in 2018, aims to improve reading, writing and numeracy skills for primary school pupils and mathematics and science skills for secondary school pupils. We are piloting the programme in 25 of the schools around our Venetia operation, with the goal that all 25 schools will be in the top 20 per cent nationally by 2030. Currently, their performance varies widely.

Covid-19 continued to impact progress of this programme in 2021, but we worked to support teachers to deliver online learning. We trained 160 members of school management teams in two new modules – Managing Schools Remotely and Managing Schools in Small Groups. We also engaged a tutoring company to deliver remote tuition in science and mathematics to 250 Grade 12 learners in seven of our 25 target schools. In addition, we supplied tablets and teaching material to 134 teachers and subject advisers.

# 18,000+

students

# 561

teachers

# 25

schools supported

# 160

individuals trained in Leadership & Management practices modules (Principals, Deputy principals, Department Heads and senior teachers)



*Students participating in a De Beers Group and WomEng workshop in South Africa*

#### TACKLING YOUTH UNEMPLOYMENT IN SOUTH AFRICA

In addition to improving educational attainment at school level, we are also working to improve educational outcomes for college students. There are high levels of youth unemployment in our partner communities and the fourth industrial revolution and changing skills needs are likely to make the situation even more challenging. Through our extended partnership with the International Youth Foundation (IYF), we are collaborating with the Government, businesses, higher education officials and teacher representatives to establish mechanisms to help young people find jobs including through building capacity in South Africa's technical and vocational colleges. (See below for more information.)

#### REINFORCING DEBSWANA'S SOCIAL DEVELOPMENT COMMITMENTS

In 2021, Debswana reaffirmed its commitment to Botswana's social development with a three-tier donation to support learners in Jwaneng and Orapa. The donation consisted of:

- approximately 4,000 reusable pads
- 4,250 rechargeable solar lamps for learners who have no access to electricity
- 15,000 books titled, *My Body Belongs to Me*, to raise awareness on issues of sexual abuse.



## PARTNERING FOR THRIVING COMMUNITIES SKILLS AND EDUCATION CONTINUED

### DEBSWANA GOVERNMENT SCHOOLS DEVELOPMENT PROGRAMME

The Debswana Government Schools Development Programme (DGSDP) focuses on improving learning in Mathematics, Science and English in Jwaneng and Orapa. The programme aims to improve performance of targeted schools by partnering with the Government of the Republic of Botswana in the adoption of future skills by:

- developing and coordinating creative and innovative training programmes and initiatives
- evaluating programmes and recommending improvements
- identifying inadequacies that hinder effective curriculum delivery and developing strategic plans to ensure success.

### BUILDING CLASSROOMS FOR SCHOOLS

Sese Village, just outside Jwaneng, is one of the beneficiaries within Debswana's zone of influence. The village school, which also serves as a catchment for Jwaneng residents, was facing a shortage of classrooms with some classes hosted under trees. Debswana invested P2 million towards the construction of two blocks of four classrooms on a new plot of land, complementing the existing school.

Machana Primary School, also near Jwaneng mine, was similarly facing a shortage of classrooms. Debswana invested P1.3 million towards new classrooms, which were officially handed over in May 2021 by the First Lady of the Republic of Botswana, Ms Neo J Masisi. Machana Primary School also received a prefabricated classroom unit to further reduce congestion.

### SUPPORTING VIRTUAL LEARNING IN JWANENG AND ORAPA

Debswana's virtual learning initiative aims to provide digital solutions to enable online interactive teaching to support learners during times of uncertainty or extended absence as a result of Covid-19. As well as ensuring virtual delivery of classes, the tools provided also allow online access to pre-loaded content across the curriculum. The target for the programme is to see schools in these communities in the top 30 per cent of national results by 2024, and in the top 20 per cent by 2030.

*School boy in classroom at Mokobaxane Primary School, Orapa, Botswana*



## PARTNERING FOR THRIVING COMMUNITIES SKILLS AND EDUCATION CONTINUED

### PREPARING YOUNG PEOPLE FOR THE WORLD OF WORK

Our partnership with the International Youth Foundation (IYF) aims to help students at South Africa's technical and vocational colleges become more work-ready and provide them with valuable work experience to enhance their skills further.

The 'Skills for the Future' programme is aimed at strengthening the Technical and Vocational Education and Training (TVET) colleges near our Venetia mine in Limpopo province.

The programme is being run in collaboration with the Department of Higher Education and Training (DHET) and involves a wide range of other stakeholders including the Department of Economic Development, Environment and Tourism. It aims to support at least 10 per cent of the 12,000 students that will benefit from the programme to find jobs – through internships, traineeships or other means. TVET colleges serve about 740,000 students in 50 colleges across South Africa. The majority of students are from disadvantaged backgrounds and more than half (53 per cent) are young women.

Work-to-date under the partnership has included:

- a skills gap analysis to understand the skills needed by businesses in the region, both now and in the future
- enhanced life skills training for students at Capricorn and Vhembe TVET colleges in Limpopo using IYF's innovative 'Passport to Success' methodology – in 2021 this reached 24,000 students, of which 12,700 were in Limpopo province
- development of content support for diversity and inclusion
- establishment of private sector engagement forum to support students in finding jobs
- production of online lecturer training resources.

In the second phase of the programme, which started in June 2021, we invested US\$1.7million over a three-year period, which IYF will use to:

- continue to build capacity at Capricorn and Vhembe TVET colleges, improving retention rates and preparing young people for the world of work

- engage with a wide range of stakeholders to inform market-driven training that better prepares students for learning and employment.

Due to Covid-19, IYF made its upgraded curriculum content available online in 2021. In an exciting development, the DHET has now given the go-ahead for this new digitised enhanced content to be rolled out to all 50 TVET colleges in 2022. Also in 2021, 40 students received work experience placements, and the IYF has secured support from Google for 70 students at local TVET colleges to study Google IT courses in 2022.

The programme aims to deliver the following outcomes:

- 130 TVET lecturers trained in upgraded curriculum content
- 12,000 students benefiting from upgraded TVET college courses
- 800 students equipped with entrepreneurship skills

- 400 TVET students placed in learnerships
- 1,200 graduates with improved livelihoods (eg employment outcomes and access to further higher education).

### DEBSWANA'S GIRLENG PROGRAMME

The GirlEng programme aims to encourage and support female junior and secondary school students to pursue careers in STEM. Programme activities include micro workshops, distribution of branded merchandise, and flash mentoring on WhatsApp and Zoom. The annual target for the programme is to support 200 girls from Mogale JSS, Maiteko JSS, Kgosisimpe JSS and Morama JSS.

*"IYF South Africa is delighted to avail of a strategic alliance with De Beers Group in the Limpopo Province. Through our partnership with the Department of Higher Education and Training, as well as Capricorn and Vhembe TVET Colleges, we are Building Forever; a value that is embodied in IYF's vision to see young people inspired and equipped to realise the future that they want."*

**Anusha Naicker**  
Country Director, IYF SA

# 40

students received work experience placements in 2021

# 12,000

students at technical and vocational colleges will benefit from enhanced course content



## PARTNERING FOR THRIVING COMMUNITIES SKILLS AND EDUCATION CONTINUED

### PLANS FOR BOTSWANA AND NAMIBIA

We hope to establish similar skills partnerships in our other partner countries in southern Africa and, in 2022, plan to undertake baseline assessments of education and skills in both Botswana and Namibia.

### HELPING STUDENTS IN CANADA ACCESS ONLINE LEARNING

In Canada, as in other countries, Covid-19 resulted in the temporary closure of many schools, forcing students to transition to online learning. The transition to virtual learning created particular challenges for students located in remote communities across the Northwest Territories where online infrastructure is limited. To help mitigate this, we donated 330 computers to local schools for use by students in need. We are also working with the local government and colleges to improve internet download speeds in remote communities. The Galaxy Project will combine low Earth orbit satellites with Citrix infrastructure to boost download speeds from 75–100Mb/s from 5–10Mb/s, improving the ability to conduct interactive online education. We have developed a proposal to pilot this potentially transformative technology in one community for proof of concept. Once its effectiveness has been demonstrated, we hope we can hand the project over to local and regional governments to implement in other communities.

# 330

computers donated to schools in the  
Northwest Territories

In another 2021 initiative, we engaged with local communities to facilitate community use of WiFi in band offices (similar to a town or community hall). In 2022, we plan to build on this by distributing MESH kits that will allow users to connect to the internet.

### EARLY CHILDHOOD DEVELOPMENT IN CANADA

Educational outcomes at secondary school level in the Northwest Territories in Canada compare poorly with other areas in the country. In order to improve these outcomes, we have been looking at how we can make a difference to early childhood development. As part of this, we have collaborated with Aurora College in the Northwest Territories to offer scholarships for women studying early childhood education, which will be rolled out in 2022. We are also working with a First Nations partner to build an early childhood learning centre with funding from Anglo American Foundation.

### STEM SCHOLARSHIPS IN CANADA

Our scholarships programme to encourage students in our partner communities in Canada to study science, technology, engineering and mathematics (STEM) subjects continued in 2021, with four new scholarships awarded. We also launched a new Women in Trades programme to encourage women to pursue careers in technical trades like plumbing. See Women in Business and Technology on [page 96](#) for more information.

*“Receiving the De Beers Group award is bringing me one step closer to graduating in the medical field and attaining my goal of helping those around me. It will also allow me to give back to my community when I return as a doctor. I would love nothing more than to help the community that contributed to making me who I am today. It will be inspiring for the francophone, female, and northern communities to see that they helped raise a young woman who won this significant and prestigious scholarship.”*

**Isabelle Boucher,**

a student from the Northwest Territories who is pursuing a Bachelor of Health Sciences undergraduate programme at Queen's University in Kingston, Ontario.

### SUPPORT FROM OUR EXPLORATION SPECIALISTS

Exploration Canada continued to provide funding for research and in-kind support of sample material for research and joint collaboration. However, Covid-19 meant it was unable to hire second- and third-year university students for the summer months as in previous years and also unable to provide on-the-job training to Diamond Exploration Research Training School students at the University of Alberta. Meanwhile in South Africa, exploration technical specialists continued to support honours students at the University of the Free State by providing samples and geochemical characterisation data.

## LOOKING AHEAD

In 2022, we will continue to implement our education and skills development strategies in the partner communities surrounding our Venetia mine in South Africa and Gahcho Kué mine in Canada. We will work with partners in Botswana and Namibia to develop education and skills strategies based on robust baseline data.

## > LIVELIHOODS

*By 2030, we will have supported four jobs across our partner countries for every one job at our operations.*



Diamonds are a finite resource that is inextricably linked to the economic prosperity of our partner communities. We need to help ensure that these communities continue to prosper for generations after the last diamond has been mined. We therefore work in close collaboration with these communities, our partner governments and development organisations to help build resilient livelihoods and strong, diversified national economies. Our holistic approach to socio-economic development is about far more than simply handing out grants. It starts with research to identify the skills gaps and employment opportunities in a local area and the status of factors that need to be in place if a community is to thrive, eg food security, connectivity, water and sanitation. Having identified these needs and gaps, we then invest in projects that will best address them. Sometimes this might be through strengthening work skills, other times it might be through building capacity or developing local suppliers. The key questions we ask ourselves are: “Will this project make a lasting difference in terms of our partner communities’ long-term objectives?” and “Is it sustainable?”

### OUR PROGRESS

- Expansion of Venetia mine’s Collaborative Regional Development (CRD) spatial analysis work with detailed feasibility studies looking at potential job opportunities in agriculture and tourism.
- New partnership with National Geographic – Okavango Eternal – aiming to support local livelihoods and businesses.
- Launch of the first fully virtual Seed Transformation Programme for entrepreneurs in southern Africa.
- Connected small businesses to our mines’ supply chains to help them survive local lockdowns.
- Launched second phase of our partnership with Lima Rural Development Foundation (LIMA), targeting a further 1,000 farmers and supporting 3,000 jobs over a five-year period.

### 2022 LOOK AHEAD

- Work to increasingly align our livelihoods initiatives with our water, biodiversity, circularity and carbon-neutral goals.
- Improve our processes for data collection, monitoring, evaluation and assurance.

# US\$1.7 billion

spent on inclusive procurement spend from local suppliers, 73% of our total procurement spend in 2021

# 3,549 jobs

supported and **819** jobs created by Stanford Seed Transformation Programme since its launch

### OUR TARGETS

- By 2025, for every job at our operations, we will have supported two jobs off-site through a range of activities, including our enterprise, supplier and skills development programmes, increased local procurement and other economic development initiatives in our local communities.
- By 2030, we will have implemented our CRD model for bringing long-term, sustainable development opportunities to the regions around our operations.

### 2030 GOALS

✓ Achieved 
 ● On track 
 ⏸ Timeline impacted by Covid-19 
 ○ Behind schedule



## PARTNERING FOR THRIVING COMMUNITIES LIVELIHOODS CONTINUED

### OUR APPROACH TO LIVELIHOODS

As with skills and education, our approach to supporting livelihoods in our partner communities is guided by the [Anglo American Social Way](#), our governing framework for social performance. It is also driven by the Anglo American [CRD](#) model. The CRD model is focused on working collaboratively and in partnership with a wide range of stakeholders in a region, including community representatives, faith groups, businesses and entrepreneurs, government, academics and NGOs. Through CRD, we seek to implement development initiatives that are scalable, take a long-term view beyond the life of a mine, are financially sustainable and have inclusive ownership models.

When we talk about ‘supporting’ jobs, we mean initiatives like mentoring, capacity building, access to finance, skills development and programmes that encourage business start-ups and help existing businesses to grow.



*Throwing pottery, Thamaga Pottery, Botswana*



## PARTNERING FOR THRIVING COMMUNITIES LIVELIHOODS CONTINUED

### OUR PROGRESS IN 2021 – HIGHLIGHTS

#### IMPLEMENTING THE ANGLO AMERICAN COLLABORATIVE REGIONAL DEVELOPMENT MODEL

The Anglo American CRD model is about working in partnership with communities, private sector partners, industry experts and regional partners to ensure the benefits of mining are broadly experienced. CRD starts by identifying regional development opportunities with the greatest potential, including conducting a detailed spatial analysis of the region's physical and human environment. Relevant stakeholders then come together and create a community organisation to take ideas forward, secure funding and identify the right partners to implement projects. Initiatives are developed across six key areas: economic development, health, education, environment, service delivery and social empowerment.

We already have this kind of collaborative partnership through [The Impact Catalyst](#) in the Limpopo province of South Africa, which includes our Venetia mine. In 2021, the mine expanded its spatial analysis work with detailed feasibility studies looking at further potential job opportunities in agriculture and tourism.

# 10,000

people will benefit from livelihood opportunities developed in tourism and conservation

*Employees at Yobuningi Development Ltd, a business specialising in custom-made cupboards and benchtops, which has been supported by the De Beers Zimele enterprise development programme in South Africa*





## PARTNERING FOR THRIVING COMMUNITIES LIVELIHOODS CONTINUED

We are now rolling out our CRD model to our other partner countries in Botswana and Namibia. In 2021, Debswana completed a spatial analysis in the regions surrounding Jwaneng and Orapa mines in Botswana which identified key opportunities to improve local livelihoods. Meanwhile in Namibia, we plan to start the process of spatial analysis in 2022. In Canada, engagement with local stakeholders and creation of local development opportunities are conducted through IIBAs with our partner First Nations communities.

Once we have identified the needs and opportunities in a local area, we then seek to invest in ways that will best address these needs and maximise the opportunities. Sometimes a local challenge can be turned into an opportunity. For example, in the community near our Venetia mine in South Africa, an Alien Invasive Project (a partnership with GIZ, Nedbank and IDC) is in the planning stages, which aims to remove invasive non-native tree species that consume scarce water. In the process, it is expected to create charcoal production opportunities and provide 185 jobs.

### DEBSWANA PPE PROJECT

Debswana has embarked on a project to empower Small, Micro and Medium Enterprises (SMMEs) for localisation of PPE and other garments (linen, staff uniform and more).

This project was run in partnership with the Local Enterprise Authority (LEA) and Technoserve, who overlooked technical assessment and business/capacity building respectively.

A total of 34 SMMEs were selected for this project, most of which were part of the successful Debswana face cloth mask project. Twenty of the producers are from Debswana

Zones of Influence (Jwaneng and Orapa, Letlhakane and Damtshaa (OLDM) mines) and 14 were selected nationally.

### OKAVANGO ETERNAL – OUR PARTNERSHIP WITH NATIONAL GEOGRAPHIC

As part of our commitment to Building Forever, in 2021 we launched Okavango Eternal – a partnership with National Geographic that aims to protect the source waters of the Okavango Delta. Although this partnership has a focus on conservation and our commitment to Protecting the Natural World ([page 70](#)), our experience working with local people and communities will be integral in helping us achieve this ambition. By working with local communities who already have symbiotic relationships with the land, we can help protect both communities and landscapes. And by supporting the development of local livelihoods and businesses on a foundation of conserving the land around them, we will ensure the work of the Okavango Eternal partnership is sustainable.

The roll-out of Okavango Eternal will benefit from the lessons we have learned from our Accelerating Women Owned Micro-Enterprises (AWOME) programme, which we will be able to draw on when working with female informal entrepreneurs living in communities around the Okavango Delta. We are also exploring potential synergies with our Stanford and Tokafala programmes with regards to enhancing the partnership's community livelihood initiatives.

Over the next few years, in partnership with National Geographic, we intend to continue helping empower communities in the Okavango Delta, as well as establishing cooperatives and conservation operations with communities living near the source waters in Angola. By 2030, the

partnership aims to have developed livelihood opportunities for around 10,000 people in Angola and to have helped ensure water and food security for over a million people, while also supporting increased local resilience to climate-related impacts.

### BENEFICIATION

The De Beers Enterprise Development Project for Diamond Beneficiators was first launched in 2016 in partnership with the South African government and diamond-cutting industry.

The initiative is focused on supporting the growth and transformation of diamond beneficiation from historically disadvantaged South African (HDSA) businesses. SMEs that have been selected through a rigorous process participate in a three-year programme that has the objective of supporting their long-term business prospects by addressing historical barriers that inhibit the success of local businesses in the diamond sector.

De Beers Group's analysis on the barriers for such businesses highlighted that key challenges included entrepreneurial ability, access to finance, access to local and international consumer markets and access to rough diamonds. The programme, which is run in partnership with business incubation experts, Raizcorp, has focused on overcoming these challenges in the following ways:

- Entrepreneurial ability: The participants undergo a rigorous three-year business development programme run by Raizcorp. The key topics in the Raizcorp programme are strategy, entrepreneurship, sales, marketing and personal development.

### WHAT IS BENEFICIATION?

Beneficiation is the transformation of a mineral, or a combination of minerals, into a higher-value product, which can either be consumed locally or exported. Beneficiation is a driver for empowerment of HDSA businesses/individuals and enables the development of new entrepreneurs in downstream and sidestream industries. In pursuing economically feasible beneficiation opportunities, we seek to support the government's national development goals and beneficiation strategy.

Our beneficiation approach aims to maximise the value of the diamond sector for our producing country partners by ensuring that as many supply chain activities as possible beyond mining take place in those countries. It means we sell an agreed proportion of our rough diamonds to Sightholders – rough diamond customers – based in these producer countries. Through our focus on beneficiation, we help create all sorts of other jobs in addition to mining – jobs in diamond sorting, valuing, cutting, polishing, jewellery manufacturing, and sales. We also help create opportunities for ancillary services such as IT, finance and HR, as well as diamond security, transportation, and brokerage. We have already established successful diamond 'beneficiation' programmes in our partner countries and will continue to keep as much of the diamond value chain as possible within these countries.

## PARTNERING FOR THRIVING COMMUNITIES LIVELIHOODS CONTINUED

- **Access to finance:** In South Africa, De Beers Group runs an enterprise funding and development initiative called Zimele, and this has supported participants with access to funding through bank loans and surety for overdraft facilities.
- **Access to local and international consumer markets:** As part of the programme, De Beers Group has provided the participants with the ability to attend various international trade shows, enabling them to network with international buyers, wholesalers and jewellery brands. Our De Beers Forevermark jewellery house has also piloted an approach via which the South Africa-based cutters and polishers have access to key De Beers Forevermark business partners and can sell their jewellery through the brand, benefiting from its international exposure.
- **Access to rough diamonds:** To support access to the required rough diamonds, we allocate supply specifically to the participant businesses as part of our 'Sight' sales in South Africa.

During the first phase of the initiative, five companies participated in the programme:

- Thoko's Diamonds; Diamonds Africa; Nungu Diamonds; Kwame Diamonds; and Molefi Letsiki Diamond Holdings. All have seen significant growth in turnover and new job creation. Following this, we sought to expand the programme and develop it into an industry-wide project in South Africa. As a result, five new HDSA companies, which specialise in the cutting and polishing of diamonds, precious metal refining and jewellery manufacture, have been brought on to the programme: B&H Mining, Irresistible Rough Diamonds, Isabella Jewellers, Outclass Crystallized Gems and Sunrise Gemstone.

- In 2022, South Africa welcomed the second intake to our Enterprise Development Project for Diamond Beneficiaries, who will participate in a three-year programme to improve their business. Three of the five diamond-polishing and jewellery-manufacturing companies are 100 per cent women-owned and the remaining two are 100 per cent Black-owned. Overall 80 per cent of the businesses are 100 per cent Black-owned.

### A HOLISTIC APPROACH TO SOCIO-ECONOMIC DEVELOPMENT

To meet the targets for our Livelihoods goal, our existing programmes are evolving, scaling up and taking a much more holistic approach. Covid-19 restrictions have meant that some of the programmes were not able to continue at the scale we had originally planned for 2021. However, engagement has continued with stakeholders and communities, and, where possible, projects have been delivered online.

- **Tokafala** – This enterprise and youth development programme in Botswana is a partnership between the Government of the Republic of Botswana, Debswana, Anglo American and De Beers Group. Despite the challenges of the pandemic, it continued to perform well in 2021, connecting small businesses to the mines to help them survive local lockdowns. Since its inception, 828 businesses have graduated from Tokafala (220 in 2021), supporting a total of 7,594 jobs (1,575 in 2021). Of those businesses that have graduated since inception, 43 per cent are women-owned.

- **Zimele** – This enterprise and supplier development programme in South Africa was somewhat constrained in 2021 due to Covid-19-related lockdowns, but many initiatives continued, including support to help local businesses supply Venetia mine. Success stories in 2021 included the creation of a Black women-owned fuel transport business in partnership with Total Fuel; the award of a three-year contract to a local supplier to maintain the road between Venetia mine and the local town; and support to help businesses adapt to the challenges presented by Covid-19. The latter included training to help businesses migrate to digital platforms and ecommerce plus a coaching programme for 19 suppliers helping them develop strategies to recover from the negative impacts of the Covid-19 pandemic.

Other enterprise development initiatives delivered by Zimele in 2021 include:

- the completion of a 12-week ED Borogo programme by 11 SMEs in the construction industry, equipping them with the skills to transition from start-up level and increase their market share
- the successful completion by 30 SMEs of a 10-month business coaching programme delivered in collaboration with the Small Enterprise Development Agency (SEDA)
- the launch of a new construction readiness programme in partnership with BMH Africa to increase the number of individuals with construction skills in our partner communities. To date, 20 people with little or no schooling have completed a three-week programme including on-site training and mentoring.

- **LIMA** – LIMA helps implement the Venetia mine socio-economic development plan, supporting agricultural businesses to grow and develop. In 2021, the second phase of its capacity-building programme for small-scale rural farmers started targeting a further 1,000 farmers and supporting 3,000 jobs over a five-year period.
- **AWOME** – See 'Women in Business and Technology' for information on this programme to support women entrepreneurs and business leaders.

Total investment spend on community development in 2021, including enterprise development, was US\$9.8 million.

# 19

local suppliers to Venetia mine were coached in strategies to recover from the negative impacts of the Covid-19 pandemic

# 2,656

jobs supported in 2021 through enterprise development initiatives



## PARTNERING FOR THRIVING COMMUNITIES LIVELIHOODS CONTINUED

### TURBO-CHARGING CEOS AND ENTREPRENEURS

Our partnership with Stanford Graduate School of Business (GSB) highlights the positive impact that our enterprise development projects can deliver. With Stanford GSB we run the Stanford Seed Transformation Programme, a year-long leadership programme providing management training, leadership team workshops and networking support to help CEOs and founders grow their businesses. Since the Seed programme was launched in 2017, it has supported 3,549 jobs and created 819 jobs.

Progress highlights in 2021 include:

- the launch of the first fully virtual Seed Transformation Programme. We selected an initial 20 companies from a total of 269 applications across Botswana, Namibia and South Africa. Of these 269 applications, 36 per cent were from women-led enterprises against a 30 per cent recruitment target. We also met our target to award 50 per cent of the annual Seed scholarships to women-led businesses – five of the 10 scholarships awarded were given to women-led enterprises

- investment by former Seed participant Mahlako Energy Fund in South Africa's first large-scale commercial solar plant providing clean energy to Amazon via the Eskom Grid. In participating in the Seed programme, Mahlako Energy Fund (which is operated and managed by Mahlako Financial Services) wanted to increase participation by Black women-owned asset managers in the energy sector. This investment therefore represents a major step forward in achieving this goal

- successful expansion by former Seed participant International Training College in Namibia. One of the college's ambitious goals was to expand, and so the completion in 2021 of a new campus, complete with sports ground and hostel accommodation, marks the achievement of this goal.

These success stories demonstrate the power of the Seed programme to turn goals and ideas into reality.

*“The Stanford Seed Transformation Programme isn't just about you; they actually train your people. That was probably the single most useful part of the programme. They worked on the real-life problems in our company and took our management and leadership team with us – that was the magic for us.”*

#### Lerang Selolwane

Co-founder of Lucient Engineering in Jwaneng, Botswana and a participant in the Stanford Seed Transformation Programme.

### INCLUSIVE PROCUREMENT

Wherever possible, we procure products and services from businesses and entrepreneurs within our countries of operation, helping to create jobs, develop skills and generate shared prosperity. We spent US\$1.7 billion on procuring goods and services from suppliers in our partner countries in 2021. This represented 73 per cent of our total procurement spend (2020: US\$1.2 billion, 64 per cent) across De Beers Group. In Botswana, the figure was 85 per cent and in South Africa it was 93 per cent. In many cases, the Covid-19 pandemic has continued to give us opportunities to support the communities in which we operate. In Canada, for example, inclusive procurement spend with businesses from our IBA partner communities increased by 41 percentage points in 2021 compared to 2020.

# US\$1.7 billion

spent on inclusive procurement for goods and services from suppliers in our partner countries in 2021

# 64

CEOs/founders, 55 companies and almost 330 management team members supported by the Stanford Seed Transformation Programme

# 3,549

jobs supported and 819 jobs created by Stanford Seed Transformation Programme since its launch in 2017

# 60%

of firms have created new jobs since taking part in the Stanford Seed Transformation Programme

## LOOKING AHEAD

Our plans for 2022 include work to increasingly align our livelihoods initiatives with our water, biodiversity, circularity and carbon-neutral goals and the continued improvement of our processes for data collection, monitoring, evaluation and assurance. We will continue to implement our livelihoods strategy in South Africa and to develop ambitious livelihoods strategies (including implementation partners) in Botswana and Namibia.

# PROTECTING THE NATURAL WORLD



## 2030 GOALS

72  
Climate change

78  
Water

82  
Biodiversity



# PROTECTING THE NATURAL WORLD

## OUR VISION

*We will be carbon neutral, minimise our water footprint and deliver a net positive impact on biodiversity.*

A diamond is a unique expression of the power of the natural world. Working with diamonds at their source gives us a deep respect for the planet and all of its awe-inspiring creations. We also know that our partner communities cannot be healthy or thrive economically unless we work together to protect the natural world. So, we operate a sustainable approach to land management that includes continuous restoration and rehabilitation in partnership with local communities and follow best practice for water and biodiversity management, waste, air quality, emissions and mine closure.



[Building Forever Podcast – Protecting the natural world](#)

## 2030 GOALS

✓ Achieved 
 ● On track 
 ⏸ Timeline impacted by Covid-19 
 ○ Behind schedule

## OUR 2030 GOALS

### CLIMATE CHANGE

By 2030, we will be carbon neutral across our operations for Scope 1 and Scope 2 GHG emissions.

Reduced year-on-year energy intensity by  
**11%**

### WATER

By 2030, we will reduce our freshwater withdrawals by 50 per cent

**34%**  
reduction in Group freshwater withdrawals in 2021 compared to 2015

### BIODIVERSITY

By 2030, we will achieve a net positive impact on biodiversity.

**~500,000**  
acres of protected land in 2021



Kostadin Luchansky/National Geographic

## 2021 HIGHLIGHTS

- Scope 3 emissions baseline and roadmap developed.
- Partnership agreed for first nature-based climate solutions pilot (Kelp Blue), an innovative solution to cultivate underwater kelp forests to safely and permanently lock away carbon.
- Launched Okavango Eternal – a new five-year partnership with National Geographic to help protect the source waters of the Okavango Delta.

*“There is no doubt that the Okavango River Basin is under threat. This is our last chance to help protect this natural wonder, and we are pleased to partner with De Beers Group on this critically important project. Together, we will leverage our collective resources to scale efforts to facilitate long-term, sustainable management of protected areas in the region by helping establish further partnerships between governments, NGOs, and local communities through a sustainable conservation economy.”*

### Dr Steve Boyes

National Geographic Explorer and co-founder of the National Geographic Okavango Wilderness Project

# > CLIMATE CHANGE

*By 2030, we will be carbon neutral across our operations for Scope 1 and Scope 2 GHG emissions.*



## 6 sites

Solar rooftops built at 6 sites

## 3 masts

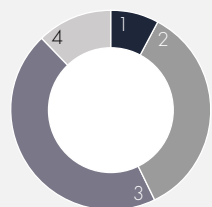
3 wind measurement masts built at Namdeb

## 60MW

Detailed plans for 60MW solar plant at Venetia in place

Climate change is the critical challenge facing all of us. There is growing impatience from consumers, brands and wider society for faster, deeper action and tangible results. There is also a realisation, particularly in the wake of COP26, that everyone needs to play their part in navigating to a net zero world. At De Beers Group, we recognise that sharing this responsibility is the right thing to do – both for the future of the planet and the long-term sustainability of our business. We also recognise that as a global business operating across the pipeline from exploration to retail, we have the potential to play a major role in creating solutions and encouraging best practice across our supply chain.

### Carbon neutral approach – strategic impact, %



1 Reduce Energy Intensity (Scope 1 & 2)	8%
2 Replace Fossil Fuels (Scope 1)	35%
3 Replace Fossil Electricity	45%
4 Remove Carbon Emissions	12%

### OUR PROGRESS

- Scope 3 Baseline completed, and strategy developed.
- Carbon-neutral five-year strategies in place at all sites.
- Installed three wind measurement masts in Namibia.
- Increased rooftop solar panels to six sites.
- Purchased renewable energy for our retail operations in UK and US.
- Ongoing investigation into potential use of hydrogen fuel trucks and battery-operated vehicles at operations.
- Commenced partnership for first nature-based climate solutions pilot (Kelp Blue).

### 2022 LOOK AHEAD

- Set [Science Based Targets \(SBTi\)](#) for Scope 1, 2 and 3 emissions.
- Move forward with the implementation of our strategy to address Scope 3 emissions, engaging with suppliers and our Sightholders.
- Continue to prioritise efficiency and decarbonisation projects to drive down emissions.
- Ongoing development of renewable energy in our producer countries.
- Initiate development of nature-based climate solutions to offset hard-to-abate emissions by 2030.

### OUR TARGETS

- Reduce: by 2030, we will reduce energy intensity across our business by capturing efficiencies and implementing our pioneering FutureSmart Mining programme. Through breakthrough technology and digitalisation, this programme will change the way we mine, making it more effective, efficient and sustainable.
- Replace: by 2030, we will replace most of our fossil fuels with green alternative fuels and electrification to power our trucks and vessels, and we will partner to create renewable energy sources and replace nearly all fossil-fuel-based electricity by developing dedicated wind and solar power plants.
- Remove: by 2030, we will remove all remaining carbon emissions through innovative nature-based and technical solutions, such as our investment in start-up Kelp Blue, to fund a pilot project planting a giant underwater kelp forest.
- ✓ Scope 3: by the end of 2021, we will have worked with our suppliers and clients to better understand and measure our Scope 3 data across our entire value chain and include it within our carbon-neutral roadmap using our Reduce, Replace, Remove framework.

### 2030 GOALS

✓ Achieved ● On track ⏸ Timeline impacted by Covid-19 ○ Behind schedule



PROTECTING THE NATURAL WORLD  
CLIMATE CHANGE CONTINUED

# KEY CHALLENGES AND OPPORTUNITIES

One of the key challenges, and also opportunities, for us as a business, is to communicate the transformational nature of our approach to address climate change – a story that cannot be told by focusing solely on emissions data. In the countries and regions where we operate, switching to renewable energy, for example, is not a matter of simply changing providers. It means developing renewable energy projects from scratch, including working with governments to change the regulatory framework and working with businesses and academic institutions to build local capacity in low-carbon development.

Similarly, in the event that we use carbon offsets as a last resort to address the final hard-to-abate emissions, instead of buying ‘off the shelf’ carbon credits from projects planting trees in Latin America, for example, we are developing our own projects in order to create local jobs and achieve other benefits such as improved biodiversity. In short, our approach means we will be an engine for green economic growth in the countries where we operate, with a transformational impact not just on climate change but also areas like livelihoods and biodiversity. This approach takes time – but its positive impact is greater and more sustainable.

Another significant challenge is the fact that, as a business, we operate across the diamond pipeline, from exploration to retail. This means there is a much broader scope of activity for us to address than many other businesses face. That is why becoming carbon neutral by 2030 is a highly ambitious target for us and is also why understanding and addressing our indirect Scope 3 emissions is more challenging than for businesses with less complex supply chains. At the same time, the breadth of our operations across the pipeline is also an opportunity – it means we have much greater potential to do good and raise best practice than many other businesses. We are determined to maximise this potential.

*“This is not something we can do by ourselves, or make up in an office, or work on with only the engineers. It really requires a shift in thinking and doing, from all of us within De Beers Group, and all along our value chain, so that we really create a carbon-neutral value chain that lives up to the wonderful brilliance of natural diamonds.”*

**Kirsten Hund**

Head of Carbon Neutrality, De Beers Group



*Environmental scientist looking at giraffe from vehicle at sunset in Orapa Game Park, Botswana*

## PROTECTING THE NATURAL WORLD CLIMATE CHANGE CONTINUED

### OUR PROGRESS IN 2021 – HIGHLIGHTS

We made our commitment to be carbon neutral by 2030 in November 2020. This means that 2021 was a period of intensive planning, analysis and strategy development. This was extremely positive and we now know a lot more about what we need to do to reach our goal. As we move into 2022, we are ready to shift our focus to delivery and implementation.

#### UNDERSTANDING OUR SCOPE 3 EMISSIONS

Scope 3 emissions account for 62 per cent of our total footprint. We are committed to reduce this by setting ourselves [Science Based Targets \(SBTi\)](#).

In 2021, with the help of the Carbon Trust, we worked hard to understand and measure Scope 3 data across our value chain. As a result of this work, we were able to set a baseline, identify the 'high impact' and 'high visibility' categories

we will need to prioritise, and develop a detailed strategy on how to address these. This strategy includes intensive engagement with members of our value chain through our BPP programme, encouraging them to reduce their carbon footprint and providing technical support where possible. See Responsible Sourcing for more information.

#### REDUCING ENERGY INTENSITY ACROSS OUR BUSINESS

In 2021, as operations recovered from Covid-19, our energy usage increased from 11.57 million GJ to 13.32 million GJ. However, due to energy efficiency initiatives, changes in our production mix and changes in our energy mix, the energy intensity decreased by 11.1 per cent. Examples of energy-efficient measures included increasing the direct operating time of equipment at open pit mines; installing Advanced Process Control Management systems in all processing plants; and increasing annual ore throughput at Venetia mine by 6.3 per cent by integrating operations, de-bottlenecking processes and eliminating defects.

Plain tiger butterfly in Jwana Game Park, Botswana



### BUILD LINKS WITH OTHER BF GOALS



#### REDUCE

Promote circularity and provenance of carbon-neutral diamonds



#### REPLACE

Clean energy: Livelihoods, skills (women and girls), jobs



#### REMOVE

Biodiversity and livelihoods co-benefits of nature-based solutions/insets





## PROTECTING THE NATURAL WORLD

### CLIMATE CHANGE CONTINUED



*The countries where we operate in southern Africa offer enormous potential for both wind and solar energy. We are working with stakeholders to create the right environment to harness these energy sources as part of our carbon neutral strategy*

#### REPLACING FOSSIL FUELS AND FOSSIL-FUEL-BASED ELECTRICITY

An enabling policy and regulatory environment is critical to achieving our 'replace' target and fulfilling the carbon-neutral plans that are now in place at all our mines and other business units. In relation to our focus on creating renewable energy sources, we are fortunate to operate in countries in southern Africa where there is enormous potential for both solar and wind energy. However, there is currently limited infrastructure to harness renewable energy. In 2021, we started to identify the needs and opportunities to create the right environment and to support capacity development, both at a government level and also with academic institutions and in communities.

In 2021, we installed three wind measurement masts in Namibia to better understand the country's capacity to harness wind energy. Feasibility assessments for solar and wind potential in Botswana are also ongoing. In both countries, we have had positive conversations with government about how best to align their respective national climate ambitions with ours. In South Africa, we utilised our relationship with Anglo American, collaborating on their regional renewable energy strategy and making good progress with the implementation of our project to build a 60MW solar farm at Venetia mine. This is planned to be operational by 2025. Around the globe, we now have rooftop solar panels at six sites and in the US and UK we have been buying renewable energy for our retail operations. However, the impact of these initiatives is still comparatively small, as the largest portion of our emissions comes from our mines.

Other work in 2021 on the replacement of fossil fuels included the completion of a study exploring the potential, cost and operational sustainability of using alternative fuels to replace diesel in our mines where electrification is not possible. As a result, we have prioritised a number of fuels for further scoping analysis including biodiesel for African operations and renewable diesel and synthetic diesel from waste for all operations. Other fuels such as e-diesel or hydrogen are not expected to be commercially available, nor have the external infrastructure that we would need to deploy them, at the scale required to meet our targets in the short term. However, the alternative fuels industry is growing rapidly, so we will continue to monitor the situation and focus on developing site-specific roadmaps moving forward.

In another initiative, collaborating with Anglo American, we investigated the potential to use hydrogen-fueled trucks at suitable mines by trialling them at Jwaneng mine. Anglo American tested the first hydrogen-fueled mine haul truck design at its platinum mine Mogalakwena in South Africa. This used a system that drives a fuel cell with hydrogen produced by renewables.

Meanwhile, at our underground mines, we are focusing on increased electrification, and are also exploring the potential to use Battery Electric Vehicles (BEV).

## PROTECTING THE NATURAL WORLD CLIMATE CHANGE CONTINUED

### REMOVING REMAINING EMISSIONS THROUGH NATURE-BASED SOLUTIONS

Nature-based carbon solutions are a powerful tool in our work to remove emissions that remain after maximising our efforts to reduce and replace. As well as removing carbon dioxide (CO<sub>2</sub>) from the atmosphere and sequestering it in plants, soils, and sediments, these solutions also provide other important benefits, such as cleaner air and water, economic benefits (jobs and revenues for local communities), and increased biodiversity. In 2021, we identified a number of potential nature-based solutions in Namibia, and around our closed mining sites, or those in the closure process, in South Africa. We will investigate these further in 2022 and also start to identify potential solutions in Botswana. In addition, together with the GemFair team in Sierra Leone, we are looking at the potential to include a carbon-capture component in the work we are doing there with artisanal mining communities.

Meanwhile, through our investment in the start-up company Kelp Blue, we are exploring the carbon capture potential of giant underwater kelp forests.

*“We are very pleased to have De Beers Group alongside us, thinking about the future, today. Their early investment in our offshore pilot – a world first in terms of scale and ambition – will help us accelerate the quantification and verification of the carbon sequestration pathways. This is essential for the whole seaweed industry in terms of establishing, scientifically, the potential of this novel nature-based solution.”*

**Daniel Hooft**  
Founder and CEO of Kelp Blue

*Giant Kelp underwater forests.  
Photo credit Kelp Blue*

[▶ View movie here](#)

### THE POWER OF KELP

We have invested US\$2 million in the innovative start-up company Kelp Blue to fund a pilot project planting a giant underwater kelp forest, initially off the coast of Namibia. The cultivation of this large seaweed presents a pioneering nature-based solution to tackle climate change, as research shows kelp forests boost ocean health and can sequester CO<sub>2</sub> at rates that far exceed terrestrial woodlands.

While our main focus for achieving carbon neutrality is on reducing and replacing fossil fuels across our business, potential carbon credits generated from our investment in Kelp

Blue will help remove remaining hard-to-abate emissions from our own operations.

Part of the investment will fund the development of an accredited methodology to calculate the carbon sequestration capability of kelp. In return, if successful, De Beers Group will have the rights to the carbon credits generated as a result of Kelp Blue's work in this initial phase. In addition, we will have rights to preferential access to carbon credits generated in future phases of work.

Kelp is one of the fastest-growing organisms on Earth and also an amazingly efficient carbon sink, locking away CO<sub>2</sub> permanently. Research has shown that Kelp also help

sustain healthy marine ecosystems, by providing food and shelter for many species.

As well as supporting this pioneering nature-based solution for sequestering carbon, our investment will help develop skills and create jobs in Namibia, so benefiting our Livelihoods and Skills and Education goals.

Clearly, this is an exciting project. However, it is in its early stages, so we look forward to seeing the results of the pilot.



## PROTECTING THE NATURAL WORLD CLIMATE CHANGE CONTINUED

Work on our innovative CarbonVault™ project investigating the potential of kimberlite rock to sequester carbon, in collaboration with a group of Canadian and Australian universities, continued in 2021, but was hindered by Covid-19 preventing trials on site. Research programmes in 2021 therefore focused on analysis of samples collected from field-trial experiments initiated in Q1 2020 using processed kimberlite from Venetia. These experiments were developed to test physical, chemical, and biological mineral carbonation enhancement technologies. Preliminary results show evidence for effective carbon sequestration occurring over the duration of the experiments. Plans for a large-scale flue gas injection experiment using processed kimberlite from Gahcho Kué are currently on hold until researchers gain a better understanding of the processed kimberlite's reactivity.

In the coming year we will continue our efforts, in collaboration with Anglo American, to define the potential to develop CarbonVault in a way that is technically, environmentally and economically feasible in the long term, with a potential pilot at either Venetia or Voorspoed mine to test the enhanced weathering technologies.

## LOOKING AHEAD

In 2022, we will set ourselves [Science Based Targets \(SBTi\)](#) for our Scope 1, 2 and 3 emissions, building on the detailed planning we have done in 2021. We will continue to prioritise efficiency and decarbonisation projects to drive down gross emissions and will initiate the development of nature-based carbon solutions to remove our remaining, difficult emissions by 2030.

In South Africa, following Anglo American's new partnership with EDF Renewables, we will help to develop a regional renewable energy ecosystem. This will meet Anglo American's operational electricity requirements in South Africa through the supply of 100 per cent renewable electricity by 2030. Our own work developing a 60MW solar photovoltaic power plant at Venetia plus off-site windfarm development will be part of the ecosystem. Meanwhile, in Botswana and Namibia, we will work with our partners to identify the optimal approaches for renewable energy development in these countries.

We will move forward with our strategy to address Scope 3 emissions, engaging with suppliers and our Sightholders on their emission reduction strategies and commitments and providing technical support where possible. We will continue to analyse the gaps we need to address in government policy and regulatory frameworks in the key jurisdictions where we operate. And we will continue to communicate and build support for our strategy among key internal and external stakeholders, communicating the transformative impact of our 'just transition' approach.

### TCFD REPORTING

Through our majority shareholder Anglo American, we comply with the reporting requirements of the Task Force on Climate-related Financial Disclosures (TCFD). This was created by the Financial Stability Board to improve and increase reporting of climate-related financial information. [You can find more on this here \(page 38\).](#)



# WATER

*By 2030 we will reduce our water footprint by 50 per cent.*



Water is vital for all life on our planet and is fundamental for our operations. Water quality and quantity are also inextricably linked with climate change, with extreme flooding and drought compounding existing global inequalities. We use water for processing ore – in some cases in countries where water scarcity is a material risk. We are committed to reducing our water footprint by managing our water withdrawals, consumption and discharges. We also seek to create a positive impact in the catchments where we operate through enhanced water stewardship.

## OUR PROGRESS

- Appointed Water Competent Persons at each operation.
- Completed site-specific Water Management Plans at all operations except for Jwaneng mine, which is planned for 2022.
- Extended 2030 water goal to include site-specific focus, including on water quality in Canada, and stormwater management in South Africa.
- Supported long-term, real-time hydrological and meteorological monitoring within the Okavango basin through Okavango Eternal.
- Provided access to drinking water for vulnerable communities in southern Africa.

## 2022 LOOK AHEAD

- Continue reviewing our water targets for 2030, recommending site-specific targets for all non-managed operations.
- Refine water stewardship targets, identifying synergies and alignment with other Building Forever goals.
- Develop a group-wide Integrated Water Management Plan that utilises our FutureSmart Mining programme to reduce water consumption.

# 75%

water reuse and recycling efficiency in 2021

# 100%

of operations have detailed water balances aligned with ICMM

# 24

water stewardship initiatives planned or in progress

## OUR TARGETS

- ✓ By the end of 2021, we will assess the performance of all our operations against the Anglo American Water Management Standard and develop action plans to address gaps.  
We will appoint Water Competent Persons at all our operations responsible for coordinating water management activities.  
We will have detailed water balances for all operations, that will enable us to accurately report water data and identify opportunities for improved water management.
- By 2022, we will have a group-wide Integrated Water Management Plan that utilises our FutureSmart Mining programme to reduce water consumption.
- By 2030, we will have reduced freshwater withdrawal by 50 per cent and increased community access to water and sanitation.

## 2030 GOALS

✓ Achieved ● On track ➡ Timeline impacted by Covid-19 ○ Behind schedule



## PROTECTING THE NATURAL WORLD WATER CONTINUED

### OUR PROGRESS IN 2021 – HIGHLIGHTS

#### OUR PERFORMANCE AGAINST THE ANGLO AMERICAN WATER MANAGEMENT STANDARD

Our water management is directed by the Anglo American Water Policy and the Anglo American Water Management Standard. These provide the minimum requirements for water management throughout the asset lifecycle, from site selection and early studies to design, operation, closure and post-closure of all operations. We also meet the ISO 14001 and ISO 45001 environmental and health and safety standards, working collaboratively and transparently with government, business and local communities to achieve sustainable water management.

Our active managed operations achieved all the key deliverables of the Anglo American Water Management Standard in 2021. All now have Water Competent Persons appointed in place; all have completed self-assessments against the revised standard (with both active managed operations achieving above 80 per cent compliance);

#### WATER STEWARDSHIP DEFINITION

The use of water that is socially equitable, environmentally sustainable and economically beneficial, achieved through a stakeholder-inclusive process that involves site- and catchment-based action.

**The Alliance for Water Stewardship.**  
March 2013.

and all have drawn up action plans to address areas where they fall short of requirements and are implementing these plans. They have also approved and put in place site-specific Water Management Plans, together with approved water balances and associated reports.

Our non-managed operations also made good progress in 2021. They too have appointed Water Competent Persons, completed self-assessments and drawn up action plans. Work on site-specific Water Management Plans is well underway and we aim for these, together with water balances, to be approved in 2022.

Water management is integral to our closure activities as well as our ongoing operations. We have continued to fulfil our closure obligations including water management at our Victor, Voorspoed and Snap Lake mines.

#### REVIEWING OUR 2030 WATER TARGETS

In 2021, we recognised that we needed to revise our 2030 water targets to better reflect business risks, the local socio-political and ecological context of individual sites, and water stewardship initiatives to address shared catchment challenges. We are also conscious that climate change has the potential to increase the challenges we face in achieving sustainable water management. Increased droughts and flooding may increase climatic variability, and this in turn could make it more difficult for us to maintain a social licence to operate. We have therefore reviewed our existing targets for 2030 and recommended provisional site-specific targets for our active managed operations. For example, at Gahcho Kué mine in Canada, our targets focus on water quality management. At our Venetia mine in South Africa, where we are moving to underground operations, our focus is on implementing a stormwater management project to mitigate the risks of flooding, environmental discharges and water ingress. By adopting an integrated water management approach, opportunities have been identified to contribute to our freshwater reduction goals.

#### WE CONTINUED TO IMPROVE OUR WATER REPORTING METHODOLOGY

In 2021, we also completed the final stage of our work restating historical withdrawal data using consistent International Council on Mining and Metals (ICMM) definitions. We restated withdrawal data for the years

2016 to 2019, both for managed and non-managed operations. This means we can now report withdrawals, consumption, discharges and efficiencies in a consistent way across our business.

Table 1: Water KPIs

INDICATOR		2021	2020
Total water withdrawals (ML/yr)	Surface water withdrawals (ML/yr)	Fresh 1,386	1,043
		Not fresh 15,607	10,309
	Groundwater withdrawals (ML/yr)	Fresh 21,418	21,125
		Not fresh 7,082	6,199
	Sea water (not fresh)	19,756	18,398
	Third party	Fresh 971	1,201
		Not fresh 5	6
	Total freshwater withdrawal	23,775	23,369
	<b>Total</b>	<b>66,225</b>	<b>58,281</b>
	Entrainment (ML/yr)	11,985	
Total Consumption (ML/yr)*	Evaporation (ML/yr)	9,314	
	Task loss (ML/yr)	10,528	
	<b>Total</b>	<b>31,827</b>	
Total Discharge (ML/yr)	Groundwater (ML/yr)	2,110	Not available
	Surface water (ML/yr)	6,933	
	Third party (ML/yr)	1,497	
	Sea water (ML/yr)	55,624	
	<b>Total</b>	<b>66,164</b>	
Total efficiency (recycling and reuse) for active operations		<b>75%</b>	

#### Notes:

The 2020 withdrawal data, discharge, and consumption data has been restated to address the following

(1) Venetia: exclusion of water withdrawals to fill off-channel storage dam (these have been reclassified as diversions)

(2) Gahcho Kué: reclassification of selected diversions as not freshwater withdrawals, resulting in changes to the surface water withdrawals, groundwater withdrawals, evaporation, and discharges.

(3) Water balance model updates primarily at Namdeb, as well as correction of errors as part of continual improvement at all sites.

(4) The definition of fresh water is currently under review.

## PROTECTING THE NATURAL WORLD

### WATER CONTINUED

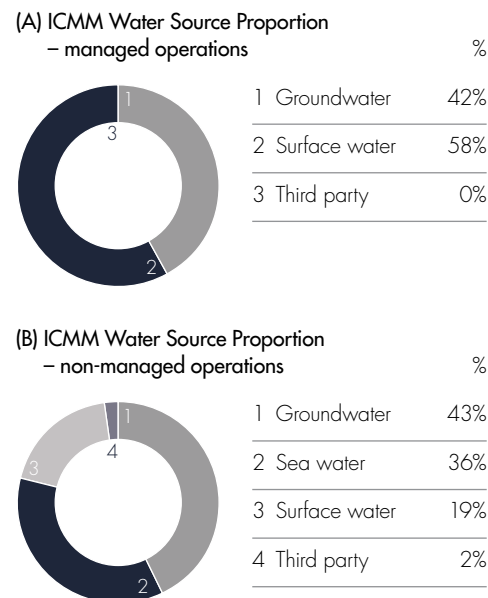
#### WATER WITHDRAWALS

Overall, from our baseline year of 2015, freshwater withdrawals for De Beers Group have reduced by 34 per cent. Our managed operations have reduced by 66 per cent. This is mainly because of the closure of our Snap Lake, Voorspoed and Victor mines. Our non-managed operations have achieved a 21 per cent reduction in freshwater withdrawals.

Our managed operations achieved a 13 per cent (553 Ml) reduction in freshwater withdrawals compared to 2020. This was mainly due to a reduction in the withdrawal of fresh water from the wellfields at Venetia mine.

For our non-managed operations, our freshwater withdrawals increased by five per cent in 2021 compared to 2020. This was mainly due to an increase in withdrawals at Jwaneng where production increased by 71 per cent in 2021. This also reflected at the Group-wide level, where our freshwater withdrawals increased by two per cent in 2021 compared to 2020.

**Figure 1: Total water withdrawal by source** Unit of measure confirmed, Ml in 2021 for managed operations (A) and for non-managed operations (B)



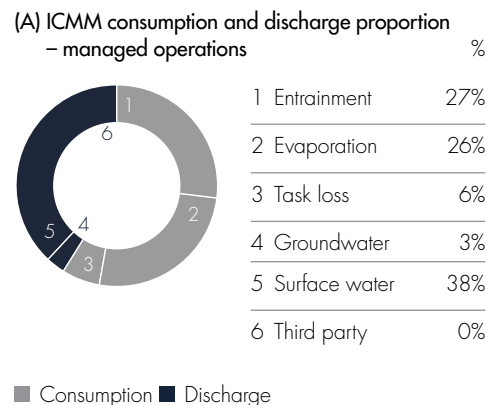
#### REUSING AND RECYCLING WATER

At a group level, we achieved an efficiency (reusing and recycling) of 75 per cent in 2021. This consisted of an efficiency of 76 per cent at our managed operations and 75 per cent at our non-managed operations.

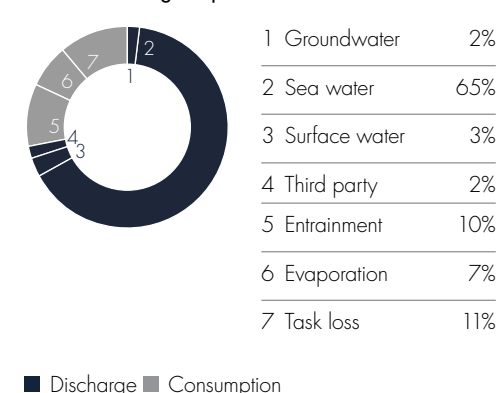
#### WATER CONSUMPTION AND DISCHARGES

We measure water consumption and discharge at all our managed and non-managed operations (see Figure 2). Total consumption and discharges amounted to 97,989 Ml for 2021, of which 88 per cent was at our non-managed operations. Notable trends for our managed operations include the increased discharge of surface water in 2021, compared to the volume discharged in 2020. This was as a result of increased rainfall at our southern African operations.

**Figure 2: Total consumption and discharges in 2021 for managed operations (A) and non-managed operations (B)**



**(B) ICMM consumption and discharge proportion – non-managed operations**



# 34%

reduction in our Group freshwater withdrawals in 2021 compared to 2015

# 75%

De Beers Group efficiency (reusing and recycling) in 2021



## PROTECTING THE NATURAL WORLD WATER CONTINUED

### OUR WATER STEWARDSHIP PROJECT

Water stewardship is key to our efforts to create a lasting, positive impact in the communities where we operate. In 2021, we consolidated information on all our water stewardship initiatives to identify shared water stewardship opportunities.

Other water stewardship projects in southern Africa in 2021 included:

- providing drinking water to vulnerable communities
- providing water for the game parks at Venetia, Jwaneng and Orapa Letlhakane Damtshaa mines (OLDM)
- helping the communities where we operate to monitor water quality
- preparing to hand over four boreholes to the Water Utilities Corporation to supply communities in the Zone of Influence at OLDm
- installing 150 dry sanitation units in partnership with Moqhaka Local Municipality in South Africa
- refurbishing Ngwathe Water Testing Lab in Parys near our Voorspoed operation and equipping it with modern equipment.

At OLDm, we are also developing a joint management system with local farmers and communities to prevent potential contamination to the wellfield.

At Gahcho Kué in Canada, we implemented a pilot programme to improve our blasting efficiency and so reduce the level of nitrate in the water we discharge. The project was a success, and we anticipate that water quality will continue to improve once we implement the programme in full. Gahcho Kué continues to monitor all aspects of the aquatic environment and to report back on its findings to local communities.

### LOOKING AHEAD

In 2022, we will continue reviewing our water targets for 2030, recommending site-specific targets for all non-managed operations. We also plan to refine our water stewardship targets, continuing to identify synergies and ensure alignment with our other Building Forever goals.

Other plans include implementing our approved Water Management Plans, including delivering projects to mitigate water pollution risks and realise freshwater savings at our Venetia mine. By the end of 2022, we plan to have a group-wide Integrated Water Management Plan that utilises our FutureSmart Mining<sup>1</sup> programme to reduce water consumption.

# 2.5 trillion gallons

of water are carried on average by source rivers to the Okavango Delta each year

### PROTECTING THE SOURCE WATERS OF THE OKAVANGO DELTA

Protecting the source waters of the Okavango Delta is one of Africa's most critical conservation challenges. The Delta – a freshwater oasis in the middle of the Kalahari Desert in Botswana – is home to the world's largest remaining elephant population, as well as lions, cheetahs, wild dogs and hundreds of species of birds. Through Okavango Eternal, our partnership with National Geographic, we are helping to protect the Okavango-Zambezi Water Tower, the highland catchment of the Cuito and Cubango rivers. These serve as the pulse of water that flows into the Okavango River and recharges the Okavango Delta in Botswana.

Through our involvement, we are helping to support the long-term, real-time hydrological and meteorological monitoring to inform decision making in Angola and Namibia. We are also supporting the yearly Okavango Delta surveys to monitor species and water conditions – including support for transect expeditions, aerial wetland bird monitoring surveys, and continued environmental DNA (eDNA) sampling. See [Biodiversity](#) for more information.

<sup>1</sup> Anglo American's "FutureSmart Mining" means a new way of mining. Step-change innovations in technology, digitalisation and sustainability will transform the nature of mining – how we source, mine, process, move and market our products – and how our stakeholders experience our business. It is about transforming our physical and societal footprint.

# > BIODIVERSITY

*By 2030, we will achieve a net positive impact on biodiversity.*

Our work is inextricably linked with the natural world. The diamonds we extract are the product of processes that have helped shape the natural world as we know it today. And, in recovering diamonds, we both depend on and have our own impact on this world. We want to help protect nature and its awe-inspiring creations, which is why we have committed to demonstrate our progress towards delivering a net positive impact on biodiversity by 2030.

*“FFI has had a rich and productive partnership with De Beers Group for nearly 15 years. During this time we have collaborated, tested each other’s resolve, and explored areas of risk and opportunity in both marine and terrestrial environments.”*

**Pippa Howard**

Director, Corporate Sustainability Fauna & Flora International



## OUR PROGRESS

- Launched Okavango Eternal – a new five-year partnership with National Geographic to help protect the source waters of the Okavango Delta.
- Continued to actively manage biodiversity and protect threatened species across approximately 500,000 acres of protected land in southern Africa (our Diamond Route).
- Reintroduced buffalo to our Venetia Limpopo Nature Reserve (VLNR), a keystone species that improves habitat for other grazing species.
- Continued to support research programmes, including on caribou migrations, endangered vulture species, marine ecosystems and rock art.
- Sponsored nine early-career conservationists to participate in the Conservation Leadership Programme, an initiative of Fauna & Flora International, Birdlife International and the Wildlife Conservation Society (WCS).

# 6 hectares

of land protected in southern Africa  
for every one hectare of land used for mining

# 50+

Mammal species protected on our Diamond Route properties

# 9

Early career conservationists supported through the Conservation Leadership Programme

## 2022 LOOK AHEAD

- All operations to implement their Biodiversity Management Programme workplans.
- Establish clear reporting metrics on our net positive impact approach.
- Mark 20th anniversary of the Diamond Route, refreshing our conservation and sustainable impact strategy across the entire network.

## OUR TARGETS

- ✓ By the end of 2021, with our global partner Fauna & Flora International, we will deliver biodiversity assessments at each operation focused on mitigating our impact and protecting keystone species and significant biodiversity features.
- We will continue to undertake active conservation management and safeguard vulnerable species across our approximate 500,000 acres of protected land (six times the amount of land we use for mining) in southern Africa.
- We will continue to partner with research institutions and with Fauna & Flora International on capacity building and supporting the development of young conservation leaders, such as through the Conservation Leadership Programme.

## 2030 GOALS

✓ Achieved ● On track ➡ Timeline impacted by Covid-19 ○ Behind schedule



PROTECTING THE NATURAL WORLD  
BIODIVERSITY CONTINUED

# OUR APPROACH TO PROTECTING BIODIVERSITY

*Zebras in Jwana Game Park, Botswana*



In protecting the natural world, we use the best practice mitigation hierarchy. We seek, first and foremost, to avoid impacts to significant biodiversity. We then seek to do all we can to minimise our impact and restore our impacts on the species, habitats and ecosystems where we operate. Finally, we offset any residual negative impacts that remain through actions that deliver a net positive impact for biodiversity.

Our approach is guided by the Anglo American Biodiversity Standard and we use the Anglo American Biodiversity Value Assessment (BVA) methodology to understand the significance of the species, habitats and ecosystems in the landscapes and seascapes where we operate. Anglo American's Biodiversity Standard is mapped against our BPP programme developed by the International Finance Corporation (IFC) and the International Council on Mining and Metals (ICMM) and is fully aligned with requirements of the Responsible Jewellery Council (RJC). We are also proud to be a member of the Business for Nature Coalition and the Mining Association of Canada, which has developed the Towards Sustainable Mining (TSM) protocols adhered to by several of our operations.

Our framework for measuring and monitoring our progress in meeting our biodiversity commitment is aligned to these nature-positive approaches. We look at the spectrum of the state of biodiversity, the benefits that are received by the business and society, the pressures on biodiversity and the natural world, and the conservation responses and effective management of impacts to biodiversity.

In measuring our impact on biodiversity and identifying ecologically appropriate indicators, we face the same challenges as all those involved in the nature agenda. It takes time for ecosystems to regenerate, and there can be both tangible and non-tangible impacts. We use metrics that are: ecologically driven and represent the state of biodiversity and derived benefits; underpinned by empirical evidence; and aligned with our BPP programme. These metrics are a combination of site-based indices, national or regional impacts and contributions towards common global goals as identified by the Post-2020 Global Biodiversity Framework. As the Science Based Targets for Nature (SBTN) initiative progresses, we will collaborate and seek to align with these principles and demonstrate our contributions towards these shared goals where possible.

Through Anglo American, we are represented on the [Taskforce on Nature-related Financial Disclosures \(TNFD\)](#) alongside 34 other nominated members across the financial services, corporate and market sectors. The recently established TNFD seeks to actively shift global financial flows away from nature negative developments towards initiatives that deliver nature-positive outcomes. Its work builds on seven principles: market usability; science-based; nature-related risks; purpose-driven; integrated and adaptive; climate-nature nexus; and globally inclusive.

## PROTECTING THE NATURAL WORLD BIODIVERSITY CONTINUED

### OUR PROGRESS IN 2021 – HIGHLIGHTS

#### DELIVERING BIODIVERSITY ASSESSMENTS

All our operations have active and current biodiversity management plans in place. A subset of our operations measures compliance against the TSM biodiversity protocol, an industry-led voluntary certification programme developed by the Mining Association of Canada. Gahcho Kué completed the TSM third-party verification process in 2021 for its management of biodiversity and was awarded a AAA rating, the highest possible achievement. Debswana's Jwaneng and Orapa operations completed annual self-assessments against TSM biodiversity protocol in 2021, where a peer-review audit aligned with the highest rating of compliance against biodiversity management criteria. Debswana has participated in the programme since 2011.

As part of our 2030 biodiversity goal for net positive impact, a biodiversity management programme (BMP) is required for each operation, which serves as the plan for implementing successful mitigation measures and delivering positive biodiversity contributions aligned with our company commitments. Each BMP comprises a series of activities that are based on our BPP programme outlined in the Anglo American Biodiversity Standard, which De Beers Group and joint-venture business units are aligned with. In 2021, our managed operations at Venetia mine in South Africa

and Gahcho Kué mine in Canada completed biodiversity assessments and developed roadmaps setting out their BMPs, which they will continue to execute in 2022.

Our joint-venture operations are each at different stages in developing road maps to progress their BMPs but will accelerate work on this in the first half of 2022. All operations apart from Debswana's operations at Jwaneng and Orapa completed self-assessments in 2021, reviewing progress and compliance with their BMPs and planning action for the year ahead. The Debswana operations focused on self-assessments against the TSM biodiversity protocol, which has set the groundwork for accelerated continuation of their BMP plans in early 2022. With the updated Biodiversity Standard set for release in Q2 2022, each operation will strive to complete a self-assessment against the commitments outlined in the standard by the end of 2022. Operational teams will continue to be supported in the development of BMPs by group technical teams, independent environmental experts and through the long-standing partnership with Fauna & Flora International, who will integrate their international best-practice experience into each operation's BMP.

*“We actively manage biodiversity and protect endangered species across approximately 500,000 acres of protected land in southern Africa – six times the amount of land we use for mining.”*

#### Erin Parham

Head of Biodiversity and Environmental Partnerships, De Beers Group

#### CONSERVATION MANAGEMENT ALONG THE DIAMOND ROUTE

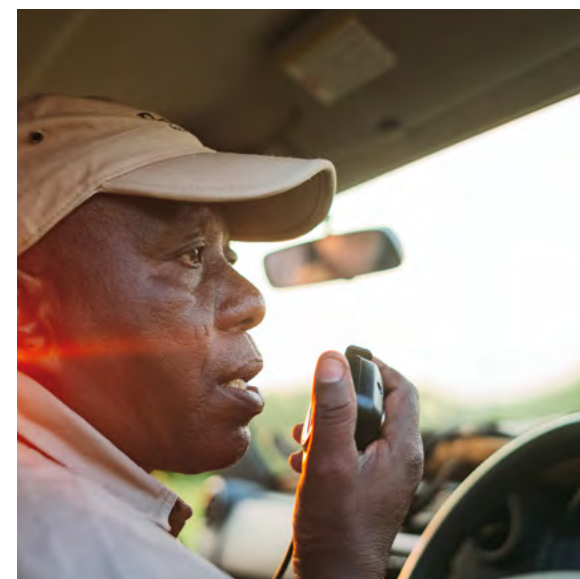
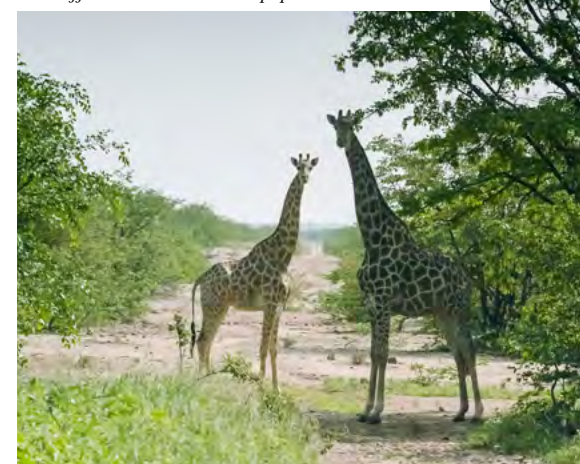
The Diamond Route is one of southern Africa's most extensive conservation and heritage land portfolios – approximately 500,000 acres of land. Consisting of seven unique nature reserves in South Africa and Botswana and one heritage site in South Africa, all the properties share a strong natural diamond-related legacy. The nature reserves are home to many vulnerable and endangered species and also host scientific research programmes, educational outreach programmes and visits from tourists to support local economic development. In 2021, despite many challenges related to Covid-19 and climate change as well as natural hazards such as the La Niña weather pattern, we successfully maintained and protected the high biodiversity values we are committed to conserving in the landscape.

#### MAINTAINING GENETIC DIVERSITY IN REGIONAL LION POPULATIONS

Our work to maintain and promote genetic diversity in regional lion populations continued in 2021, with the donation of a young breeding male lion from our VLNR in South Africa to the Greater Makalali Private Game Reserve (GMPGR), near Hoedspruit. The lion has settled in well to his new home and his arrival means that other lions at GMPGR can now be relocated in turn, strengthening the population of this threatened species.

Brad Philipps, Warden of GMPGR, said: “The introduction of new genetics is critical to the wellbeing of lion populations.”

*Giraffes in the Venetia Limpopo Nature Reserve*



*Park ranger at Venetia Limpopo Nature Reserve*



## PROTECTING THE NATURAL WORLD BIODIVERSITY CONTINUED

### REINTRODUCING BUFFALO TO VLNR

Other developments along the Diamond Route in 2021 include the reintroduction of a herd of buffalo to VLNR, Indigenous to the Mopane bushveld ecosystem. The 39-strong breeding herd will play an important part in the ecosystem at VLNR. Once acclimatised and released into the greater reserve, the buffalo will adopt the pristine riverine habitat protected by the VLNR (itself a threatened and increasingly rare habitat) as their core territory. In the process, they will create a preferred habitat for grazing species such as zebra and blue wildebeest.

### ANTI-POACHING WORK

Meanwhile, under our pioneering Moving Giants elephant translocation programme (one of the longest and largest elephant translocations ever attempted at the time of publication), we continued to support the Peace Parks Foundation in its anti-poaching and rewilding programme in Zinave National Park, Mozambique, through a grant delivered by the Anglo American Foundation. The elephants that have already been translocated to Zinave National Park from VLNR continue to thrive and there have been several calves spotted amongst these settled herds. Due to the challenges and restrictions of the Covid-19 pandemic, we have not been able to translocate the remaining elephant cohort from VLNR to Zinave National Park. We remain committed to the rewilding contributions these elephants can provide in southern Africa and equally are committed to the safe protection of our healthy elephant population on the VLNR.

### RESEARCH CONDUCTED IN OUR OPERATIONAL LANDSCAPES AND OUR DIAMOND ROUTE PROPERTIES

At our operations, we support research undertaken by students and experts, which provides new information on biodiversity patterns and ecological processes. In 2021, at our Gahcho Kué mine in the Northwest Territories, Canada, a three-year master's research programme, examining the interaction between winter roads and barren-ground caribou, was completed. The research programme was sponsored by De Beers Group, the government of the Northwest Territories, and the World Wildlife Federation.

Additionally, a research programme to provide new information on the diversity of species in the marine ecosystem Debmarine Namibia operates within, has begun, using novel and innovative environmental DNA (eDNA) measuring technologies.

A wide range of research projects was conducted on Diamond Route properties in 2021. This included the continuation of long-standing research projects monitoring sociable weaver bird communities on Benfontein Nature Reserve and critically endangered white-backed vultures on Dronfield Nature Reserve; a survey of unique rock art heritage sites in VLNR; a project modelling the impact of African elephants on woody vegetation in VLNR using remote sensing techniques; and research on the relationship between vegetation, soil physico-chemistry, microbial diversity and greenhouse gas emissions on Benfontein.

### STRONG PARTNERSHIPS HELP US DELIVER GREATER IMPACT

By partnering with local communities, governments and NGO partners such as Fauna & Flora International, we are able to deliver a positive impact far greater than we could achieve on our own. Our relationship with our majority shareholder Anglo American and their long-standing partnership with Fauna & Flora International continues to provide expert advice and input into our work to protect the natural world. Their involvement ensures we integrate international best practice approaches in our own standards and methodologies, and they also help us benchmark our performance against our commitments.

The key partnership development in 2021 was the launch of Okavango Eternal, our five-year partnership with National Geographic. We are hugely excited by the opportunities this partnership represents in providing lasting positive impacts to the wildlife, ecosystems and people that rely on the Okavango Basin. (See below for more information.)

Other initiatives with partners in 2021 included support from the Debmarine Namdeb Foundation for Save the Rhino Trust in Namibia; work by Jwaneng and Orapa in partnership with the Botswanan Department of Wildlife & National Parks on endangered species conservation; and Orapa's ongoing partnership with Birdlife Botswana for awareness raising and training of community members.

### HELPING TO TACKLE ONE OF AFRICA'S MOST CRITICAL CONSERVATION CHALLENGES

Okavango Eternal, our new partnership with National Geographic, is helping address one of Africa's most critical conservation challenges – protecting the source waters of the Okavango Delta. This is a 22,000km<sup>2</sup> oasis of freshwater in one of the driest places on Earth – the Kalahari Desert in Botswana.

The health of the Okavango Delta depends on its source lakes and rivers spanning southern Angola, eastern Namibia and northern Botswana. These source waters carry an average of 2.5 trillion gallons of

water each year. While the Delta itself holds protected status, the larger basin that sustains it, and over one million people, does not. And the effects of climate change, deforestation, water diversion and upstream commercial agriculture are putting this critical lifeline at risk.

Our five-year partnership with National Geographic is helping to protect these source waters and the lives and livelihoods they support, before it's too late.



PROTECTING THE NATURAL WORLD  
**BIODIVERSITY** CONTINUED

Over **130 species** new to science have been with more species anticipated to be revealed in this centre of endemism.

The Okavango-Zambezi Water Tower area harbours one of Africa's largest remaining intact sub-tropical forest blocks, over **100,000km<sup>2</sup>** of connected Miombo woodland and rich peatland habitat.

In collaboration with National Geographic over the course of the next five years, the Okavango Eternal partnership will:

- provide long-term wildlife corridor protection for the movement and proliferation of endangered species
- support critical local conservation research – funding expeditions to gather new data, installing innovative monitoring technology, and building capacity for local researchers
- develop livelihood opportunities for 10,000 people in tourism and conservation
- enable increased resilience to climate-related impacts through supporting research together with NGOs and governments
- help ensure water and food security for more than one million people.

*Chris Boyes / National Geographic*





## PROTECTING THE NATURAL WORLD BIODIVERSITY CONTINUED

### TRAINING TOMORROW'S CONSERVATION LEADERS

In 2021, we sponsored nine early-career conservationists (six women and three men) to attend the Conservation Leadership Programme delivered by Fauna & Flora International, Birdlife International and the WCS. As in 2020, the course was conducted online due to health and travel restrictions caused by the global pandemic. The programme includes training in leadership, project planning and management, effective communication to influence behaviour change, and fundraising. Post-course evaluations from the nine trainees indicated that all training modules were well received, with majority ratings of 'excellent' and 'very relevant' from sponsored participants. Trainees then had the opportunity to join students and professionals from across the world to participate in a series of cross-sectoral collaboration workshops, held during the Student Conference for Conservation Science (SCCS) in October, and then at the International Congress for Conservation Biology (ICCB) in December. We hope that these conservationists will join the previous year's group from the Conservation Leadership Programme for an in-person training programme in the coming year.

*"This course will benefit not only the project I am working on now, but many to come in the future as well. I really feel like all of the modules have given me tools to move forward."*

**Amanda Bichel**

Ontario Important Bird and Biodiversity Areas Coordinator,  
Birds Canada

### LOOKING AHEAD

In 2022, all our operations will continue to implement their BMP workplans, and all our operations will, as a minimum, deliver their baseline and residual impact assessments following guidance provided by our standard and with support of Fauna & Flora International and engaged biodiversity experts. We also plan to establish clear reporting metrics on our net positive impact, aligned with evolving guidance and disclosure metrics through the TNFD and SBTN initiatives.

Next year will be the 20th anniversary of the Diamond Route – we plan to mark this by refreshing our conservation and sustainable impact strategy across the entire Diamond Route. We are excited to continue to fulfil our promise to conserving nature through expanded programmes and implementing new initiatives which deliver environmental and social impact.



*Springbok in Jwana Game Park, Botswana*

# ACCELERATING EQUAL OPPORTUNITY



*Deanna Clarke, haul truck driver,  
Gahcho Kué mine, Canada*



## 2030 GOALS

90  
Inclusive workplace

96  
Women in business  
and technology

100  
Diverse talent in  
diamond jewellery



# ACCELERATING EQUAL OPPORTUNITY

## OUR VISION

*We will accelerate economic inclusion and support diverse voices to help shape the future of our business, communities and society.*

The world around us is seeing widespread and positive movements for social change, and for these to continue to grow and be successful, intentional and dynamic action is required from all of us. We are committed to our own continuous evolution, bringing wider perspectives into decision making, technical fields and design. To make a truly lasting difference, we are supporting the next generation that will shape De Beers Group, addressing the historical absence of women in the talent pipeline, especially in technical roles, while also supporting new and diverse talent in the diamond jewellery sector.



[Building Forever Podcast – Accelerating equal opportunity](#)

## 2030 GOALS

Achieved 
 On track 
 Timeline impacted by Covid-19 
 Behind schedule

## OUR 2030 GOALS

### > INCLUSIVE WORKPLACE

By 2030, we will achieve equal opportunity, including gender parity, for employees across our workforce.

31%

women's representation in senior management roles

### > WOMEN IN BUSINESS AND TECHNOLOGY

By 2030, we will support 10,000 women entrepreneurs and engage 10,000 girls in STEM.

2,300+

girls and women engaged in engineering and technology

### > DIVERSE TALENT IN DIAMOND JEWELLERY

By 2030, we will increase the diversity of creative talent in the diamond jewellery sector.

130

emerging jewellery designers aged 18 to 35 applied to our 2020/21 Shining Light Awards competition



## 2021 HIGHLIGHTS

- Joined the HeForShe Alliance as one of four inaugural partners, working together for gender equality.
- Supported more than 1,800 women micro-entrepreneurs through our partnership with UN Women and many more through our enterprise development programmes.
- Continued engaging young women in STEM subjects:
  - Providing over 74 scholarships since 2018 to women studying STEM subjects at university in Canada in partnership with UN Women and Scholarships Canada.
  - Reaching more than 2,300 students since 2019 through STEM workshops in partnership with the social enterprise WomEng.
  - Launched #BlackIsBrilliant campaign – a partnership between De Beers Group and RAD Red Carpet Advocacy to give Black designers visibility during the 2021 awards season.

*“WomEng made me remember my why, and it unlocked my potential. It is because of WomEng I am now fully confident in myself either when presenting or anything I do.”*

**Hilja Ndakola**  
Civil Engineering Graduate, Namibia

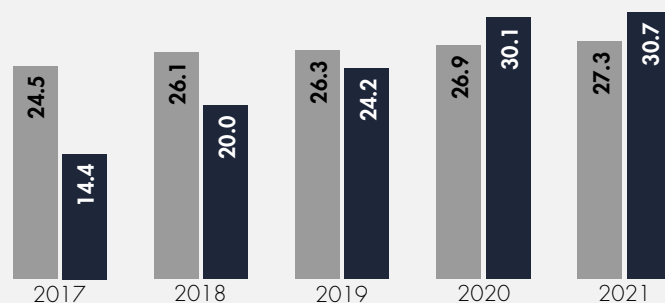
# > INCLUSIVE WORKPLACE

*By 2030, we will achieve equal opportunity, including gender parity, for employees across our workforce.*

We want all our employees, whoever they are and whatever their background, to come to work feeling confident that they belong and that they matter. Achieving this will ensure we become a stronger business in every way – higher performing, more representative of the communities in which we operate, more attractive to our employees and more in tune with the values of diamond consumers. We also recognise our potential to positively influence inclusion and diversity beyond our own business by encouraging others in the diamond industry to consider their own commitments and follow best practice.

## Inclusive workplace

■ Women in the workforce (%)  
■ Women in senior management positions (%)



# 2,383

employees trained in what to do if they or a colleague experience bullying or harassment since policy launch (2019)

# 358

senior managers and HR colleagues have received awareness training on our new domestic violence policy

# 66

colleagues across Europe, UK and North America are now trained to offer mental health support

## OUR PROGRESS

- Good progress on increasing representation of women in leadership, from 17 per cent in 2017 to 31 per cent by end of 2021.
- Maintained strong representation from historically or previously disadvantaged groups in South Africa and Namibia and strong citizen representation in Botswana (99 per cent of employees in Botswana are local citizens).
- Launched pilot training programme to support all those new to leadership.
- Joined the UN-convened Unstereotype Alliance – the alliance of global brands working to eradicate harmful stereotypes from their marketing.

## 2022 LOOK AHEAD

- Establish new Equity, Diversity and Inclusion Council and colleague listening forums to further strengthen colleague voices.
- Relaunch our 'Brilliance Has Many Facets' internal communications campaign, celebrating diverse perspectives from across the Group.
- Extend our inclusion and diversity data via #CountYourSelfIn, a campaign to encourage colleagues to voluntarily update their inclusion and diversity information.

## OUR TARGETS

- By 2025, we will achieve 30 per cent women's representation across our workforce and 40 per cent women's representation in senior roles.
- By 2025, we will achieve 85 per cent on both our Inclusion Index and employee Sustainable Engagement Score to demonstrate all teams are committed to inclusive leadership, innovation and wellbeing.
- By 2025, we will identify and address the potential for bias in emerging technology throughout our business.

## 2030 GOALS

✓ Achieved ● On track ⏸ Timeline impacted by Covid-19 ○ Behind schedule



## ACCELERATING EQUAL OPPORTUNITY INCLUSIVE WORKPLACE CONTINUED

### OUR PROGRESS IN 2021 – HIGHLIGHTS

#### DEEPENING OUR UNDERSTANDING

De Beers Group is on a journey to better understand the colleague experience and ensure appropriate support is available and accessible to colleagues whenever they need it. To deepen our collective understanding, we recognise that we need to know more about the composition of our workforce and to what extent this reflects society more broadly, as well as our current and potential customer base.

To achieve this, we launched our ‘#CountYourselfIn’ campaign to enhance understanding of the diversity of our workforce by providing the opportunity for colleagues to voluntarily share more information about themselves via our HR management system. Data privacy means that it is up to individual colleagues to decide whether to share this kind of information; however, our focus is on creating an environment in which colleagues appreciate the benefits that can be realised if we have a greater understanding of the composition of our workforce. Such benefits include being able to take better informed action to improve the colleague experience and foster a workplace where everyone, regardless of background, feels valued and supported to achieve their full potential. We will be building on the #CountYourselfIn campaign in 2022 through our ‘Brilliance Has Many Facets’ colleague storytelling campaign.

De Beers Group is a large company operating across the diamond value chain in different countries with widely varying cultures. We

therefore have an opportunity to deliver a positive impact both internally and externally by sharing best practice and encouraging others within the sector to prioritise actions that help achieve a more equitable society. Views about inclusion and diversity and what they mean can differ widely. In 2021, we sought to deepen our understanding of the intersectional inclusion and diversity challenges that our Sightholders (rough diamond customers) around the world face in their own journey to become more inclusive and equitable. To help us understand the current baseline across the Sightholder community, in 2021, we introduced a new voluntary section in our Best Practice Principles Assurance Programme, asking participants to share their inclusion and diversity commitments. This will enable us to build a clearer picture across our supply chain and identify areas where we may be able to support our Sightholders. For more information about our Best Practice Principles Assurance Programme see Responsible Sourcing.

#### OUR PROGRESS IN ACHIEVING GENDER PARITY

When we talk about diversity, we mean diversity of all kinds, not just parity between men and women. Diversity encompasses all human differences and excludes no one. However, gender parity remains a key focus to address the legacy issue of unequal gender representation of men and women within the mining sector – particularly women in leadership and technical roles. At the end of 2021, women’s representation in senior management across De Beers Group was 31 per cent (up from 17 per cent in 2017). The current female appointment rate to senior management positions is 41 per cent (up from 22 per cent in 2017). While this demonstrates

#### RESPONDING TO DOMESTIC VIOLENCE

Domestic violence affects many people around the world and has been exacerbated in every geography by Covid-19 and the associated lockdowns. One in three women across the world has experienced physical and/or sexual assault in her lifetime<sup>1</sup>. And for every three victims of domestic abuse, one will be male<sup>2</sup>. We take a zero-tolerance approach to domestic violence including all forms of emotional, physical, sexual, psychological and economic abuse. This is why in March 2021, together with Anglo American, we launched a group policy on recognising and responding to domestic violence.

#### Support ranges from paid leave to a safe place to stay

The new policy outlines the breadth of support we offer to colleagues affected by domestic violence, including those on temporary contracts, apprentices, trainees and interns. Support includes safe accommodation, paid leave to seek support, flexible working, financial assistance, risk assessment and safety plans, and access to specialist counselling.

#### We’ve developed training to raise awareness of our policy

To raise awareness of the policy, virtual training featuring real-life cases was developed and rolled out to 358 HR and senior employees in 2021. We have also offered specialist domestic violence risk-assessment training, facilitated by Anglo American. A total of 38 people across the Group have volunteered to be trained for this role and training is now underway.

Domestic violence is a social challenge for all businesses and De Beers Group is not immune to the issue. Since launching our new policy, we have supported a number of individuals and are working to ensure that any colleagues affected by domestic violence feel confident and safe to come forward and seek support. To raise wider awareness of our new policy and the support we’re offering, we have developed online training for all employees and will be rolling this out in 2022. We are also exploring how we can reach colleagues who cannot access virtual learning.

encouraging progress, we remain focused on achieving 40 per cent representation of women in senior leadership roles by 2025 and are closely monitoring our efforts in order to maintain momentum.

Women’s representation across our workforce (not including contractors) remains at 27 per cent, and improving this is a distinct priority for 2022. We consistently review the numbers of women joining and leaving the business, with a particular focus on the attrition rate.

# 31%

women’s representation in senior management roles

# 358

senior managers and HR colleagues have received awareness training on our new Domestic Violence Policy.

<sup>1</sup> WHO (World Health Organization) (2013) Global Regional Estimates of *Violence Against Women Prevalence and Health Effects of Intimate Partner Violence and Non-Partner Sexual Violence*. Geneva: WHO

<sup>2</sup> Male Victims - Domestic and Partner Abuse Statistics ([mankind.org.uk](http://mankind.org.uk))

## ACCELERATING EQUAL OPPORTUNITY INCLUSIVE WORKPLACE CONTINUED

Through our Reciprocal Mentoring programme, we are gathering greater insight into why under-represented talent, including women and non-binary colleagues, stay at De Beers Group and why they leave. This improved understanding will ensure we can put the right support in place to encourage more women to continue their careers at De Beers Group. It is critical that we create more mechanisms to understand colleague voices and in the second half of 2022, we will implement broader colleague listening forums and exit interviews to support ongoing action planning.

### WOMEN IN TECHNICAL ROLES AND CHALLENGING STEREOTYPES

In addressing the historical under-representation of women across our talent pipeline, particularly in technical roles, we are working to understand our baseline and pipeline gaps. We recommitted to the HeForShe Alliance, UN Women's platform for all genders to work towards solutions for gender equality. Also in 2021, we joined the UN Women-convened Unstereotype Alliance of global brands working together to help eradicate harmful stereotypes in advertising.

In March 2022, we were pleased to announce a three-year extension of our partnership with WomEng, a global, multi-award-winning social enterprise which helps engage and develop girls and women for the engineering and technology industries. For more information see Women in Business and Technology.

### TRAINING AND MENTORING REMAIN POWERFUL TOOLS

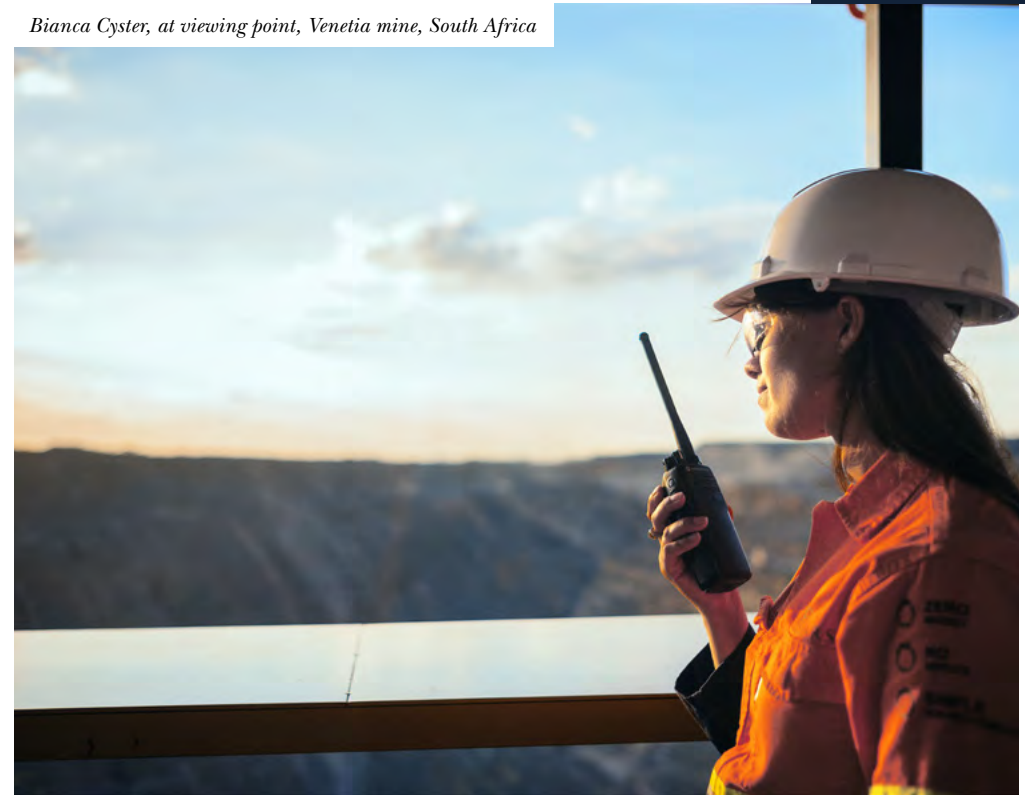
Training and mentoring both remain key to our efforts to improve diversity, including gender parity. In 2021, 22 women participated in our Executive Committee-led reciprocal mentoring programme while 64 women took part in Anglo American and De Beers Group leadership training programmes. In 2021, in a bid to open up these leadership training programmes to a wider talent pool, we encouraged people to self-nominate as well as having senior managers nominate employees. We had a good response to this initiative and will be seeking to build on it in 2022.

Other training programmes delivered in 2021 to help us create an inclusive workplace included a pilot programme to support people new to leadership roles. In total, 29 people took part in this training, 17 of whom were women. We plan to deliver this training again in the coming year, using our learnings from the pilot to improve it. Meanwhile, training to support our zero-tolerance approach on bullying, harassment and victimisation (BHV) was rolled out to 2,383 employees across De Beers Group in 2021.

### EMPLOYEE SURVEY SHOWS POSITIVE RESULTS AROUND BELONGING AND ENGAGEMENT

The results from our 2021 employee survey demonstrate positive progress in our efforts to create an inclusive workplace. Our colleagues believe that they belong, understand our vision and purpose on diversity and feel able to voice their views. We performed strongly and achieved 3.98 in our Inclusion Index out of a possible 5 points and 4.23 on Engagement.

*Bianca Cyster, at viewing point, Venetia mine, South Africa*



Sixty-two per cent of colleagues reported a positive sentiment on the welcoming and inclusive culture across De Beers Group, and 83 per cent respond positively regarding Engagement – this includes both joint-venture and wholly-managed businesses. Most participants felt strongly that we were delivering on diversity, but perceptions around inclusion were slightly lower. Perceptions around psychological safety (employees feeling they can speak up without consequences) were the lowest-scoring area at 3.35, so in 2022 we will be looking at how we can improve this.

# 2,383

employees trained in what to do if they or a colleague experience bullying or harassment

# 29

colleagues trained in a pilot programme to support people new to leadership roles



ACCELERATING EQUAL OPPORTUNITY  
INCLUSIVE WORKPLACE CONTINUED

## GOOD MENTAL HEALTH IS KEY TO AN INCLUSIVE WORKPLACE

*Mental health is a fundamental focus in our work to create an inclusive workplace.*

Wherever our employees work, we want them to feel psychologically safe, valued and able to voice their views without fear of consequences. We also recognise that it's important for employees to be able to spend time with their families and achieve a good work/life balance, particularly given the increased numbers of people working from home due to Covid-19. We continued to rollout mental health first-aid training in 2021, with a particular focus in North America where 45 colleagues were trained as Mental Health First Aiders (MHFAs). We now have 66 MHFAs across Europe, UK and North America. Their role is to act as a first line of support when colleagues experience challenges in their mental health, signposting them to information and ways of accessing further support.

Namdeb employees

*During the height of the outbreak here at the mine, the mental health first aiders were called upon to provide phone check-ins on our colleagues in quarantine. It may seem like a small task but it made a huge difference in the experience of those quarantining. I learned to listen non-judgmentally to generate an environment of trust and comfort in order to help provide resources to more professional help if needed. Being a mental health first aider has really helped me as a leader, especially in helping foster psychological safety within the team.*

**Justin Fabella**

Safety, Health and Risk Superintendent,  
Gahcho Kué mine

66

colleagues across Europe, UK and North America are now trained to offer mental health support

## ACCELERATING EQUAL OPPORTUNITY INCLUSIVE WORKPLACE CONTINUED

### THE POWER OF E-LEARNING

We continue to deliver many of our training and development programmes face-to-face. However, in some cases, digital and remote learning can be a powerful and effective alternative, particularly in widening the number of colleagues who can participate in training programmes.

Our overall training and development spend in 2021 was US\$16.5 million (2020: US\$9.3 million). More than 10,000 employees received over 479,592 hours of training or development, an average of 48 hours per employee (2020: 8,500 employees, 580,000 hours, an average of 67 hours per employee)<sup>1</sup>.

### THE CHANGING SHAPE OF OUR WORKFORCE

Please see the data tables on [page 148-149](#) for full detail.

We continue to maintain strong representation from historically or previously disadvantaged groups in South Africa and Namibia and strong citizen representation in Botswana. We recognise there is more for us to do to keep improving diversity of representation, including historically disadvantaged groups, in senior management roles across De Beers Group, and this is a key focus for our succession and talent development planning. We aim to accelerate skills transfer through targeted early talent development programmes such as internships.



*Mechanical engineer in training in South Africa*

We will also focus specifically on development for southern Africa employees, including nominations to attend high potential Leadership Development Programmes, increasing talent mobility (through secondments, international assignments, and strategic group-wide projects), and targeted coaching and mentorship.

# 479,592

hours of training and development delivered

<sup>1</sup> These indicators do not include consistent capture of data from Namdeb and Element Six Ireland sites. Dataset will be reviewed during 2022 and any material changes will be restated.



## ACCELERATING EQUAL OPPORTUNITY INCLUSIVE WORKPLACE CONTINUED

### LOOKING AHEAD TO 2022

In the coming year, we plan to refresh our inclusion and diversity governance, establishing a new Equity, Diversity and Inclusion Council to further strengthen colleague voices and address issues that are most important to under-represented colleagues right across De Beers Group. We will also be improving our inclusion and diversity data via #CountYourSelfIn, the campaign to encourage colleagues to voluntarily update their inclusion and diversity information within our HR management system. Enhanced data, providing insight into the broader diversity of our workforce, in addition to gender, will strengthen the way we understand, measure and report on our performance going forward.

Other plans for 2022 include the relaunch of our 'Brilliance Has Many Facets' campaign, giving employees the opportunity to share the story of who they are, and, in the process, highlight diverse colleague perspectives from across the Group. In addition, the introduction of the Inclusion and Diversity Learning Pathway will empower colleagues to take their learning journeys into their own hands.

*Toolbox talk, Jwaneng mine*



# > WOMEN IN BUSINESS AND TECHNOLOGY

*By 2030, we will support 10,000 women entrepreneurs and engage 10,000 girls in STEM.*



*Lebogang Elsie Machaba is one of the micro-entrepreneurs involved in our AWOME programme and the owner of Lbeauty Salon in South Africa*

Globally, women are under-represented as business owners and leaders, particularly in technology-related fields. This matters to De Beers Group because greater diversity of thought drives a stronger, more innovative and adaptable business. It matters to the communities in which we operate because research shows that women tend to reinvest earned income at a much higher rate than men – which means that investing in women and girls can have a huge impact on both community and national development. And it matters to society more generally because gender parity is key to creating a more equal world in which all can flourish.

We are therefore supporting women entrepreneurs in our partner countries to grow their business and technical skills, as well as providing scholarships and support to girls to study STEM subjects at school and university. It is important that diverse voices shape the future, and we know we can play a role in making this happen.

## OUR PROGRESS

- Worked with our partner WomEng, using new digital approaches to engage over 1,500 young women on STEM subjects and careers, bringing total to more than 2,300 since 2018.
- Provided a further 21 scholarships in partnership with UN Women and Scholarships Canada, for women studying STEM at university in Canada, bringing total to 74 since 2018.
- Launched a new 'Women in Trades' initiative in Canada to encourage more women to enter technical trades.
- In total for 2020 and 2021 combined, supported over 1,000 women entrepreneurs to build their businesses in partnership with UN Women, bringing total to over 1,800 since 2018.

## 2022 LOOK AHEAD

- Develop group framework for action on increasing women in technical roles within our business.
- Extend our partnership with WomEng to Canada, with greater focus on sustainability-related careers.
- Integrate WomEng's training for emerging leaders and reciprocal mentoring programme into our own learning and development approach.

# US\$5 million

invested since the start of our AWOME programme to support women entrepreneurs in our partner countries

# 74

scholarships provided to women in Canada to study STEM subjects at university

## OUR TARGETS

- By 2025, we will have engaged 5,000 young women and girls in STEM activities through school workshops, undergraduate fellowships, scholarships and mentoring.
- By 2025, through our enterprise development programmes, we will have supported 5,000 women entrepreneurs and increased the income of those in our AWOME programme by an average of 25 per cent.
- We will continue to scale our partnerships with UN Women, local governments and NGOs on our southern African AWOME programme for women micro-entrepreneurs.

## 2030 GOALS

✓ Achieved 
 ● On track 
 ⏸ Timeline impacted by Covid-19 
 ○ Behind schedule

▶ [Building Forever Podcast – Women in STEM](#)



## ACCELERATING EQUAL OPPORTUNITY WOMEN IN BUSINESS AND TECHNOLOGY CONTINUED

### OUR PROGRESS IN 2021 – HIGHLIGHTS

The world of work is changing rapidly and creating many new job opportunities. However, many of those are likely to be in male-dominated sectors, including the technology sector. Attracting women into STEM subjects, retaining women in technical careers, and supporting women to develop their own businesses and innovations is important, not only to continue progressing women's economic inclusion and financial security, but also to increase diversity of the talent pool responsible for building the businesses and technologies of the future.

The historical under-representation of women in many areas of the talent pipeline, particularly in technical fields, requires intentional and dynamic action. The Covid-19 lockdowns – which have seen many women shoulder more childcare and caring responsibilities – make this even more critical. Our targets for this goal (supporting 10,000 women entrepreneurs and engaging 10,000 girls in STEM activities) aim to create a strong pipeline of women with the skills to thrive in the future world of work – both within De Beers Group, in other sectors, and in their own businesses. We recognise we need to support women to access and stay in technical careers and develop new technology and businesses in order to avoid recreating the inequities of the past and have a meaningful impact on sustainable development.

#### ENGAGEMENT WITH WOMENG

One of the ways in which we are addressing women's under-representation in STEM careers is through our partnership with WomEng. Based in South Africa, this award-winning organisation aims to develop the next generation of highly skilled women for the engineering and technology industries. Through workshops, exhibitions and innovation challenges, we've been supporting high potential girls through school, university and into their early careers, giving them access to application support, mentoring and networks.

In early 2022, we announced a three-year extension of our partnership with WomEng. The extension will see programmes expanded beyond southern Africa to reach students in Canada and the UK, as well as beyond university courses to include vocational and skilled trades. There will also be greater emphasis on future-focused sustainable development topics, such as renewable energies and climate solutions.

During the first three years of our partnership, which ran from 2019–2021, we achieved the following results:

- The GirlEng programme was run in South Africa, Botswana and Namibia including local and regional events to connect students to speakers, role models, guidance and each other.
- We offered the Fellowship programme to female students studying engineering degrees at universities in South Africa, Namibia and Botswana. The programme helps students to develop leadership, innovation employability and entrepreneurship skills as well as looking after their own wellbeing.
- We have reached more than 2,300 students to date (210 through the fellowship, 2,156 through GirlEng).

2,300+  
girls and women engaged in engineering and technology



High school girls during STEM workshop in South Africa

## ACCELERATING EQUAL OPPORTUNITY WOMEN IN BUSINESS AND TECHNOLOGY CONTINUED

### OUR STEM SCHOLARSHIPS PROGRAMME

In 2021, we awarded scholarships to the value of US\$109,700 to 21 Canadian women. Four received entrance scholarships for the 2021–2022 academic year, while the remainder received the third instalment in a three-year scholarship. Of the 17 renewing recipients, five are from the Northwest Territories, one is from Nunavut, and one is from Northern Ontario. Some recipients did not disclose their home towns. Their fields of study include neuroscience, chemical engineering, and engineering.

### SUPPORTING STEM CAREERS

We are working to build a more representative talent pipeline for technical roles by engaging young women in STEM subjects and opening their eyes to the possibility of a career in IT, engineering and other technical roles. In Canada, we are doing this through our partnership with UN Women and Scholarships Canada. Through this partnership we have provided 74 scholarships since 2018. We've also provided funding for up to 30 girls and their caregivers from First Nation communities around our operations to attend summer science camps.

# 74

scholarships provided to women in Canada to study STEM subjects at university

### NEW WOMEN IN TRADES PROGRAMME

In addition to our STEM scholarships, we also started an exciting new Women in Trades initiative in Canada to encourage more women to enter technical trades like plumbing. Working together with both local government and the Native Women's Association, we have put together a programme including job shadowing, learning and being matched with one of our employees at Gahcho Kué mine in the Northwest Territories. We finalised the planning and funding for this initiative in 2021, and the first participants will start in 2022.

*Female electrical engineering student and recipient of De Beers Group STEM scholarship, University of Calgary*

*“This scholarship will go towards financing my dream of working in the North as a healthcare worker. I wish to serve as an inspiration for my community to show that anything is possible... that although it may seem like the odds are not in our favour, we don't have to allow barriers to define us. We are strong and resilient people, and are fully capable of doing great things.”*

#### Angie Arrowmaker

an Indigenous student from the Tłıcho community of Wekweeti in the Northwest Territories. She is taking a Bachelor of Science degree in biomedical physiology at Simon Fraser University in Vancouver, British Columbia.



## ACCELERATING EQUAL OPPORTUNITY WOMEN IN BUSINESS AND TECHNOLOGY CONTINUED

### SUPPORTING WOMEN ENTREPRENEURS

Run in partnership with UN Women and local governments, our AWOME programme provides mentoring, networking, and business and life skills training for women entrepreneurs in Botswana, Namibia and South Africa. Covid-19 continued to have an impact on delivery of AWOME in 2021; however, recruitment of new entrepreneurs recommenced, and training of trainers and entrepreneurs continued, including digital literacy training.

In total for 2020 and 2021 combined, AWOME supported 598 women entrepreneurs to enhance their digital literacy and marketing capacity, and 339 women entrepreneurs were supported to formally register their business in order to benefit from government support. In addition, 104 women entrepreneurs benefited from coaching and mentoring to address their unique business needs in 2021 (contributing to a total of 624 women entrepreneurs since the programme began).

At the end of 2021, 1,816 women had been supported by AWOME since 2018.

In March 2021, we committed a further US\$3 million to expand the programme as part of our goal of supporting 10,000 female entrepreneurs by 2030.

[READ MORE ABOUT OUR PROGRAMMES SUPPORTING WOMEN ENTREPRENEURS IN THE SECTION ON LIVELIHOODS \(PAGE 64\)](#)

### A SHARED VISION

As with all our goals, we recognise that we can magnify our efforts by partnering with those who share our vision. Through our partnership with UN Women, which we extended for a further five years in March 2021, we joined the newly formed HeForShe Alliance to accelerate gender equality. In addition, in June 2021, we joined the UN Women-convened Unstereotype Alliance, an alliance of global brands working together to help eradicate harmful stereotypes in advertising.

# US\$5 million

invested since the start of our AWOME programme to support women entrepreneurs in our partner countries

### LOOKING AHEAD

In 2022, we plan to establish a group framework for action on women in technical roles, building on our membership of the HeForShe Alliance and the second phase of our partnership with WomEng. We also plan to integrate WomEng's training for emerging leaders and reciprocal mentoring programme into our overall learning and development approach.



*Ramaphabana Nyaluwani is one of the micro entrepreneurs involved in our AWOME programme and the owner of Muwhuso General Farming Ha-Gumbu in South Africa*

# > DIVERSE TALENT IN DIAMOND JEWELLERY

*By 2030, we will increase the diversity of creative talent in the diamond jewellery sector.*



We are working with stakeholders to understand and address the barriers that people from diverse backgrounds face in developing careers in diamond jewellery. We have learned that barriers exist at all stages of the talent pipeline from careers awareness at school, to education and training, starting and maintaining businesses, accessing materials and equipment, and having opportunities to raise profiles internationally. We have been working on supporting emerging jewellery design talent in our partner countries for more than 20 years – alumni from our Shining Light Awards jewellery design competition have gone on to establish their own design brands, teach at universities and set up jewellery stores. However, significant challenges remain for designers in both our partner countries and key consumer markets for diamonds. Our ambition is to champion emerging talent from diverse backgrounds, raising awareness of diamond jewellery as a potential career and helping create pathways for designers to access opportunities in the diamond jewellery sector.

## OUR PROGRESS

- Carried out intensive stakeholder engagement to improve our understanding of the landscape and the challenges emerging jewellery designers face.
- Awarded 12 young jewellery designers from our producer countries training opportunities through our Shining Light Awards.
- Launched #BlackisBrilliant, a partnership with RAD Red Carpet Advocacy to bring together exceptional Black jewellery designers with top celebrity stylists, providing visibility during the 2021 awards season, including the Met Gala and Emmys.

## 2022 LOOK AHEAD

- Continue stakeholder engagement to deepen our understanding of challenges and opportunities to increase diversity in jewellery.
- Pilot UK-based initiatives supporting early career jewellery designers.
- Learn from ongoing programmes including #BlackisBrilliant to keep improving.
- Further support young designers in our producer countries through mentoring by our Shining Light Awards alumni.

# 130

emerging jewellery designers applied to our 2020/21 Shining Light Awards competition

# 20+

years since the start of our Shining Light Awards

## OUR TARGETS

- We will work with partners to develop a detailed approach to the diamond jewellery talent pipeline, from education through to developing careers and enterprise development.
- We will co-develop opportunities in the diamond jewellery sector for under-represented designers including people of colour and Black creative talent in the United States and UK, and understand barriers for under-represented communities in other consumer markets for diamonds.
- We will continue to build skills and opportunities in diamond jewellery design, utilising initiatives such as our Shining Light Awards jewellery design competition.

## 2030 GOALS

✓ Achieved 
 ● On track 
 ⏸ Timeline impacted by Covid-19 
 ○ Behind schedule



## ACCELERATING EQUAL OPPORTUNITY DIVERSE TALENT IN DIAMOND JEWELLERY CONTINUED

### OUR PROGRESS IN 2021 – HIGHLIGHTS

We recognise that addressing the systemic barriers that exist in any industry requires continuous focus and intentional action. That is why we have made a commitment to support emerging talent to access opportunities in diamond jewellery design and bring diverse perspectives to creating jewellery for clients of the future.

#### STAKEHOLDER ENGAGEMENT AND PLANNING IN CONSUMER MARKETS

In 2021, we improved our understanding of the landscape and the challenges that Black and other under-represented jewellery designers face at school, university, mid-career and at the height of their career. This has involved significant engagement and planning with a wide range of stakeholders, including internal stakeholders such as our product design and marketing teams, and external stakeholders including academic institutions and jewellery designers, and allowed us to identify and develop pilots for implementation in 2022.

#### MAXIMISING THE IMPACT OF OUR SHINING LIGHT AWARDS IN PARTNER COUNTRIES

We have also sought to understand how we can maximise the impact of our Shining Light Awards jewellery design competition in our partner countries. The awards are a long-established part of our De Beers Group Designers Initiative, which is part of our wider beneficiation approach seeking to maximise the

value of the diamond sector for the four countries where we recover diamonds – South Africa, Botswana, Namibia and Canada. The De Beers Group Designers Initiative aims to develop jewellery design skills, recognising and celebrating emerging jewellery designers and giving them a platform on which to build their careers in the jewellery industry. The Shining Light Awards, run in conjunction with De Beers Forevermark, are a key element. Established for more than 23 years in South Africa, 12 years in Botswana and Namibia, and since 2018 in Canada, the awards are open to jewellery designers in these four countries.

In 2021, 33 universities, technical colleges and training institutions, plus four jewellery associations, national leadership and media from the four countries were engaged to ensure an inclusive approach towards facilitating enhanced awareness of this skills development opportunity. This resulted in 130 entries – the largest cohort achieved to date. The theme was ‘The Evolution of Love and Life’, and young designers were asked to translate this into a jewellery collection that could be worn by a Millennial anywhere in the world.

A team representing judges from each country selected 12 awardees (three from each of our producer countries). The first-prize awardee received one year of jewellery design training at the Polytechnic di Milano in Milan. The second-place runners-up were awarded a 12-month artisanal jewellery design and manufacturing skills development training programme, and the third-place runners-up received a diamond industry familiarisation internship.

#### LOOKING FORWARD

In the coming year, we plan to continue our stakeholder engagement across our producer and consumer markets (UK and US), establish new partnerships and evolve our pipeline approach.

We will also pilot UK-based initiatives supporting jewellery design students and/or jewellers developing their businesses, and learn from ongoing programmes such as the #BlackIsBrilliant campaign (see below) to keep improving. We plan to establish a new internal council to ensure there is strong alignment on programmes, messages, measurement and the opportunities to link our producer country partners and consumer market activity.

We will also engage with our former Shining Light Alumni to support their growth from a career and business perspective, utilising some of our other skills development initiatives. We will also look at how we can develop bespoke partnerships in Botswana, South Africa and Namibia to address key issues impacting or influencing the diversity and inclusivity of jewellery design.

*“Winning the Shining Light Award gave me the confidence and skills to design at the same level as well-known brands in the fine jewellery industry. SLA gives great networking opportunities, and it opens your world to international standard of design. I am confident that in the future we could see one of my pieces at one of the red-carpet events like the Oscars.”*

**Khumo Makwa**

second-place runner-up, Botswana, 2019

ACCELERATING EQUAL OPPORTUNITY  
DIVERSE TALENT IN DIAMOND JEWELLERY CONTINUED

## BLACK IS BRILLIANT

*Award ceremonies like the Met Gala and Emmys are high-profile occasions that attract significant media and public attention. So, when we were looking for events where we could help raise the profile of talented Black designers, these world-famous red-carpet events were an obvious choice.*

Actress Kiki Layne  
at the 2021 Met Gala

The [#BlackIsBrilliant campaign](#) – a partnership between De Beers Group and RAD (Red Carpet Advocacy) – brought together exceptional Black jewellery designers with top celebrity stylists. The aim was to give Black designers visibility during the 2021 awards season, with all jewellery created using De Beers Group diamonds responsibly sourced from Botswana. The programme is still in progress and we are collecting feedback from the designers to further inform our approach in achieving our diverse talent in diamond jewellery goal.

#BlackIsBrilliant launched at the 2021 Met Gala when actress Kiki Layne wore an opulent suite of jewellery called 'Black Power International' designed by New York-based designer Jameel Mohammed in collaboration with stylists Wayman and Micah.

The campaign's second placement was at the 2021 Emmy Awards when designer Matthew Harris, also based in New York, collaborated with stylist Karla Welch to create diamond earrings worn by the actress Sarah Paulson.

It's hoped that more custom creations from the #BlackIsBrilliant partnership will debut at future award ceremonies.



*"There is power in our shared histories and huge possibility in our future collaboration."*

**Jameel Mohammed**  
founder of the luxury brand Khiry



# OUR CRITICAL FOUNDATIONS

*Critical foundations are the common and minimum requirements for each of our operations and our business as a whole. The Critical Foundations are essential to the long-term credibility and success of both the overall Building Forever framework and our social licence to operate.*

A true transformation must be built on solid foundations. Our Critical Foundations set out our commitment to key core requirements that should be expected of any responsible business. Solid performance in these areas is essential to the long-term credibility and success of Building Forever. We have identified five critical foundations as the backbone of our approach:

- Beyond Zero
- Leadership and culture
- Human rights
- Inclusion and diversity
- Group standards and legal compliance.

We focus significant effort on achieving strong performance across all our Critical Foundations. Each has a group-level sponsor as the Critical Foundation Lead to ensure accountability at senior leadership level.



## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

104

Regional partnerships  
to support sustainable  
development

106

Safety

113

Waste management  
and pollution  
prevention

121

Leadership  
and culture

127

Indigenous  
communities

131

Inclusion  
and diversity

134

Technology  
and innovation

139

Industrial relations

105

Beyond Zero

110

Health and wellbeing

116

Responsible mine  
closure and transition

122

Human  
rights

130

Land access  
and resettlement

132

Group standards  
and legal compliance

137

Partnerships  
and government

140

Transparency

## ENABLING SUSTAINABILITY

OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

# REGIONAL PARTNERSHIPS TO SUPPORT SUSTAINABLE DEVELOPMENT

We want to enable long-term, sustainable development that helps communities thrive through partnerships and collaborations. To do this, we use spatial planning and analysis to identify the socio-economic development opportunities with the greatest potential in a region. Spatial planning allows us to address issues in space and context through a process of gathering, collating, cleaning, improving and analysing large quantities of spatially referenced data from across a single region. This integrated approach helps us identify the economic opportunities and social challenges to understand how they are inter-related. This work also forms the basis of partnerships with a broad range of stakeholders, from businesses to governments, researchers to practitioners, and from community representatives to faith groups. By working through partnerships, we are better able to deliver on our commitment to support and enable long-term, sustainable development in our partner communities, far beyond the life of the mine.

Regional partnerships are at the core of De Beers Group's plans to bringing long-term socio-economic development to the communities around our operations. By creating economic opportunities and addressing social issues, we aim to increase the resilience of regional economies, raise income levels and reduce poverty. Cross-sectoral partnerships improve our reputation with organisations in other sectors and with local, regional and national governments and forges relationships that potentially offer significant added value to the business.



*Founder of Siskop Investment sewing in store,  
Tokafala Programmes, Botswana*



OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

# BEYOND ZERO

Beyond Zero is our pioneering health and safety framework which goes beyond traditional workplace schemes to make safety inherent in our way of life. We believe safety is more than just the absence of incidents in a workplace, it's knowing exactly what your conditions are on the ground and what they should be. Beyond Zero includes addressing environmental risks and protecting the integrity of the natural environment. Our teams work in some of the world's most complex environments, and their safety and wellbeing is paramount to us. Zero harm should be a normal condition of doing business, so we consider and address all risks to people and the environment before commencing any activity, even if this means stopping a task. We are now taking this ethos even further. Our Beyond Zero programme touches approximately 20,000 people (both employees and contractors), and aims to empower our people to speak up if they feel physically or psychologically unsafe.

*Mechanical Assistant signaling to haul truck in Venetia mine, South Africa*



OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

# SAFETY

*We value the health and safety of our people above all else – no diamond is worth the cost of illness or injury. With Beyond Zero as our goal, we are committed to developing innovative solutions to achieve this. We are also determined to consistently demonstrate our value to put safety first and make safety inherent in everything that we do, inside and outside our operations.*

Our approach to safety is guided by the Anglo American SHE (Safety, Health, Environment) Way and our Pioneering Brilliant Safety framework, adopted in 2020. The former sets out our systematic approach to managing SHE-related risks and opportunities and how this integrates with our business processes.

We also have a group sustainability policy and standards, and guidelines that set the foundations for safety excellence, leadership and behaviour across De Beers Group. Our cross-company Safety Working Group meets monthly to share best practice and reflect on

learnings. A separate Elimination of Fatalities (EoF) working group has also been established to optimise implementation of the EoF workstreams. To oversee this work, our Operational Transformation Steering Committee also meets monthly and is attended by general managers and other senior leaders.

In addition, we hold a bi-annual CEO Safety Summit for all De Beers Group companies, hosted by our Group CEO, Bruce Cleaver.



Engineer on drill rig in Jwaneng mine

*“Put safety first: we consider all risks to people and the environment before proceeding with any activity. We address risks before beginning any activity, even if this means stopping a task. Our people are our strongest link.”*

**Urishanie Govender**  
Head of Safety and Sustainable Development (S&SD) and Risk



## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

### SAFETY CONTINUED

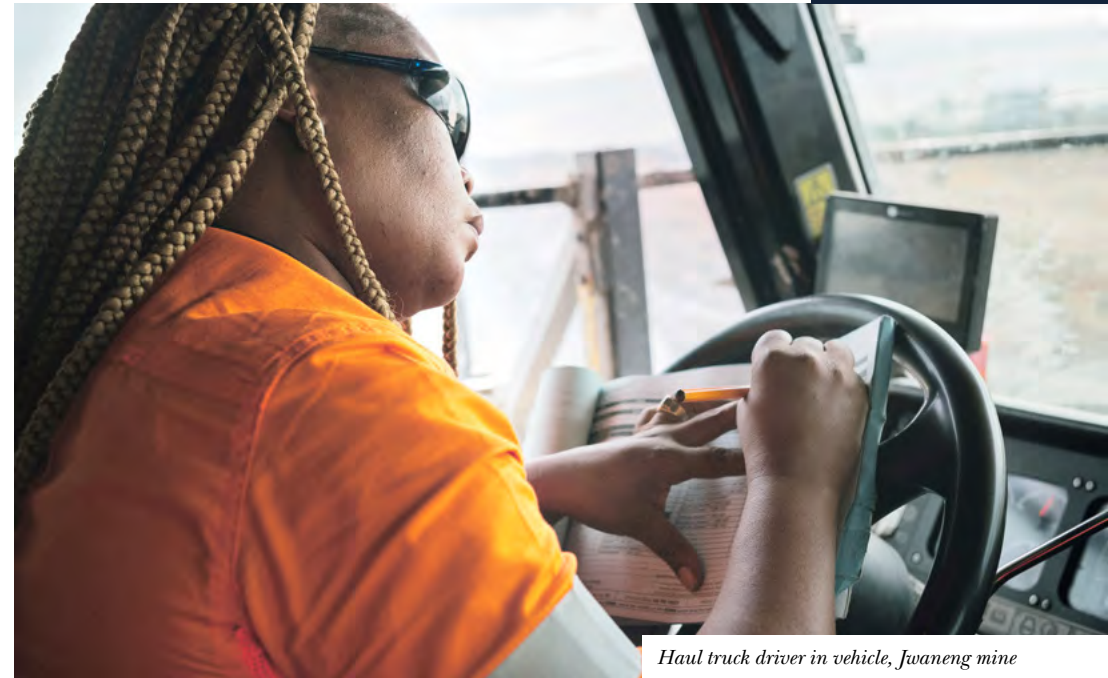
We review our safety risks regularly as part of our Operational Risk Management process and our approach and safety performance are constantly under review. We use leading indicators to proactively identify hazards and developing risks. Our main safety risks are:

- Transportation – Surface Mobile Equipment (SME) and Light Vehicles and Buses (LV&B)
- Energy isolation – Inadvertent contact with or exposure to a live source of electrical energy
- Fire risk management – Uncontrolled ignition
- Open pit slope – Rock fall (surface) and slope instability failure
- Residue storage facilities – Instability and failure of storage facilities.

As the world's leading diamond company, we are also mindful of our responsibility to promote safety throughout the diamond value chain. We engage actively at all levels of our supply chain to share best practice and encourage responsible behaviour at every stage.

#### PIONEERING BRILLIANT SAFETY

The concepts of our group-safety framework have become embedded throughout the organisation, and there is much greater awareness of safety and everyone's role in keeping themselves and their colleagues safe. Safety control is a human act, not the responsibility of a system or an engineered control, and we want our people to see themselves as the strongest link in ensuring the safety of our workplaces, homes and communities.



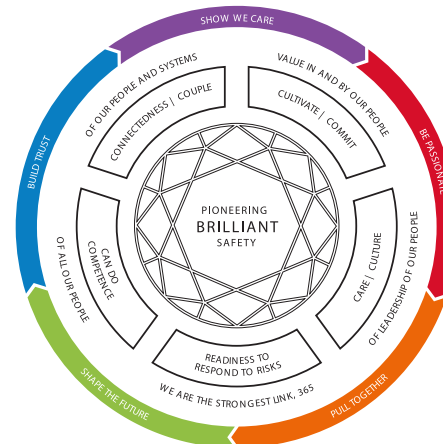
Haul truck driver in vehicle, Jwaneng mine

## OUR SAFETY PLEDGE

In 2020, we signed our new group-safety pledge reflecting our commitment to put safety first in everything we do:

*“We value the safety of our people and pursue it without hesitation or compromise. In every situation, on every site, around every corner, at home and in every decision we take, we will seek out risks to our people and address them relentlessly and with urgency. We will always put the wellbeing of our people before production and profit, and we celebrate our colleagues who demonstrate that their personal safety, and the safety of their colleagues, is their most important responsibility”.*

We are committed to honouring this pledge by utilising our leadership capabilities, bringing our contractors with us on our safety journey, staying focused on safety risks, and responding proactively to lessons learned.



This journey is guided by our Pioneer Brilliant Safety framework across the 4Cs:

- Culture of leadership in our people
- Competence of all our people
- Cultivate value in and by our people
- Connectedness of our people and systems.

The Pioneer Brilliant Safety approach is already being implemented to guide decision making in key projects. For example, the approach will steer the strategic plan for the extension of the land-based operations in Namibia, while the Venetia mine will transform from an open pit mine to an underground mine based on the principles of Pioneer Brilliant Safety. The approach was also showcased by Debmarmine Namibia in its award-winning entry for the Albert Milton Safety Leadership Award for 2020. We use Debmarmine Namibia to showcase a Safety Maturity Journey and continue to pilot new initiatives there.

During 2021, we worked to embed our new group-safety framework through our Pioneer Brilliant Safety approach, which is designed to move us beyond zero harm to a culture where our people are ready to respond to dynamically changing risks. Safety will be inherent in all that we do.

## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

### SAFETY CONTINUED

Employees at De Beers Group's Cape Town office



*“We don’t define safety as a lack of reported incidents, we define it as knowing exactly what your conditions are on the ground in the workplace, and, importantly, what they should be.”*

Gary van Eck, Group Principal Safety Leadership

#### GOING BEYOND ZERO

An important aspect of our safety approach is to drive Beyond Zero harm. We want to create an open and safe environment for our people to report hazards and incidents. Our Beyond Zero approach touches approximately 20,000 people (employees and contractors) – going beyond the workplace, making safety inherent in our way of life – taking it into homes and communities. In just one example, when workers at one site invited their families into the mine to see where they worked, a husband was struck by the sheer size of the trucks his wife drove every day, giving him a new insight into her tiredness and need for his support at home.

#### PREVENTING ACCIDENTS BY IDENTIFYING HAZARDS

Our people have responded admirably to their responsibility for ensuring safety. This is clear in the significant level of high potential hazards that are reported through our risk reporting process. In 2021, more than 900 hazards were identified and addressed.

A new SafeSENTRY programme is currently being piloted at Debmarine Namibia and Namdeb, and is planned for roll-out at Venetia in 2022. The programme enlists front-line workers to take responsibility for hunting and identifying risks in their own workplace. By recognising that risks are not static and that the people closest to the work are best placed to identify risks as they emerge, the SafeSENTRY programme embeds dynamic risk management into everyday routines and ownership of fatal risk identification at the frontline. The approach is proving hugely successful and has uncovered risks that might previously have been overlooked. For example, a risk identified in the driving of light vehicles and buses has led to the implementation of advanced driver assistance systems in vehicles.

#### ELIMINATION OF FATALITIES

In 2021 De Beers Group continued to participate in the Anglo American Group Elimination of Fatalities (EoF) programme. This aims to eliminate fatalities at all group operations. During the 2021 year, 12 workstreams were driven through to completion. The remaining five workstreams will be completed during 2022.



## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

### SAFETY CONTINUED

The primary focus in 2022 will be on sustaining the benefits of the EoF programme. Individual workstreams will transition to embedment until it reaches a transition point where it becomes 'business as usual' (BAU). In total we have committed to 13 workstreams as part of the 2022 process to embed the practices and standards into our work to improve safety performance and seek to eliminate the risk of fatalities. It should be noted that some of the workstreams have completion dates spanning into 2023.

#### BEING THE STRONGEST SAFETY LINK

To reinforce the importance of safety, we focus on individual responsibility – we are all accountable for the safety of ourselves, our co-workers, our families and our communities. Our safety mantra is, "I am our strongest link, every day."

Our 2021 Global Safety Day sought to reinforce this through its theme – **Always Safe – Being Our Strongest Link**. This year, there was an additional emphasis placed on psychological safety. We want colleagues to feel empowered to speak up, and emotionally strong in the face of uncertainty and challenge. If they see something unsafe, they should feel safe to report it to a supervisor, who should also feel safe to receive that feedback without feeling threatened.

We have already seen this focus pay off in the increased reporting of hazards. And, importantly, it's not just the people who had a near miss reporting an incident, it's also the people who witness it.

#### SAFETY PERFORMANCE AND AWARDS

Sadly, since the start of the pandemic, we have lost 70 of our colleagues to the Covid-19 virus. De Beers Group is offering support to their families, as well as the team members that worked closely with them during this incredibly difficult time.

The Total Recordable Case Frequency Rate (TRCFR) has improved by 4 per cent to 1.51 (2020: 1.59, 2019: 1.83). We recorded 35 Lost Time Injuries in 2021. The Lost Time Injury Frequency Rate improved 13 per cent to 0.51 – the lowest level in five years (due to work activities returning to normal levels despite Covid-19, and a focus on safety risk). Overall, our Lost Time Injury Severity Rate was 21 in 2021, and this will remain a priority focus area going into 2022.

We continue to focus on the proactive identification of hazards. This drive has seen the number of High Potential Hazards (HPLs) reported increase by 184 per cent for 2021 to 921. This has provided useful data in the management of dynamic risk, and also assisted in driving down the numbers of HPLs reported at various sites. 48 per cent of HPLs reported during 2021 have been identified as repeat incidents, and reducing the level of these incidents will be a key focus area in 2022 through careful analysis of causal pathways.

We were proud to receive awards for our safety performance in 2021, including 2 Gold Quill Awards from the International Association of Business Communications, as well as the Safe Day Everyday Silver Award from the Association for Mineral Exploration, the Prospectors and Developers Association of Canada and the Canadian Diamond Drilling Association.

*"From the time they brought in the Stop Work Authority, I have to say I am the one that stops if I see someone under my crane. I stop everything!"*

#### Elsa Malan

Mobile Crane Operator,  
Supply Chain Centre, Port Nolloth  
Find out more by viewing the full interview here:



#### USING TECHNOLOGY TO MAKE OUR VEHICLES SAFER

Following the identification of risks in the driving of light vehicles and buses, De Beers Group has moved to implement Advanced Driver Assistance Systems. The technology, which has been well proven in the trucking industry, helps the driver by checking if there is a safe distance from the car in front, recognising speed limit signs, detecting driver distraction, and identifying whether a seatbelt is in use. The cameras can also monitor a driver's eyelids for signs of drowsiness and report back to a control room if any safety concerns arise. The implementation has been well received by our drivers, who have welcomed our rigorous approach to safety.

All our sites also self-assess their alignment with the Anglo American Technical Standards on a regular basis and work to close any gaps identified.



Employee at processing plant lift, Jwaneng mine

OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

# HEALTH AND WELLBEING

*Alongside safety, occupational health is a major part of our commitment to go beyond zero harm. Employee health is essential to the effectiveness of our operations, and to the wellbeing and participation of employees in their local communities.*

Noise-induced hearing loss, musculoskeletal disease, respirable hazards, mental health and communicable diseases (HIV/AIDS, TB and Covid-19) are our top health risks.

We protect our people by managing these risks through, for example, our hearing conservation programme, respiratory protection programme, Covid-19 response strategy, musculoskeletal protection and fatigue management programmes. Our occupational health risks are reviewed annually as part of our Operational Risk Management process.

Surgeon at Jwaneng mine Hospital, Botswana





## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

### HEALTH AND WELLBEING CONTINUED

*School girls outside classroom at Bathoen House Primary School, Orapa*



In collaboration with Anglo American, we continued to follow the WeCare programme to ensure a holistic response to Covid-19. The WeCare programme focuses on four main themes:

- **Physical health** – Education and behavioural change to support personal health and hygiene; health screening and testing; provision of PPE and medical equipment and facilities.
- **Mental health** – Employee support programmes to assist with mental health management, including an employee app, online events and digital materials.
- **Community response** – A wide-ranging community support programme including public information campaigns on health and hygiene; health screening, testing and treatment; donations of medical supplies and equipment; food security; local business support; providing essential services (water and energy); support for schools; skills training; longer-term regional development planning; and employee match funding.
- **Living with dignity** – Direct employee and community support to combat gender-based and domestic violence; working closely with health authorities to identify abuse cases and refer victims to support services.

Our approach to occupational health is guided by the [Anglo American SHE \(Safety, Health, Environment\) Way](#) – a framework that governs our work in these three interrelated areas. We are also guided by our [Group Occupational Health Policy](#) and associated technical standards. We have a cross-company health peer group that meets regularly to share best practice.

#### OUR UNAIDS 90-90-90 GOALS

The threat of HIV/AIDS is an everyday fact of life for our employees and people living in the communities around our operations in southern Africa. We launched our first HIV/AIDS workplace programme in Debswana in 2001. Today, we deliver an advanced programme built around four pillars: prevention, treatment, care and support.

We are determined to keep driving down the rate of infection among our people. One strategic approach we have adopted is the recently updated UNAIDS goal of 95-95-95. This means we aim for:

- 95 per cent of our employees to be aware of their status
- 95 per cent of HIV-positive individuals to be on a life-saving antiretroviral treatment
- 95 per cent of those on antiretroviral treatment to be achieving viral suppression.

As a result of this approach, we achieved relatively good progress towards our historical UNAIDS 90-90-90 goals. A total of 88 per cent of our employees in southern Africa now know their HIV status, 91 per cent of employees diagnosed with an HIV infection are receiving sustained anti-retroviral therapy, and 90 per cent of employees receiving this treatment are successfully suppressing the virus, so reducing the risk of transmission.

The effectiveness of our HIV/AIDS disease-management programme continues to contribute to the fight against TB, in a southern African region that is significantly burdened by the disease. However, after having decreased significantly over the past five years to 2020, the annualised incidence in our workforce in the region rose sharply to 74 per 100,000 people during 2021 (up from 37 per 100,000 in 2020).

## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

### HEALTH AND WELLBEING CONTINUED

Despite our progress, there is clearly more work to be done. De Beers Group reported 159 new cases of HIV in 2021, compared with 32 in 2020. In 2022, we will continue to focus on shifting from a curative approach to prevention initiatives.

#### MINIMISING THE IMPACT OF COVID-19

During 2021, we continued to work to minimise the impact of the pandemic on our disease-management programmes. For example, anticipating movement restrictions during lockdowns, we proactively engaged with disease-management partners such as medical insurers and retailers. By doing so, we successfully minimised the risk of reduced access to life-saving treatment, care and support, for example by including virtual/remote psychological health support.

As lockdowns were lifted and normal movement of people returned, our Covid-19 screening programme enabled us to know more about our employees' health than we knew previously. For example, by including a mental health aspect in our screening, we were able to direct people for help and early intervention where necessary.

#### HEALTH AND WELLNESS IN OUR LOCAL COMMUNITIES

Our approach to health and wellness goes beyond the mine gates and extends to our local communities. With our government joint-venture partners, we own and manage hospitals near the Debswana, Jwaneng and Orapa mines in Botswana, and in Oranjemund near the mines of Namdeb in Namibia, which local communities have access to. We also run wellness campaigns and programmes in the local communities. Read more about these programmes in the section on Partnering for Thriving Communities, [page 50](#).

Despite the many challenges of Covid-19, work continued in 2021 on initiatives to promote positive health in our local communities, as set out by our Building Forever sustainability framework and contributing to SDG3: Good Health and Wellbeing. Gahcho Kué, Venetia, Orapa and Jwaneng mines have now all completed baseline studies and developed five-year plans. By 2025, we aim for each community to have made 50 per cent progress towards its goals.

#### OCCUPATIONAL HEALTH PERFORMANCE

The proportion of our workforce exposed to occupational health hazards above the occupational exposure limit was 14.9 per cent (2020: 18.1 per cent). These employees all operate in environments where there are controls in place to minimise their exposure. This significant improvement can be attributed to enhancements in the control strategy in a number of our upstream operations. Consequently, De Beers Group reported zero cases of occupational disease in 2021.

In 2022 we will continue to focus on implementing an integrated health management solution. We are partnering with Anglo American on a digital transformation journey, focusing on:

- Virtual health platforms
- Real-time risk exposure monitoring
- Digital trauma twins
- Wearables technology.

In 2021, we completed phase one of this work in South Africa, where we have introduced an electronic health records system. We are also piloting a telemedicine service in Namibia and working to link hazardous risk exposure to employee records.



*De Beers Group Covid-19 vaccination drive, and Voluntary Counselling and Testing (VCT) drive in Musina, South Africa*



OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

# WASTE MANAGEMENT AND POLLUTION PREVENTION

*We aim to reduce waste across our operations and to reuse and recycle as much as possible. We have two main waste streams: non-mineral, comprising a range of disposed waste, recycling and reuse streams; and mineral, in the form of fine and coarse residues. We manage and monitor both mineral waste and non-mineral waste safely and responsibly, to minimise any potential impacts on the environment and people. We also look for opportunities to turn waste into value in line with the principles of the circular economy.*

Accurate data on waste streams is fundamental to identifying opportunities to improve. We are currently working to standardise our systems so we can utilise data from across our supply chains to understand material flows and support circular economy initiatives focusing on the following:

- Materials efficiency: Eliminating avoidable waste
- Closing the loop: Waste to value through reuse, recycling or repurposing waste
- Opportunities to contribute to sustainable livelihoods.

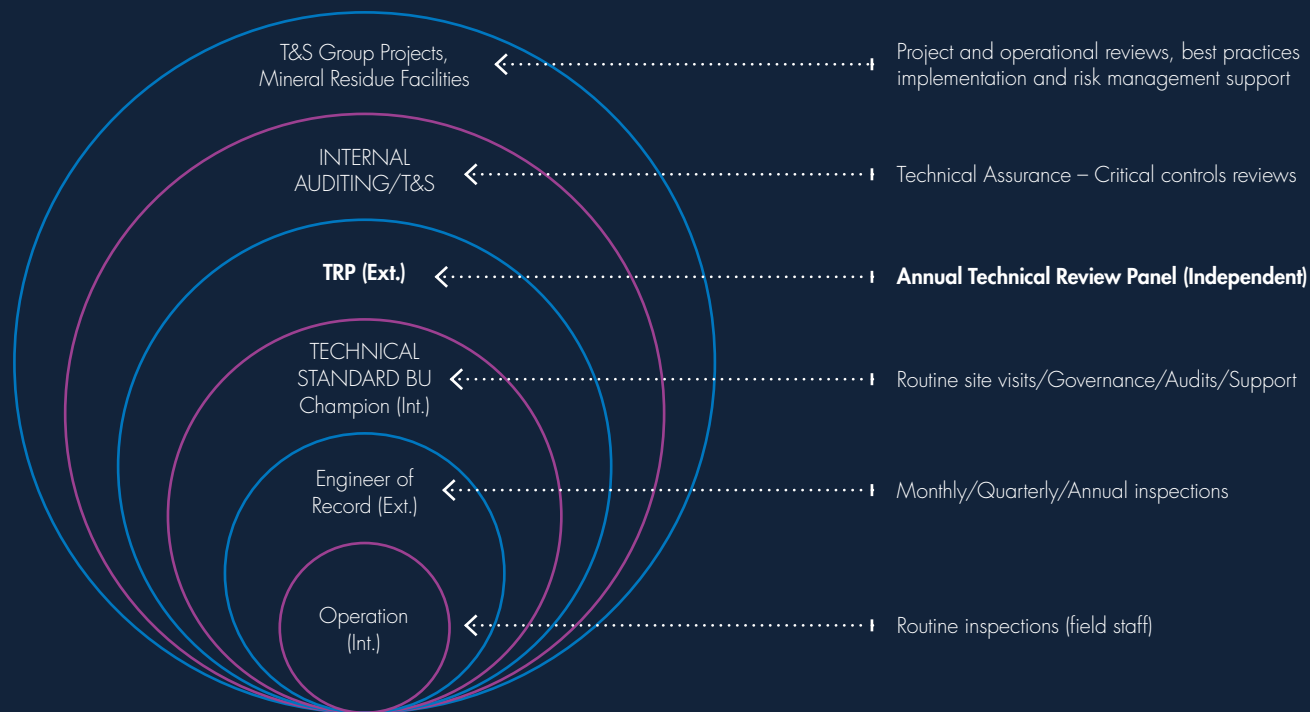
*De Beers Group employee looking into the open pit of Gahcho Kué mine, Canada. The waste heat generated from powering the processing plant is captured and recycled to heat the rest of the camp*



OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS  
**WASTE MANAGEMENT AND POLLUTION PREVENTION** CONTINUED

### SURVEILLANCE, INSPECTION AND ASSURANCE PROGRAMMES AT MINERAL RESIDUE FACILITIES IN ANGLO AMERICAN

The TRP provides one level of our overall assurance programmes – an indispensable level



### MINERAL WASTE

Mineral waste is disposed of into Mineral Residue Facilities (MRF); these are designed, built, operated, closed and managed according to the Anglo American tailings standard (aligned to global tailings management principles and guidelines). The Technical Assurance framework is shown below – monitoring, inspections, surveillance, etc. We never dispose of tailings in rivers.

### NON-MINERAL WASTE

The treatment of diamond-bearing material is a largely physical process involving crushing and separation of material according to size and density. At some operations, hazardous substances are used under controlled conditions for the final cleaning of the diamonds. All our operations and facilities focus on controlling the risks associated with hazardous substances, effluents, wastes and emissions. Preventing pollution is a key commitment for De Beers Group, and all our operations are ISO 14001 certified. We carefully manage all potential sources of pollution, and we store any hazardous waste safely and responsibly on-site before disposing of it at certified hazardous waste sites.

### CIRCULAR ECONOMY

In 2020, our majority shareholder company, Anglo American, developed a Materials Stewardship Strategy aligned to circular economy principles. This recognises that to limit our impact on the environment we need to design our operations from the outset to optimise resource use and minimise waste in all its forms. It seeks to establish the mindset of managing materials for value – not only for the operation, but also for our stakeholders. This requires an understanding the end destination and potential end use of any waste that we do generate – and doing as much as we can to re-purpose those wastes in the highest value applications.



## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

### WASTE MANAGEMENT AND POLLUTION PREVENTION CONTINUED

Anglo American is working to develop a new Responsible Stewardship of Materials Toolbox to establish alignment across the Group and enable behavioural change to support improved waste management. This resource will be co-created through engagement with relevant stakeholders in the business. In 2022, we aim to focus on the standardisation of non-mineral waste metrics and auditing of data sources to establish a robust baseline for the Group to support our waste-to-value ambitions. To enable meaningful comparisons against the new metrics, we will also be re-baselining the data from 2021.

During the 2021 Building Forever Refresh discovery phase, circularity was identified as a priority mega trend. A 2022 circularity project was developed aligned to the De Beers Innovation function – Ignite – and incorporating the Anglo American Circular Economy approach including the Circulab programme.

#### ENHANCING OUR WASTE MANAGEMENT AND MEASUREMENT

All our sites have ISO-certified systems in place to identify risks, opportunities and impacts regarding waste management. We are now moving to standardise and align these reporting systems to provide a more meaningful Group perspective. During the past two years, we have been engaged on a project to migrate all our sites, from the existing IsoMetrix management system, to the Anglo American group version of IsoMetrix (Sentinel).

The International Council of Mining and Metals (ICMM) published a new Global Industry Standard on Tailings Management (GISTM), and Anglo American has committed to roll this standard out. Complying with the very strict timeline for implementing the standard – by 2023 for high-risk tailings – will require a substantial investment of time and resources. To ensure a successful roll-out, the project is being overseen by a steering committee of Group Heads from across the Anglo American group. We will also be aligning our water data to ICMM guidelines.

We continue to explore alternative waste management solutions to avoid the need for tailings facilities entirely, and conducted two promising pilots during 2021. Meanwhile, at Venetia mine, we have recently completed a successful pilot, using a centrifuge to process tailings, thereby reducing water use and waste.

Another pilot at the Venetia mine focused on finding a sustainable and cost-effective tyre-recycling solution. The project used a pyrolysis process to recycle the mine's stockpile of smaller tyres. During the year, 32,680 kg of tyres were successfully removed and certified for safe disposal. The rubber granules produced as a by-product were reused to create flooring for a running track in the local region. The mine is planning to expand on this project in 2022.

The Anglo American 'No Repeats of Environmental Incidents' initiative was implemented to ensure no repeated Level 2 and above incidents occurred by the end of 2021 and beyond. Through Challenge 1 and 2 of the campaign, priority incidents for business units and sites have been refined. De Beers Group's incidents in 2020 comprised hydrocarbon spillages (44 per cent), pipeline failures (22 per cent), overflows and sewage

system failures (34 per cent). Venetia completed Challenge 3, which highlighted the importance of conducting monthly reviews of final incident severity ratings. The review of the Venetia baseline risk assessment will include environmental aspects and impacts, reportable incidents and the identification of Priority Unwanted Events (PUEs), critical controls, and related information.

*Employee working on drill rig in Venetia mine pit, South Africa*



*We are pleased to confirm there were no Level 3 or above environmental incidents recorded in 2021.*

#### KEY METRICS

There are systems in place at all our operating entities to minimise pollution and we track the success of these through environmental incident management processes.

In 2021, we disposed of 5,394 tonnes of non-hazardous waste to landfill (2020: 5,563 tonnes) and 1,609 tonnes of hazardous waste (2020: 2,301 tonnes). Waste incinerated at authorised onsite and offsite facilities totalled 1,872 tonnes in 2021 (2020: 1,763 tonnes). De Beers Group reports on hazardous, non-hazardous and medical waste as per authorised protocols.

Separating waste at source enables the efficient reuse and recycling of waste to external parties. Most significantly in terms of mass, we recycled 18,405 tonnes of waste during 2021 (2020: 9,295 tonnes). We comply with strict legal requirements ensuring that all used oils, as well as hydrocarbon-contaminated water generated by both our land-based sites and our ships, are collected and responsibly sent for recycling.

OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

# RESPONSIBLE MINE CLOSURE AND TRANSITION

*Everywhere De Beers Group operates, we want to leave a positive lasting legacy, both in terms of the environment and a sustainable future for local communities. We know that the impact of mine closure can be felt at many levels – from reduced government income from royalties and taxes, to jobs and income lost in local communities. That is why we start planning for eventual mine closure before a mine even opens.*

Our Environmental Policy and Lifecycle Planning and Management Standard require all De Beers Group operations to have detailed, and adequately funded, closure plans in place. Our lifecycle planning adopts the 'mitigation hierarchy' approach at every stage – we first aim to avoid, then to minimise, and finally to rehabilitate the environmental impact of our mining activities. Closure plans are refined over the life of an operation and become increasingly detailed as the mine reaches its final years of production. The De Beers Group Asset Retirement Department develop all closure plans in accordance with the Anglo American Mine Closure Toolbox.

With three of our mines at various stages of closure – Victor and Snap Lake mines in Canada, and Voorspoed mine in South Africa – we are currently reviewing our approach and asking ourselves:

“How can we create more value for all stakeholders by embracing a collaborative closure design process that looks at broader needs and opportunities?”

Tractor on the Winter Road between Yellowknife and Gahcho Kué mine, Canada





## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS RESPONSIBLE MINE CLOSURE AND TRANSITION CONTINUED

Stakeholder engagement and participation is an important part of our closure planning process and we ensure that all local stakeholders can raise concerns and potential impacts or opportunities from the outset. Where necessary, we engage with community members in their own language via translators, and we provide multilingual documentation and visual media to ensure effective communication.

In 2020, we launched our Reimagining Asset Retirement initiative in partnership with Diavik, another mine operator in Canada's Northwest Territories. The project seeks to engage stakeholders in a collaborative process to explore innovative ways that mine closure can benefit current and future socio-economic development. We want to look 'beyond the fence line' of the operation and at the surrounding region, working with stakeholders to find alignment on opportunities. Through our working groups we hope to share lessons learned in closure experiences, establish our BPP programme, understand labour trends, and work together to create a positive lasting legacy in the Northwest Territories.

In 2021, initial interest holder engagement began with a diverse group of interest holders and governments that included First Nation governments and communities, northern and Indigenous industry participants, Yellowknife, territorial and federal governments, and mining companies. Already, we have discussed between 40 and 50 ideas to transition land to post-mining uses and opportunities for other industry spin-offs. And we are working to introduce a 'cradle to cradle' perspective to mine closure, focusing on the future after mining

activities cease. The end of mining can be seen as an opportunity for new initiatives to take its place. Examples of creating positive social impacts from new activities after mining include the Big Hole tourism village in downtown Kimberley and the valuable breeding work done by De Beers Group's Ecology Division on farms adjacent to active and closed De Beers Group mines.

### TRANSFERRING TOWN MANAGEMENT

Historically in some cases, particularly in remote areas, mining companies needed to develop towns to serve the needs of mining operations. Nowadays, in preparation for eventual mine closure and to ensure future sustainability, it is necessary to transfer responsibility for infrastructure and public services to the relevant government authorities.

#### South Africa

In the South African region of Namaqualand, the town proclamation and services handover for Koiingnaas is complete. Although the Kleinsee town proclamation process has been completed, the transfer of municipal service delivery to the local municipality remains outstanding.

#### Namibia

In Oranjemund, Namibia, we have transferred full responsibility for the operation and management of all municipal services to Oranjemund Town Council. We have also made good progress with moving property, currently or previously owned by Namdeb, into private ownership. At the end of 2021, 197 house sales had been completed, out of a total of 655 applications.

*High school students in Oranjemund, Namibia walk past new art installations in the town*



Covid-19 has continued to hamper efforts in the economic transformation of Oranjemund, as travel restrictions have limited the number of tourists and prospective investors. Feasibility studies into tourism, property development, healthcare services and agriculture were however able to continue through the OMDis Town Transform Agency (OMDis), the special purpose vehicle created to address the economic diversification of the town.

Despite the pandemic disruption, OMDis was able to conduct several training courses for existing small to medium enterprises (SMEs) to support their growth, enable the development of new SMEs and help to connect them with possible investors.

OMDis also spearheaded a successful mural art and sculpture project that has made the town more attractive to tourists.

The community association OMD2030 continued to engage with citizens and, despite challenges due to Covid-19 regulations, was able to hold a number of community events. These included night markets, fun runs and walks, and re-starting the community recycling programme. It also hosted a series of personal resilience workshops for the community, trained and certified life coaches, and facilitated an educational programme that helped six trainee tour guides receive a nationally recognised qualification.

In addition, Namdeb collaborated with OMDis and OMD2030 to renovate the Jasper House Museum, capturing the rich history of the 80-year-old town and its links to diamond mining. The museum will also attract tourists and support the economic diversity of the town.

## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

### RESPONSIBLE MINE CLOSURE AND TRANSITION CONTINUED

*Oranjemund, Namibia at sunset*



Namdeb has also installed wind masts to quantify the wind resource for a potential wind farm development. For more information see Climate Change.

Given the extended life-of-mine, there will be a continued focus to find sustainable education and healthcare solutions for the town. Due to the Covid-19 pandemic, the facility that was originally intended to become the new public health centre, was repurposed as a Covid-19 isolation centre. Another building was however availed to become the new public health centre in collaboration with the Ministry of Health and Social Services.

#### Botswana

In Botswana, we are working with local and national government bodies to plan for the eventual economic diversification of Orapa town. The plan, which will be completed in 2023 and is aligned with the Botswana Government's development priorities, will set out a long-term vision for the area around the Orapa mine, focusing on its potential as a tourism hub and centre for light industry.

#### CLOSURE UPDATES

##### Voorspoed mine – Kroonstad, South Africa

We ceased production at our Voorspoed mine, located near Kroonstad in South Africa, in December 2018. We have since undertaken detailed engineering design work to develop a sustainable closure plan that rehabilitates our mining and support infrastructure in an environmentally responsible way. Rehabilitation work on the mine-waste rock dump, which includes reshaping to final angles, application of topsoil and seed mixes, is now complete. Across the mine site, 207 out of 501 hectares of disturbed mine footprint have been rehabilitated. De Beers Group has submitted a legal challenge to the backfilling conditions imposed by the Department of Mineral Resources (DMR). Until this is resolved, approval of the Voorspoed Mine Closure Plan is not expected. We are presently awaiting a decision from the Minister of Environment Forestry and Fisheries on the matter.

We continue to develop the pit lake option as proposed in the Voorspoed Diamond Mine Environmental Authorization (EA) application and are currently assessing the possibility of a floating wetlands bird sanctuary. This solution would limit evapotranspiration, provide habitats for wildlife and improve water quality. Other post-closure land uses for the pit lake are also being investigated.



## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

### RESPONSIBLE MINE CLOSURE AND TRANSITION CONTINUED

During 2021, several projects were completed as part of the mine's Social and Labour Plan to support the region's Integrated Development Plan.

- The newly built Phuleng Primary School was handed over to the Department of Education in November 2021. The school is located in the community of Maokeng in Kroonstad, and comprises 26 classrooms, a media centre and sports grounds.
- A newly renovated water-testing laboratory was handed over to Ngwathe Local Municipality and will play a vital role in water-quality testing to ensure clean and safe water for the community of Parys.
- A 470m<sup>2</sup> old-age centre was handed over to Ngwathe Local Municipality. The facility was built by local Black female-owned company, Tshepo ya Rona, and caters for the care of 30 elderly people daily. A brand-new 22-seater van was also provided.
- The 12th Mangaung Youth Empowerment Week took place in April 2021, with Free State SMMs invited along to gain a better understanding of the challenges of the business world and give them an opportunity to connect with other SMMs. Entrepreneurs were coached in business skills to help them create self-sufficient businesses.
- As part of the ongoing skills development programme, the mine partnered with Moqhaka Local Municipality and the Department of Employment and Labour to place trainees in the fields of plumbing, welding and water treatment for a 12-month work-integrated learning programme.

- The mine has worked with a specialist company to set up bee colonies and provide training in sustainable bee farming for women from the local community.

#### Snap Lake mine – Northwest Territories, Canada

Snap Lake mine ceased production in December 2015, and the site remained in an extended care and maintenance phase until early 2022. We have completed the mine closure design feasibility study. The final closure and reclamation plans were presented to the Mackenzie Valley Land and Water Board (MVLWB) in September 2020, after the earlier approval by the MVLWB of the water licence for closure in May 2020. Interim approval for the Final Closure and Reclamation Plan (FCRP) was issued in October 2021.

A prime contractor has been appointed to execute the closure project, and an owner's oversight team and a project management office have been established. The mine is now on the path to full closure execution with one of our IBA partners as a member of the joint venture providing the services as prime contractor for these works. During 2022, we expect to hand over the site to the prime contractor, to commence the demolition and remediation of the site and receive full approval of the FCRP.



*Pickup trucks driving on Winter Road, Gahcho Kué mine, Canada. Open for only two months of the year, everything that is needed for the mine's operations over the course of the year, is transported during this time- a logistical feat which requires one truck every five minutes to deliver all that is needed to the three mines in the area.*

OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS  
**RESPONSIBLE MINE CLOSURE AND TRANSITION** CONTINUED

*“There is an opportunity to establish alternatives to traditional mine closure that return the land to a stakeholder agreed post mine land use; that limits our social impact when we transition from operations to a new paradigm while becoming more sustainable as a business beyond mining for many generations to come.”*

**Maxwell Morapeli**  
 Head of Mine Closure

**Victor mine – Northern Ontario, Canada**

Although Victor mine ceased production in May 2019, progressive rehabilitation has been taking place at the mine since 2015. Rehabilitation progress has been steady, and by the end of 2021, just over 40 per cent of the total vegetation site coverage target had been met. A prime contractor was appointed in late 2020, and has been managing the Victor closure activities at Victor since January 2021.

Winter road preparations for the 2022 season have progressed well and should see another successful partnership established with the James Bay coastal First Nation communities for

the building of the winter road. A profit-sharing partnership between the Attawapiskat First Nation and an Ontario demolition company, facilitated by De Beers Group, is planning the removal of demolition scrap metal from site in 2022, with the aim of transporting it to market for resale.

In addition to meeting all our existing commitments, we continue to work closely with local authorities and Chief and Councils of local Indigenous communities to identify meaningful socio-economic development legacy projects.

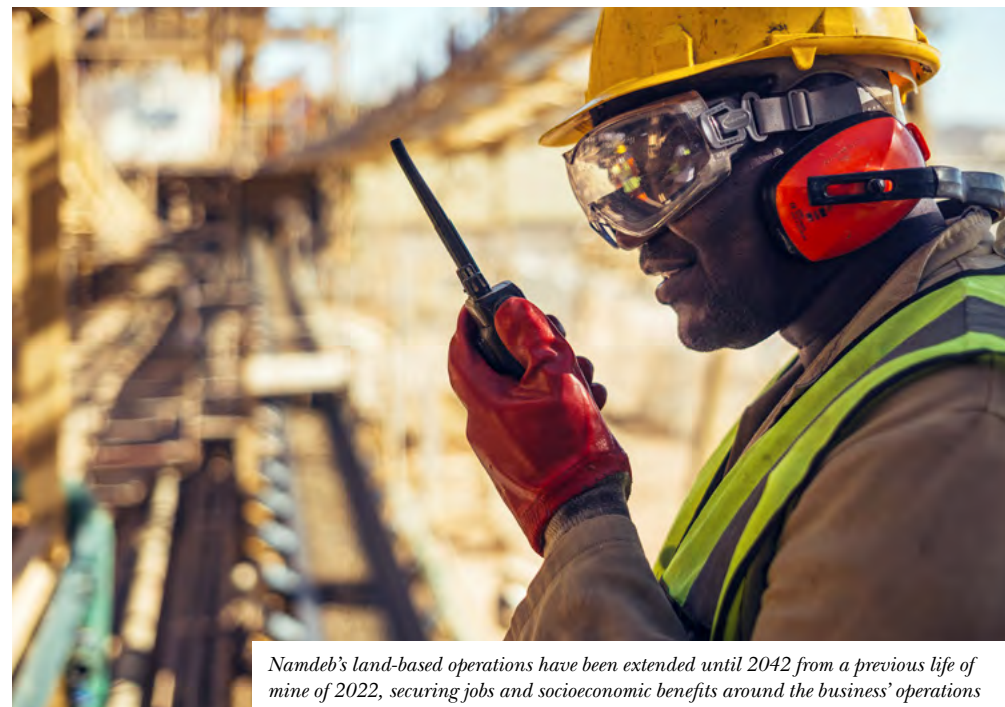
**Namibia**

During 2021, it was announced that Namdeb's land-based operations in Namibia would be extended until 2042. After more than 100 years of production, operations were expected to cease at the end of 2022; however, a new mutually beneficial business plan has now been agreed.

The Namibian Government will provide Namdeb with a reduced royalty rate between 2021 and 2025. This will both further support the longer-term economics of the business and, through additional taxes, dividends and

royalties over the longer life of mine period, generate an estimated N\$40 billion of additional economic benefit for Namibia.

The extension also secures jobs for more than 2,000 Namdeb employees and contract roles, that will be created and the additional associated socio-economic benefits for the communities around the business' operations.



*Namdeb's land-based operations have been extended until 2042 from a previous life of mine of 2022, securing jobs and socioeconomic benefits around the business' operations*



OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

# LEADERSHIP AND CULTURE

*At De Beers Group, our values-driven, purpose-led, high-performance culture is a key part of our success. Our culture fosters safety, diversity and innovation alongside performance.*

Our leaders shape our culture by [demonstrating our values and promoting our purpose and ambition: to Make Life Brilliant and to Pioneer a New Diamond World](#). For our leaders and colleagues, a brilliant life means realising one's full potential. We support and enable our leaders to develop teams that can achieve objectives and continue to improve their performance over time. While effective leadership is essential in building high-performing teams, all team members have a key role to play in enhancing effectiveness. Our comprehensive development programmes help our leaders build their capabilities to coach and mentor team members, manage change, and promote health, wellbeing and innovation.

To reinforce our culture, all employees are guided by values, characteristics and behaviours that keep us focused on our purpose. A core part of this is our Safety 365 programme that reinforces the importance of safe, responsible production and encourages all team members to make full-impact decisions.

Employees at De Beers Group's Cape Town office



## DE BEERS GROUP VALUES

**Put safety first:** We consider all risks to people and the environment before proceeding with any activity. We address risks before beginning any activity, even if this means stopping a task. Zero harm is always our goal.

**Be passionate:** We are exhilarated by the product we sell, the challenges we face and the opportunities we create.

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

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

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

**Shape the future:** We will find new ways. We will set demanding targets and take both tough decisions and considered risks to achieve them. We will insist on excellent execution and reward those who deliver.

OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

# HUMAN RIGHTS

*De Beers Group has a strong commitment to human rights. Respect for human rights informs our guiding values as a business, and is stated explicitly in our business principles and code of conduct.*

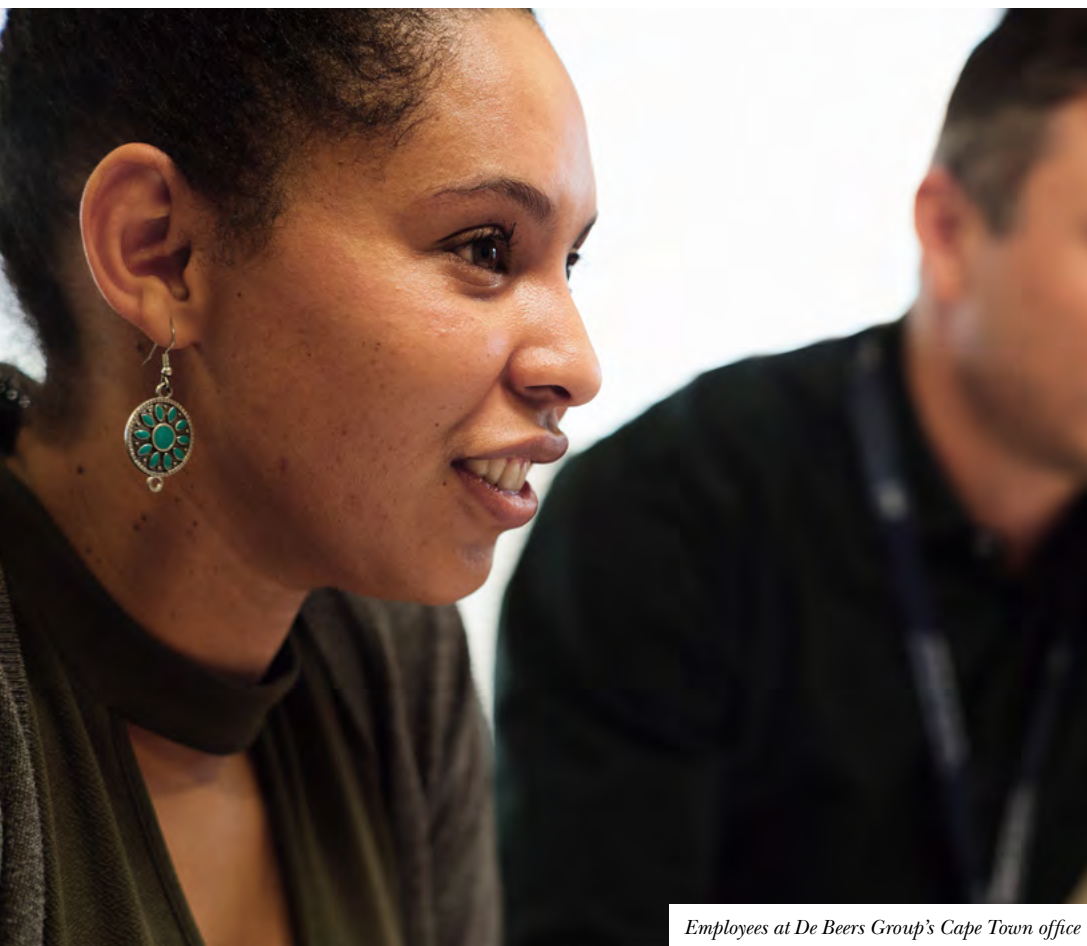
We are a signatory to the United Nations Global Compact and the Voluntary Principles on Security and Human Rights (VPSHR), and a supporter of the UN Guiding Principles on Business and Human Rights. Human rights principles are embedded throughout our internal policy documents, including those related to employment practices, exploration, environmental practices, social performance and security. De Beers Group's Human Rights framework is described below.

*Employees in meeting in De Beers Group Cornerstone building, Johannesburg*





OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS  
**HUMAN RIGHTS** CONTINUED



*Employees at De Beers Group's Cape Town office*

## HUMAN RIGHTS

We recognise that through our operations and our supply chains, we have the potential to both positively and negatively impact human rights. We believe respect for human rights is a minimum standard of responsible business conduct and we welcome the growing scrutiny from consumers and governments on issues such as forced labour, child labour and safety. Respect for human rights is at the heart of our operating philosophy and deeply embedded in our business and our efforts to continuously improve standards in the wider diamond industry. As one of the Critical Foundations of our Building Forever sustainability framework, protecting human rights underpins everything we do.

We are committed to the UNGP's on Business and Human Rights and adhere to strict requirements relating to human rights, labour rights, non-discrimination, and the prohibition of child and forced labour, ensuring we are compliant with local legislation and that all our diamonds are certified as conflict-free.

We hold ourselves and those we work with accountable for honouring industry-leading requirements set out by the [Anglo American Social Way](#) (our Social Performance Management Policy and system), the Kimberley Process and our BPP programme, [page 32](#). These programmes enable us to assess human rights impacts at our mining operations and throughout our supply chain and to make informed commercial decisions that align with our values.

From our Sightholders and their contractors, who operate right across the value chain from diamond cutting and polishing to jewellery manufacturing, we work in close partnership to strengthen trust and confidence throughout the pipeline, supported by third-party auditing to verify compliance with our requirements.

## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

### HUMAN RIGHTS CONTINUED

#### POLICIES AND PROCEDURES

We have several policies related to human rights in place, including our [Employee Human Rights Policy](#), our [Security Services and Human Rights Policy](#) and the human rights elements of the [Anglo American Social Way](#) management system which is aligned with the UN Guiding Principles on Business and Human Rights. One of the Social Way requirements is that all our mining operations conduct social and human rights impact and risk analyses. The guidance and tools provided to site teams to support this is publicly available here.

We measure our progress on implementing the UN Guiding Principles on Business and Human Rights in several ways, including through our annual Social Way assessments, our BPP programme assessments, security effectiveness reviews and our Responsible Jewellery Council recertification process, which takes place every three years.

#### SECURITY AND HUMAN RIGHTS

Security is critical to our business. We are signatories to the VPSHR, ensuring that we follow human rights best practice when addressing any security-related issues. All security personnel and external security contractors receive training in how to respect human rights. Our security and human rights training curriculum, developed jointly with Anglo American and International Alert, covers all aspects of the Voluntary Principles. It is delivered via e-learning training modules that have been rolled out to all De Beers Group business units. We are currently exploring opportunities to standardise the training curriculum across all Anglo American operations and throughout the value chain.

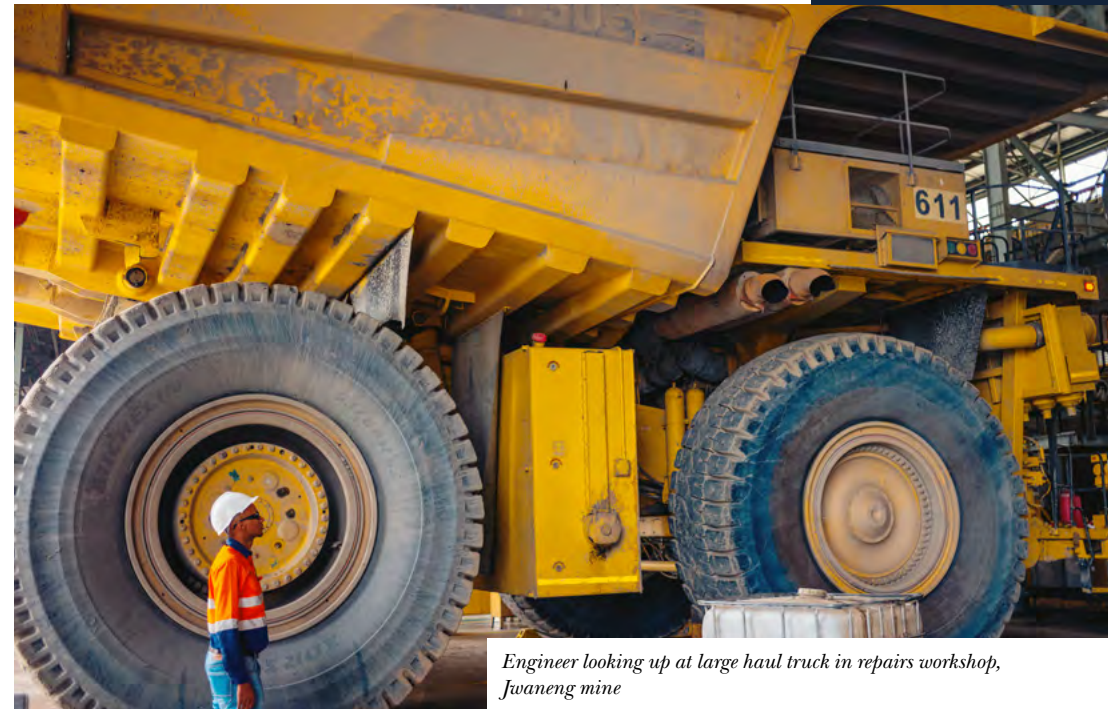
We have paid additional attention to security issues in light of the impacts of the Covid-19 pandemic and taken great care to protect local communities and ensure the smooth running of our operations. We aim to quickly identify any issues as they arise, so we can respond swiftly and manage them appropriately. During 2021, we increased our engagement with security personnel on the ground and implemented protective mechanisms to pre-empt potential risks and minimise disruption.

#### HUMAN RIGHTS RISK MANAGEMENT

During 2021, we reviewed and updated risk assessments at all our mining operations to identify potential human rights-related risks or impacts. Any emerging human rights impacts were investigated further to determine how best to address them.

Our BPP programme includes a dedicated section on human rights. This sets out strict requirements on how each participating entity (more than 2,200 participate throughout the diamond value chain) must identify, mitigate and respond to any human rights issues, risks or concerns within their operations.

During 2021, we adjusted our BPP programme audits to keep both our auditors and participants safe. By introducing a hybrid approach, partly remote and partly onsite, we could minimise interaction and support compliance with working-from-home guidance. We were conscious of potential breaches of human rights due to workforce changes due to Covid-19 restrictions, so we introduced new questions to understand how Sightholders and our own



*Engineer looking up at large haul truck in repairs workshop, Jwaneng mine*

operations were managing the increased risks to human rights. These questions covered issues such as the right to privacy, health surveillance, and respecting employee rights in decision making on pandemic responses.

In line with UK legislation, in July 2021 we published our Modern Slavery Act Statement for the 2020 financial year.

[YOU CAN READ IT HERE.](#)



## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

### HUMAN RIGHTS CONTINUED

#### OUR CONTINUED FOCUS ON RESPONSIBLE SOURCING

We are committed to responsible sourcing and have aligned all our sourcing practices with the OECD's Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, known as 'the OECD Guidance'. Since we are at the beginning of the diamond supply chain, we understand our responsibility for ensuring that our customers, their customers and others further along the value chain can undertake due diligence as far through the chain as possible. By working closely with our Sightholders, we have been able to help them embed consideration of human rights in their everyday operations and support them to address any issues. For more information see Responsible Sourcing.

#### PARTNERING WITH OTHERS TO PROTECT HUMAN RIGHTS

Working in partnership with a range of organisations is central to our approach to protecting human rights. We are very active on the RJC and are represented in its Standards Committee, its SDG taskforce and on its board.

Through our membership of the World Diamond Council (WDC), we are active participants in the Kimberley Process, which brings together industry members, civil society groups and governments to address the issue of conflict diamonds and keep them out of the legitimate supply chain. We continue to engage in dialogue and support constructive discussion to ensure the Kimberley process remains effective and relevant. Feriel Zerouki, Senior Vice-

President, Corporate Affairs at De Beers Group has served as vice-president of the WDC since 2020, and will become the next president of the organisation.

In 2018, we formed a relationship with Shift, a leading centre of expertise on the UN Guiding Principles on Business and Human Rights. We joined Shift's Business Learning Program, and with their support we were able to identify our salient human rights issues. As we recognise the ongoing and increasing importance of human rights, we have recently re-joined the Business Learning Program. Since October 2021, Shift has been providing capacity-building support and undertaking a critical review of a number of key human rights initiatives taking place across De Beers Group. With their support, we will be assessing how we publicly report on our human rights performance, how our adherence and commitments to human rights are incorporated into key policies and programmes such as the BPP and Responsible Sourcing programmes, and re-examining the effectiveness of some of our human rights due diligence processes. Our aim is to ensure we continue to set standards as a human rights leader within the industry.

De Beers Group is also shaping global best practice by formalising and raising standards in the artisanal and small-scale mining (ASM) sector. As part of this, we are helping to develop a credible and fair path to market for responsibly sourced artisanal diamonds. The success of the GemFair initiative in Sierra Leone has demonstrated the potential benefits of this work.



*Employee sorting and analysing rough diamonds, Kimberley*

## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

### HUMAN RIGHTS CONTINUED

*GemFair training*



Our work with the WDC and other international industry associations helps demonstrate the positive impact of diamonds in the face of changing consumer attitudes that are increasingly sensitive to ESG issues. De Beers Group has also been instrumental in ensuring recognition of the industry-wide efforts to complement and support the Kimberley Process, particularly through the WDC's System of Warranties and the assurance that this layer of due diligence provides to consumers.

#### HUMAN RIGHTS TRAINING

A total of 2,854 training hours were devoted to human rights in 2021 across De Beers Group (2020: 2,428). The number of people who received training in human rights policies and procedures in 2021 was 5,766 (2020: 2,332).

#### COMPLIANCE

We identified no operations where the right to exercise freedom of association and collective bargaining had been violated or put at significant risk. Equally, there were no reported incidents of child or forced labour.

We established no significant investment agreements with the potential to directly affect human rights in 2021. The De Beers Group Investment Committee considers all major investment decisions.



OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

# INDIGENOUS COMMUNITIES

*A key issue for De Beers Group is how it engages with and impacts Indigenous communities. Indigenous Peoples' connection to land and waters means they can be particularly impacted by mining, which often occurs in areas tied to their culture and livelihoods. Consultation and participation is critical in ensuring that we understand these potential impacts and also work together to maximise the positive impacts that our operations can have on Indigenous communities.*

For example, during 2021, plans to reroute a winter road to a mine site were cancelled after engagement with Indigenous communities identified the area as having cultural significance to the Indigenous Peoples in the region.

Three of our mines in Canada operate in Indigenous traditional territories. These are in Ontario (Victor mine, currently in its closure phase) and the Northwest Territories (Snap Lake mine, currently in the early stages of closure, and Gahcho Kué mine).

The Social Way, our management system for social performance, guides us in assessing and respecting the rights of Indigenous Peoples. We then look to assure these rights through our Best Practice Principles Assurance programme. De Beers Group remains committed to being stewards of the land, ensuring the environment is protected and communities are informed and consulted on site activities.

Children in Yellowknife, Canada



## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

### INDIGENOUS COMMUNITIES CONTINUED

#### IMPACT BENEFIT AGREEMENTS (IBAs)

Ensuring local Indigenous communities benefit from mining has always been important to us. At each of our Canadian mines we have signed IBAs with Indigenous groups. These agreements provide commitments through which the communities benefit from our operations and impacts are mitigated.

We currently have six IBAs in place at Gahcho Kué mine and four in place at Snap Lake mine.

Although Victor mine closed in 2019, we continue to ensure the commitments of the IBAs are maintained throughout the reclamation and closure process, which is expected to run until 2023. Indigenous companies owned by IBA partners continue to provide important services at Victor mine throughout the closure process.

#### INCLUSIVE PROCUREMENT

We make it a priority, through our Inclusive Procurement Policy, to buy goods and services from Indigenous suppliers. When evaluating bids from prospective suppliers or contractors, our procurement team allocates significant positive weighting to companies that can demonstrate they provide employment and capacity-building for Indigenous Peoples and the local Indigenous businesses. In 2021, over 20 per cent of total procurement spend was in the Northwest Territories.

Wherever possible, we seek to establish long-term contracts. These allow us to work closely with Indigenous suppliers and to identify opportunities for capacity building and development. The Gahcho Kué socio-economic development strategy (SED) aims to build local capacity through the implementation of programmes that promote sustainability in the region. An example of this approach is the award of the contract for camp and catering services to wholly owned Indigenous businesses, explosives supply and services to majority-owned Indigenous business, and most recently the closure services at Snap Lake to a company that is majority owned by an IBA partner.

# 20%

In 2021, over 20 per cent of total procurement spend was in the Northwest Territories



*Toolbox talk, Gahcho Kué mine, Canada*

#### SUPPORTING THE HEALTH AND WELLBEING OF REMOTE COMMUNITIES

As part of our 2030 [Health and Wellbeing](#) goal we have committed to achieve priority SDG3 health targets in all our partner communities. The Building Forever strategy for Canada is based on addressing the two most important human capital characteristics: health and education. The health and wellbeing programme aims to address issues such as gender-based violence, chronic diseases and persons living with disabilities as well as raising awareness around mental health to promote resilience.

The continuing Covid-19 pandemic limited our ability to work within communities during 2021, so we adapted our approach to deliver our programmes virtually where possible. We conducted a virtual mental health workshop focused on building resilience through uncertainty and invited all our partner First

Nations communities to attend. The content was developed in partnership with our Employee Assistance Programme provider and addressed specific challenges like high rates of gender-based violence, depression and suicide to build resilience during challenging times. The workshop was facilitated by a qualified counsellor, and attendees reported that it addressed difficult topics while considering the cultural sensitivity of the region. Following this feedback and the strong response to the session, we are hoping to deliver it face-to-face during 2022.

We had hoped to work closely with youth in the communities to address family planning, difficult relationships and mental health challenges, but school closures during 2021 prevented this. Planning is underway to implement the programme in 2022, prioritising engagement in schools in remote communities.



## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

### INDIGENOUS COMMUNITIES CONTINUED

*Electrical engineering student and STEM scholarship recipient at University of Calgary*



#### TACKLING GENDER-BASED VIOLENCE

In 2021, Anglo American and De Beers Group continued to roll out their wide-ranging programme to tackle gender-based violence in our partner communities and operations. We have worked closely with the NWT Native Women's Association and the NWT Status of Women Council to help communicate our Gender-based Violence Policy via their own forums.

We have also partnered with the NWT Status of Women Council to deliver a programme to help women in the Northwest Territories develop safety plans that are easy to execute if they find themselves in a violent situation requiring immediate exit.

#### PROVIDING OPPORTUNITIES TO WOMEN

Working in collaboration with the Native Women's Association and local government, in 2021 we launched a programme encouraging more women to consider a profession in trades. As part of the programme, women are paired with a mentor at the Gahcho Kué site to job shadow and learn. The planning and funding for the programme development was finalised in 2021, and the successful candidates will start at the Gahcho Kue mine site in Q2 of 2022.

The scholarship programme for women enrolled in STEM subjects was implemented in 2021. Priority for the scholarships is given to Indigenous women and those residing in the Northwest Territories, Nunavut, Northern Ontario and Southern Alberta. Four new recipients were announced in 2021, and since the launch of the programme in 2018, 74 scholarships have been awarded to Canadian women through the programme.

In addition to funding the STEM scholars, we established a new partnership with a local college to offer scholarships for women studying early childhood education. The aim of this programme is to build capacity in remote communities to address a core need for more skills in early childhood education and foster foundational learning.

#### SUPPORTING STUDENTS DURING COVID-19

We continued to support students in remote communities by providing the infrastructure needed for remote learning. In 2020 and 2021, we donated 330 computers to allow students impacted by school closures to adapt to online learning platforms and continue their education. Through continued engagement with stakeholders, it was identified that additional infrastructure is needed to address the digital divide in remote communities that is often a barrier to online learning. The Building Forever plan for 2022 incorporates the implementation of MESH kits to enable internet access in collaboration with the local government and community groups.

#### COMPLIANCE

No violations involving the rights of Indigenous Peoples were recorded in 2021.

## OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

# LAND ACCESS AND RESETTLEMENT

We operate to strict standards and policies to avoid, wherever possible, impacting access rights to land. These policies align with best practice, as defined by the International Finance Corporation (IFC), and are enshrined in the Anglo American Social Way.

*“Sites shall manage the use and development of land in a sustainable manner that minimises impacts on local communities. Sites shall seek to avoid and, when avoidance is not possible, minimise involuntary resettlement by exploring alternative project designs.”*

Anglo American Social Way Policy

We understand the sensitivities and complexities involved, and we do our utmost to avoid the need for resettlement. If resettlement is unavoidable, we follow international best practice at every stage and engage closely with all stakeholders to help restore and improve the livelihoods of those affected.

## ORAPA RESETTLEMENT

We have completed a physical relocation at Orapa in Botswana. During 2021, we continued to work closely with the people impacted by the resettlement and other key

stakeholders to focus on restoring the livelihoods of the households affected, in line with Botswana legislation and best practice as set by IFC PS5.

A key part of our approach to the Orapa resettlement has been a strong focus on stakeholder engagement. This became more difficult during 2021, as Covid-19 restrictions limited our ability to meet people face-to-face. Restrictions eased in September 2021, and our engagement programme resumed immediately.

We have been careful to keep lines of communication open. Our Resettlement Working Group includes representatives from impacted communities, as well as other important stakeholders, such as government ministries. Clear KPIs have been established to track the progress of the resettlement workstreams, including the construction of new homes, payment of compensation and restoration, and improvement of livelihoods. These are monitored collectively by the Resettlement Working Group.

We conducted a socio-economic survey during the year to further understand key impacts to date and to identify emerging impacts. The survey revealed that some farmers were finding the shift from subsistence to commercial farming challenging, and as a result, we will adjust our Livelihood Restoration Programme to help address this challenge. The programme includes a range of training and support initiatives to mitigate the different impacts of resettlement. Participants have access to training in livestock production, syndicate management, ranch management and other courses focused on capability building.

## LAND CLAIMS

We started a land reformation project in July 2021, focusing on the three key pillars of land reform in South Africa: land restitution, land redistribution, and land tenure reform.

The Land Reform Working Group held workshops to review each pillar, noting key issues and considerations. The working group then presented a series of proposals and recommendations to the Project Steering Committee for review. The goal of this work is to develop a position and recommendations on land reform to be approved and adopted by the AASA Management Board.

All our business units in South Africa are impacted by at least one aspect of land reform, as described below.

### Land restitution

The Restitution of Land Rights Act, No 22 of 1994 established the regulatory framework for the restitution of land rights based on qualifying claims submitted between 1994 and 1998. Anglo American entered into a memorandum of understanding with the Commission for Restitution of Land Rights in 2008 to establish a collaborative approach. Anglo American Platinum and De Beers Group are both affected by land claims in South Africa.

### Land redistribution

In line with the Land Redistribution Section 25 (5) of the Constitution, policies have been introduced by the South African Government to guide how land is redistributed and who would benefit. Each Anglo American business unit has made numerous donations of land to communities and municipalities over the years.

### Land tenure reform

The following pieces of legislation are in place to regulate different aspects of land tenure reform: Extension of Security of Tenure Act 62 of 1997, Land Reform (Labour Tenants) Act 3 of 1996, Upgrading of Land Tenure Rights Amendment Act, Prevention of Illegal Eviction and Occupation of Land Act 19 of 1998 and Interim Protection of Informal Rights Act 31 of 1996.

All business units in South Africa are affected by at least one piece of legislation in this area. In addition to legislation, case law is in place and continues to be developed by courts with decisions that have a bearing on Anglo American's business.

For information on the number of land claims on properties owned by De Beers Group, please refer to GRI Index, [page 159](#).

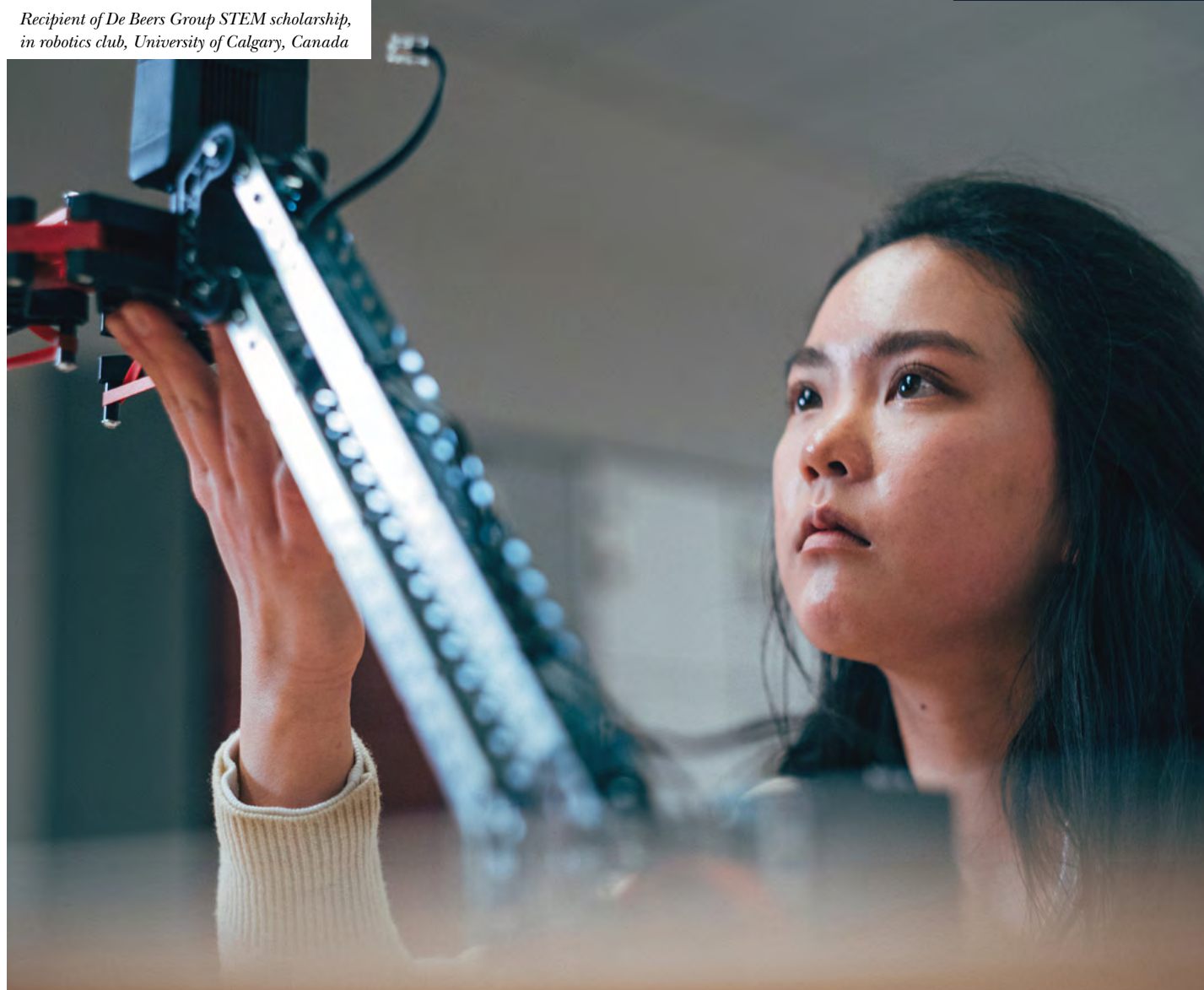


OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

# INCLUSION AND DIVERSITY

At De Beers Group, we promote an inclusive and diverse environment where every colleague is valued and respected for who they are, and has the opportunity to fulfil their potential. We foster inclusive leadership and prize the diversity and unique contribution of every colleague. Colleagues are encouraged to bring their whole selves to work, and we enable this by providing an adaptable, involving, fair and supportive workplace. We view inclusion and diversity as a critical foundation because diverse teams help drive innovation, problem solving and resilience, and inclusion enables this diversity. Please refer to Inclusive Workplace on [page 90](#) for further details.

*Recipient of De Beers Group STEM scholarship,  
in robotics club, University of Calgary, Canada*



OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATIONS

# GROUP STANDARDS AND LEGAL COMPLIANCE

## THE SHE WAY

The [Anglo American SHE \(Safety, Health and Environmental\)](#) Governance Framework defines the roles and responsibilities of all our business units on the journey towards achieving the goals of our sustainable mining plan, maintaining a safe workplace and a healthy environment, and building thriving communities everywhere we work.

The vision, leadership, principles, policies and standards for SHE management are set at a group level. Business units then implement these requirements into business-specific programmes.

Comprehensive group SSD standards and processes are part of our commitment to this Critical Foundation.

## THE SOCIAL WAY

The [Anglo American Social Way](#) is an integrated social performance management system that has been developed in line with international standards. The Social Way requirements apply to the entire lifecycle of our activities from exploration through to project development (concept, pre-feasibility and feasibility stages), construction and commissioning, operation, closure and post-closure.

There are three main elements of the Social Way:

- **The Social Way Policy:** A principles-based, public-facing global policy relevant to all sites and employees.
- **The Social Way Toolkit:** A toolkit that includes all procedures, guidelines and standards required to implement the Social Way Policy.
- **The Social Way Assurance Framework:** A framework through which compliance with the Social Way Policy is assessed annually at site level.

## COMPLIANCE WITH PERMITTING REQUIREMENTS

We comply with all legal and permitting requirements in the regions where we operate.<sup>1</sup> We also proactively anticipate any impacts to our business of new regulations, and work with authorities and stakeholders to ensure fair and practical permit processes.

<sup>1</sup> On 30 June 2021, De Beers Canada pleaded guilty to one count of failing to report annual mercury monitoring results for the G2 station at Victor mine in 2014 as required under the mine's Certificate of Approval. De Beers Canada was fined CAN\$100 plus the victim surcharge, agreed to provide the relevant reports on its website and agreed to make a charitable donation of CAN\$50,000. De Beers Canada was not charged with failing to take samples, monitoring or for polluting the environment.

*Employees in conversation at processing plant*





# ENABLING SUSTAINABILITY

*Building Forever is a critical element of how we'll achieve our purpose: making life brilliant for our people, our customers and the world around us. We have set ambitious goals to accelerate our drive towards our vision of a better tomorrow, and we are working to embed sustainability throughout every aspect of our operations. Utilising key enablers, resources and capabilities from across our organisation will be a crucial part of this journey.*

Employees at De Beers Group's Cape Town office



## ENABLING SUSTAINABILITY

# TECHNOLOGY AND INNOVATION

*Rapid advancements in technology have already brought about fundamental changes in the way we live, work and relate to each other. In the coming years, continued innovation will be crucial in allowing us to evolve and thrive in an increasingly dynamic world; transforming how we mine, process, transport and market our products. Innovative approaches to sustainability and digitalisation will allow us to improve lives and environments around our operations and set new standards within the industry – truly helping us find new ways to ‘make life brilliant’ for all.*

In line with our majority shareholder company Anglo American, we believe mining has a safer, smarter and more sustainable future – and this is what we are working towards. Our focus is on harnessing technology and innovation to support our work on eliminating fatalities, radically improving our productivity and the way we use land, energy and water, and extending the positive impacts of mining to help our communities thrive long beyond the life of any mine – with better health, education and increased levels of employment. We want to embrace the transformative potential of

innovation within our business. To that end, we are exploring ways to apply innovation across three perspectives:

- **Core:** Improving business-as-usual by using technology to improve safety and efficiency.
- **Adjacent:** Applying innovative thinking to fundamentally rethink ways of working and operations.
- **Transformational:** Enabling exploration of pioneering applications for technology and innovation.

Our innovation journey will seek to harness the enormous potential of technology in and around our mining operations. Anglo American calls this innovation-led approach FutureSmart Mining. As part of this, there are many initiatives underway to explore how technology can help us address key challenges. Some of these projects are included in P101, Anglo American's breakthrough asset productivity programme, focused on achieving and redefining industry-leading performance to deliver maximum value from our operations.



*Engineer working on AUV's (Autonomous underwater vehicle), Cape Town Marine Operations*



## ENABLING SUSTAINABILITY

## TECHNOLOGY AND INNOVATION CONTINUED



Engineering working on machinery  
in Paarden Eiland Marine workshop,  
Cape Town Marine Operations

### IGNITE – FINDING NEW WAYS TO DELIVER OUR STRATEGIC GOALS

As we evolve and grow our business to achieve our strategic goals, there are new challenges to overcome and opportunities to grasp. Some of these can be solved by repositioning products or optimising processes, but some require a totally new approach. This requires a mindset that challenges the status quo and embraces new and diverse ways of thinking.

The research and technologies teams within De Beers Group's core innovation team, Ignite, have a deep understanding of diamond material properties and the technologies and processes that can be applied to extract, sort and cut diamonds.

However, the principles and toolkits the Ignite team has developed can also be used to overcome challenges by inspiring fresh thinking and introducing new approaches to problem solving; uniquely positioned to connect teams and individuals from different disciplines and geographies to deliver mutually beneficial solutions and alternative applications to overcome challenges.

### CREATING NEW CONSUMER EXPERIENCES

The way consumers discover, connect with, and consume our products is changing – from how we market and sell our rough and polished stones, to the technologies we develop to support the global diamond value chain – B2B and B2C interactions are evolving at an unprecedented rate. The rise of a generation of sustainability conscious, digitally-savvy consumers is transforming how luxury is defined. The processes and technologies that are needed to meet consumer expectations are increasingly complex and require more global and cross-sector collaboration than ever before.

We are rising to this challenge by using technology to develop enhanced digital experiences for customers. In 2021, we launched a virtual 'Home of Diamonds' experience, offering personal video appointments with our experts. And in 2022, we will pilot a virtual try-on experience. For more information, see [page 40](#).

Our consumers' growing focus on sustainability has also led to increased scrutiny on the provenance of their diamonds. At De Beers Group, we are committed to developing technology to give consumers confidence that their diamonds are responsibly sourced and that they deliver a positive impact on the people and places where they are discovered. For more information see Provenance, [page 40](#).

### NEW APPROACHES TO SAFETY

Technology has a clear capacity to improve safety on mine sites in many ways. We are exploring applications for automation and remote control of machinery, which could take people out of dangerous areas with heavy machinery and moving equipment. Another area of focus is deploying advanced technology in our vehicles, including auto-braking and collision-avoidance features like those seen in some cars. In 2021, we completed the first phase of rolling out advanced driver-assistance systems, and we are now looking to roll out the technology to more of our vehicles. Predictive maintenance software is also helping us avoid machinery breakdowns before they occur, improving safety.

*"Innovation is not always about inventing, but it is about fresh thinking."*

**Charlotte Johns**

Ideation Coordinator

## ENABLING SUSTAINABILITY

## TECHNOLOGY AND INNOVATION CONTINUED

**REDUCING OUR ENVIRONMENTAL FOOTPRINT**

The ‘sustainability awakening’ is set to be a defining movement of our era. Corporations big and small will need innovative, results-focused strategies to reduce their environmental footprints. Fresh thinking and new technologies can help us identify opportunities to transform our mining processes and make them more efficient and less impactful, but also to embed new circular principles in how we work, what we use and what we produce. For more information on how we are applying circular principles to reduce waste, see Waste management and pollution prevention, [page 113](#).

Technology and innovation will be a critical tool in our journey to become carbon neutral by 2030. Already, we have been able to reduce fuel consumption, and therefore emissions, across our sites. We are also exploring ways to use technology to lower the environmental footprint of the extraction process, and new mining techniques to make smaller diamond mines more viable.

**UPSKILLING OUR EMPLOYEES AND COMMUNITIES**

To support both our own employees and people in our producer country communities to prepare for new and evolving roles, we need to make sure they have the skills to thrive in tomorrow’s more digitalised workplace. By [2022, 48 per cent](#) of the workforce across the mining industry will need some sort of reskilling or digital literacy. With this in mind, we have launched a long-term training programme to improve the digital literacy of our employees, and we will look to roll out programmes to communities where we operate to upskill local people. Our goal is to create better jobs with better future opportunities. We are especially focused on helping children view technology as a potential future career path, because they will be the data analysts and engineers of tomorrow.

**CREATING A CULTURE OF INNOVATION**

We aim to create a culture of technology and innovation at De Beers Group. This involves building the confidence and competence of our people to manage change, adjust their behaviours and adapt to the new tools available to us. We are working hard to strengthen the technological readiness of our workforce. Our employees can access digital training resources on our online learning platform. We have also launched an innovation community space where our people can share insights and collaborate.



*Engineering working on machinery at De Beers Group technology, Johannesburg*



## ENABLING SUSTAINABILITY

# PARTNERSHIPS AND GOVERNMENT RELATIONS

*Partnerships are the cornerstone of our business. They are the foundation for our relationships with governments and communities in the countries where we operate. By working in partnership, we strive to maximise the economic and social benefits from diamonds and leave a positive, lasting impact long after we've recovered our last diamond.*

We have a proud history of successful partnerships that span many decades. In Botswana and Namibia, our mining and sorting businesses are 50-50 joint-venture partnerships with the countries' respective governments. In South Africa, we partner with Ponahalo Holdings, a broad-based Black economic empowerment entity. And in Canada, Mountain Province Diamonds is our joint-venture partner in Gahcho Kué, which opened in 2016.

At a local level, we partner with the communities around our mines to ensure they benefit from diamond mining and build strong local economies. We have formal agreements in place that set out how we work together. In Canada, these are called IBAs, and in South Africa they are Social and Labour Plans. We also work to our own robust standards and guidelines.

In 2021, Namdeb – our mining joint venture with the Government of the Republic of Namibia – announced a long-term plan to extend the life of mine for the land-based operations in Namibia. Under the new business plan, the life of mine has been extended by up to 20 years, in a positive outcome for the Namibian economy, our employees, community partners and the wider diamond industry. We have also recently extended our existing agreement with the Government of the Republic of Botswana for the sale of rough diamonds from Debswana, our mining joint venture, allowing more time to negotiate the renewal of the contract.

*“Mining remains the backbone of our economy and is one of the largest employment sectors within our country. Government understood the fundamental impact of what the Namdeb mine closure at the end of 2022 would have had on Namibia. Therefore, it was imperative to safeguard this operation for the benefit of sustaining the life of mine for both the national economy as well as preserving employment for our people and the livelihoods of families that depend on it.”*

**Hon. Tom Alweendo**

Minister of Mines and Energy for the Government of the Republic of Namibia



Two Namdeb employees at conveyor belt in processing plant, Orange River mine

## ENABLING SUSTAINABILITY

## PARTNERSHIPS AND GOVERNMENT RELATIONS CONTINUED

## OUR FLAGSHIP PARTNERSHIPS

Partnerships also underpin our activities across the four pillars of our Building Forever sustainability framework. They are crucial to delivering our projects and achieving our goals and objectives. We have formed a number of flagship partnerships to drive positive change in areas where we believe we can make a real difference.

During 2021, we launched a strategic partnership with National Geographic to help protect the source waters of the Okavango

Delta. The unique ‘Okavango Eternal’ partnership will help protect endangered species, ensure water and food security for more than one million people and provide livelihood opportunities for 10,000 people.

In March 2021, we announced an extension of our partnership with UN Women to progress gender equality in our own organisation, in our producer country communities, and in society more widely. Another partnership designed to accelerate equal opportunity is that we have with WomEng in our producer partner countries.

*Employees at Yobuningi Development Ltd, a business specialising in custom-made cupboards and benchtops, which has been supported by the De Beers Zimele enterprise development programme in South Africa*



Through workshops, exhibitions and innovation challenges, we are working with the award-winning organisation to develop the next generation of highly-skilled women for the engineering and technology industries. For more details see Women in Business and Technology, [page 96](#).

In 2021, our GemFair initiative to help formalise the artisanal and small-scale diamond mining (ASM) sector extended a memorandum of understanding with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the Mano River Union (MRU). Under the agreement, GemFair will continue to deliver a capacity-building programme to enhance practices in the ASM sector in the MRU member countries of Sierra Leone, Liberia, Guinea and Ivory Coast. The programme provides training in mine site health and safety, environmental management, ethical sourcing standards and diamond valuation. Participants include miners, government officials and civil society activists, and GemFair's role is to design and deliver the training. For more details, please refer to Artisanal Mining, [page 45](#).

As part of our commitment to partnering for thriving communities, we support programmes to enable sustainable economic growth in the communities where we operate. Zimele in South Africa, Tokafala in Botswana, and the Stanford Seed Transformation Programme in South

Africa, Namibia and Botswana are all long-standing programmes that each operate a range of projects. We have also established a partnership with the International Youth Foundation in South Africa that focuses on providing youth in Venetia mine's partner communities with improved access to the type of skills that they will need to secure employment or establish businesses. Namdeb is partnering with OMDis and OMD2030 to support the transformation of Oranjemund in Namibia into a model sustainable town with a promising future beyond mining.

Our partnership approach extends to our work with global stakeholders, both within and outside the diamond industry. We take part in a wide range of economic, environmental and social charters, and principles and initiatives that address crucial global challenges such as gender equality, human rights, biodiversity and anti-corruption. We recognise that these issues can only be solved through collaboration, and we are committed to playing our part. See GRI Index on [page 159](#) for a full list of initiatives we are part of.



## ENABLING SUSTAINABILITY

# INDUSTRIAL RELATIONS

*Our approach to industrial relations is guided by International Labour Organization conventions, covering areas including employment, forced labour and child labour. We are also guided by our Code of Conduct, our Human Rights Policy and our Best Practice Principles Assurance Programme (BPP programme), which set out the high labour standards and conditions we expect not only in our own operations but across our value chain.*

Trade union participation is high at our African mining operations, for example 78 per cent of employees working for De Beers Consolidated Mines are covered by collective bargaining agreements. Collective bargaining is regulated by national labour laws in each country and agreed by each of our individual business units with their local mineworkers' union. In South Africa, for example, it is regulated by the Labour Relations Act and by separate collective agreements between the National Union of Mineworkers and our in-country units.

Typically, we negotiate agreements annually, but often for up to three years. These tend to cover areas such as wages, housing or accommodation allowances, holiday allowances and medical-aid schemes.

Almost half of the direct employees at our African operations are covered by collective bargaining agreements. Local labour courts, or other statutory bodies, adjudicate any disputes or alleged violations relating to labour rights, which are kept on public record.

During 2021, our approach to industrial relations continued to be dominated by Covid-19 and our response to it. We worked closely with unions and our employees to navigate the different restrictions in place and their impact on our workforce. In particular, we focused on supporting the government vaccine programmes in Botswana and Namibia as well as the gem and jewellery industry's response to the second wave of the virus in India.

Employees leaving toolbox meeting, Jwaneng mine



Although the restrictions did limit our ability to engage on some of our priority topics, we continued to roll out our new Gender-based Violence Policy across sites. This included implementing a more robust approach to whistleblowing and providing a platform for employees to exercise their rights without fear of retribution.

Towards the end of 2021, vaccination rates among our employees were still lower than they needed to be to keep our workforce as safe as possible. After consultation with employees, we decided not to implement a vaccine mandate, but we will continue to encourage all our employees to get vaccinated as soon as possible. We will also support the national vaccine programmes in the countries where we operate.

## RELATIONSHIPS WITH UNIONS

There were no industrial disputes or instances of industrial action during 2021.

We will continue to work with unions across southern Africa to support them in capacity building and enabling a shift towards needs-based industrial relations. We expect our engagement with unions to increase as we return to face-to-face meetings.

## COMPLIANCE

We identified no instances where employees' rights to exercise freedom of association and collective bargaining had been violated or were at significant risk during 2021.

## ENABLING SUSTAINABILITY

# TRANSPARENCY

**REPORTING AND DISCLOSURE**

De Beers Group has a long history of publicly disclosing our financial and non-financial performance. We published our first 'Report to Society' in 2007 and have continued to report annually on our ESG performance ever since, in line with the best practice guidelines set out by the Global Reporting Initiative (GRI). Anglo American and De Beers Group have also been among the first to publish OECD data in our reporting.

In addition to publishing our financial performance (at the end of each half year), since 2016 we have published sales figures for each of the 10 rough diamond sales cycles (comprising 'Sight' sales and auction sales) that take place each year. We also publish quarterly reports on our rough diamond production across the Group. By doing this, we ensure transparency around our financial performance, reducing speculation and helping to boost confidence in the diamond sector. It also gives our stakeholders additional information on top of our quarterly reporting of diamond production from our mining operations.

Our GRI Index, which signposts stakeholders to our reporting on ESG issues, can be found at the end of this report, [page 159](#).

**TAX TRANSPARENCY**

De Beers Group strongly supports tax transparency. Demonstrating our economic contribution to partner countries and communities through tax is key to building trust with stakeholders and supporting our licence to operate. Total taxes and royalties borne by De Beers Group in 2021 was US\$547 million.

We were early supporters of the Extractive Industries Transparency Initiative, and we remain an active participant via Anglo American. We voluntarily make information publicly available about our tax payments through [Anglo American's Annual Tax and Economic Contribution Report](#).

We aim to be a role model in tax transparency, and we were proud to be awarded 100 per cent on the topic by Dow Jones in 2021. Also during 2021, we became a member of the European Business Tax Forum, an organisation dedicated to raising the standards of the public tax debate. We are also signatories to the B-Team principles on tax transparency. In line with our commitment to transparency, we are seeking to enhance the tax reporting of our subsidiaries and joint ventures, and to that end, we will be disclosing additional tax information on [www.dtc.com](http://www.dtc.com).





## ENABLING SUSTAINABILITY TRANSPARENCY CONTINUED



*Employee sorting through rough diamonds with loupe, GSS Botswana*

### ANGLO AMERICAN TAX REPORT

Anglo American published its eighth annual Tax and Economic Contribution report earlier in 2022. It is recognised as a leading example of how to report on the contribution of mining companies to society. In addition to breaking down the taxes paid globally, it explains the Group's tax contribution at each stage of a mine's lifecycle. It also reports on the Group's socio-economic contribution in each of its operating countries (including Botswana, Namibia, South Africa and Canada).

### TRANSPARENCY OF PROVENANCE

Our commitment to transparency extends to helping shine a light on the provenance of diamonds. As a founding member of the Kimberley Process, we have been instrumental in working to remove conflict diamonds from the global supply chain. We have also pioneered technological solutions, such as our blockchain-backed Tracr platform, which enables diamonds to be identified as they move through the value chain. In 2021, we also launched a new initiative called De Beers Code of Origin, a trusted source programme that provides a unique code for every De Beers Code of Origin diamond, providing a consumer with assurance that it is natural, conflict-free and discovered by De Beers Group. For more information see Provenance, [page 40](#).

### BUILDING ACCOUNTABILITY IN OUR COMMUNITIES

We want to optimise the relationships between our operations, their local communities and wider society, establishing an open and accountable dialogue that leads to greater mutual trust. Under this approach, and informed by Anglo American's Sustainable Mining Plan, we are establishing:

- local community engagement forums in all our mining communities
- national-level SDGs accountability dialogues. We will engage with governments, civil society, academic institutions and other stakeholders, looking at the opportunities and challenges presented by the UN SDG framework.

By engaging constructively with local communities, we hope to maintain a high-quality dialogue that increases recognition of the benefits responsible mining can bring. This, in turn, we hope will enable a mutually beneficial working relationship between our mines and society and create an ethical value chain that reinforces human rights and environmental stewardship.

### OUR INDUSTRY ASSOCIATION MEMBERSHIPS

Industry associations are an important way for De Beers Group to amplify its voice in policy advocacy and broader sustainability issues and have the potential to add real value to our government relations and other stakeholder engagement. We belong to a wide range of associations where we believe our involvement brings value to our business as well as the interests of our stakeholders. Each of these associations is different. Some promote best practice within a certain sector, while others represent a sector's interest to government, policymakers and other stakeholders.

Through Anglo American, we publish annual information about the industry associations we belong to and the financial contributions we make to these associations. We are committed to being transparent about our political engagement and prohibit political donations, either directly or through third parties, including industry associations. In this respect, we do not favour any political party, group or individual and expect the industry associations of which we are a member to do the same.

# APPENDIX



*School girl in music class at Bathoen House Primary School, Orapa*

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# MATERIALITY

*Our most recent materiality assessment was carried out in 2019.  
The assessment identified the economic, social, and environmental  
topics that are important to our business and our stakeholders.*

We are planning to conduct a new materiality assessment this year which will consider the evolving nature of the 2021 GRI Standards, the principle of double materiality and inward/outward impact assessment. We have already selected an external provider to help us with the 2022 materiality process.

To better demonstrate and communicate how our material topics link to our Building Forever framework, we have mapped each one against the different elements of our Building Forever framework. This year we report performance against the Building Forever framework, rather than on a material topic-by-topic basis, as we have done in our previous report. Consolidating material topics and communicating through the lens of our key pillars has allowed us to think through the connections between these topics and our impact as a business across the value chain.

Below we present a summary of our 2019 approach and results. We followed a four-stage process.

## OUR MATERIALITY PROCESS

1. IDENTIFY	Develop a long list of relevant topics using desktop research and referencing internal risk logs, peer reports, industry standards, GRI standards and the UN SDGs.
2. ENGAGE	Discuss and rank the topics via interviews and workshops with a broad range of internal and external stakeholders from across our countries of operation, our focus areas and our value chain. Externally we engaged with stakeholders from core markets including Botswana, Namibia, South Africa, China, Hong Kong, India, Canada, USA, UK and Europe. Stakeholders included sustainability experts, academics, NGOs, luxury brand experts and retailers, government, multilateral institutions, trade media and industry/ membership bodies. Internally we conducted online focus groups with Millennial employees from across De Beers Group.
3. CONSOLIDATE	At a workshop with key internal stakeholders, we prioritised and grouped the topics ranked as most important to create a finalised set of material issues.
4. VERIFY	Presented the material topics to the Executive Committee for discussion and sign-off.

The process identified 52 topics, which were aggregated to form a final set of 23 material topics. These are the topics that ranked highest in terms of importance to both external and internal stakeholders. Key updates since our last materiality process:

- We have incorporated ‘Energy security’ (which was previously a standalone topic) into ‘Climate change’ because energy and emissions are so closely interlinked.
- We have changed the title of ‘Diamond pipeline integrity’ to ‘Diamond value chain sustainability’ to better reflect the fact that this is about managing our sustainability impacts across our entire value chain.
- We have changed the title of ‘Partnerships’ to ‘Partnerships and government relations’ to better reflect the fact that our relationships with producer governments are at the heart of our partnership approach.
- We have introduced the concept of the circular economy into our commentary within ‘Waste and pollution prevention’. We will be developing our thinking on this over the coming years and will report further on it in future reporting cycles.
- We added ‘Technology and innovation’ to our list of material topics in 2020 to reflect the growing importance of this topic to our business and our stakeholders.
- We added ‘Ethical value chains – responsible sourcing’ to our list of material topics in 2021. Our approach to sourcing had previously been covered as a sub-topic under both ‘Human rights’ and ‘Diamond value chain sustainability’ but we wanted to provide more detailed information on it due to the increasing importance of the topic to our business and our stakeholders, hence listing it as a standalone material topic in this year’s report.

# BUILDING FOREVER – PERFORMANCE DATA 2019 – 2021

AS AT 31 DECEMBER 2021

## REPORTING PERIOD

Our reporting year runs from 1 January to 31 December 2021.

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*Environmental scientist on plane of land at sunset in  
Orapa Game Park, Botswana*



## APPENDIX

## BUILDING FOREVER ESG DATASHEET 2021

	Unit	2021	2020	2019
<b>SAFETY</b>				
<b>Frequency rates</b>				
Lost time injury frequency rate (LTIFR)	#	<b>0.51</b>	0.58	0.55
Total recordable case frequency rate (TRCFR)	#	<b>1.51</b>	1.59	1.83
<b>EMPLOYEE HEALTH AND WELLBEING</b>				
<b>Occupational health</b>				
Occupational disease cases (level 3-5)	#	<b>0</b>	0	1
Number of people exposed to respirable dust (Category A)	#	<b>85</b>	85	134
Number of people exposed to noise (decibels)	#	<b>3,790</b>	3,624	4,609
Number of people potentially exposed to occupational carcinogens above threshold <sup>1</sup>	#	<b>13</b>	85	134
<b>Absenteeism</b>				
Absenteeism rate	%	<b>1.97</b>	Not reported	Not reported
<b>Employees tested for HIV<sup>2</sup></b>				
Number of employees who know their status RSA (Number of employees tested for HIV status)	#	<b>1,981</b>	1,539	2,311
Number of employees who know their status Botswana (Number of employees tested for HIV status)	#	<b>5,179</b>	4,732	5,019
Number of employees who know their status Namibia (Number of employees tested for HIV status)	#	<b>2,573</b>	1,760	2,548
<b>Percentage of employees who know their HIV status</b>				
Percentage of employees who know their HIV status	%	<b>88</b>	76	90
<b>Number of employees receiving anti-retroviral therapy (ART)</b>				
Employees on anti-retroviral therapy (ART) RSA	#	<b>139</b>	136	131
Employees on anti-retroviral therapy (ART) Botswana	#	<b>815</b>	927	937
Employees on anti-retroviral therapy (ART) Namibia	#	<b>114</b>	123	122
Total number of employees receiving anti-retroviral therapy (ART)	#	<b>1,068</b>	1,097	1,190

	Unit	2021	2020	2019
<b>Number of new cases of HIV among employees in southern Africa</b>				
Number of new HIV cases RSA	#	<b>3</b>	13	7
Number of new HIV cases Botswana	#	<b>145</b>	13	60
Number of new HIV cases Namibia	#	<b>11</b>	6	13
Total new cases of HIV among employees in southern Africa	#	<b>159</b>	32	80
<b>Proportion of workforce with access to free and confidential HIV testing and wellbeing programmes</b>				
Proportion of workforce with access to free and confidential HIV testing and wellbeing programmes	%	<b>100</b>	100	100
<b>Incidence of tuberculosis</b>				
Incidence of tuberculosis cases per 100,000 full-time employees (Group)		<b>74</b>	37	46
<b>ENVIRONMENT</b>				
<b>Environmental incidents by severity<sup>3</sup></b>				
Environmental incidents – Level 1	#	<b>397</b>	168	507
Environmental incidents – Level 2	#	<b>19</b>	48	52
Environmental incidents – Level 3	#	<b>0</b>	0	0
Environmental incidents – Level 4	#	<b>0</b>	0	0
Environmental incidents – Level 5	#	<b>0</b>	0	0
Environmental Incidents – Total Incidents	#	<b>416</b>	216	559
<b>RESPONSIBLE SOURCING</b>				
<b>BPP coverage – people, entities and countries</b>				
Total BPP coverage (Number of people)	#	<b>282,400</b>	349,955	346,349
Total BPP coverage (Number of entities)	#	<b>2,283</b>	2,644	2,718
Total BPP coverage (Number of countries)	#	<b>75</b>	77	77
<b>De Beers Group site visits for the BPP cycle</b>				
Number of De Beers Group site visits	#	<b>10</b>	10	13
<b>Sightholder visits for the BPP cycle</b>				
Number of Sightholder visits for BPP cycle	#	<b>109</b>	103	109

<sup>1</sup> Number only includes carcinogens above a certain threshold

<sup>2</sup> All HIV Aids and TB KPIs do not include DBGSS Botswana and De Beers Exploration Botswana

<sup>3</sup> Environmental incidents for 2020 do not include data from Debswana

## APPENDIX

## BUILDING FOREVER ESG DATASHEET 2021 CONTINUED

	Unit	2021	2020	2019
<b>RESPONSIBLE SOURCING continued</b>				
<b>De Beers Group infringements</b>				
Total number of De Beers Group infringements	#	0	1	5
<b>Sightholder infringements and improvement opportunities<sup>1</sup></b>				
Total number of Sightholder infringements	#	153	64	220
Number of Sightholder major infringements	#	29	9	28
Number of Sightholder minor infringements	#	124	55	192
Number of Sightholder improvement opportunities	#	106	88	143
<b>Sightholder infringements and improvement opportunities by theme<sup>2</sup></b>				
Number of major business infringements	#	14	4	8
Number of minor business infringements	#	24	28	56
<b>Total number of Sightholder business infringements (major and minor)</b>	#	38	32	64
Number of business improvement opportunities	#	35	28	21
Number of major social infringements	#	15	5	20
Number of minor social infringements	#	98	27	127
<b>Total number of Sightholder social infringements (major and minor)</b>	#	113	32	147
Number of social improvement opportunities	#	69	60	120
Total number of major environmental infringements	#	0	0	0
Total number of minor environmental infringements	#	2	0	7
<b>Total number of Sightholder environmental infringements (major and minor)</b>	#	2	0	7
Total number of environmental improvement opportunities	#	2	0	2

	Unit	2021	2020	2019
<b>LIVELIHOODS</b>				
<b>Enterprise development – Tokafala</b>				
Number of businesses that enrolled in Tokafala this year	#	66	174	130
Number of businesses that have enrolled in Tokafala since inception	#	940	874	687
Number of jobs supported through businesses supported by Tokafala this year	#	1,575	1,671	898
Number of jobs supported through businesses supported by Tokafala since inception	#	7,594	5,928	4,257
Percentage of graduate businesses that are female owned this year	%	40	36	55
Percentage of graduate businesses that are female owned since inception	%	43	–	44
<b>Enterprise and supplier development (including Zimele, SEDA, and others)<sup>3</sup></b>				
Number of enterprises supported by Zimele this year	#	164	429	120
Number of enterprises supported since Zimele's foundation in 2009	#	962	798	618
Number of jobs supported by enterprises supported by Zimele this year	#	495	904	475
Number of jobs supported since Zimele's foundation in 2009	#	5,683	5,188	4,447
Percentage of Zimele enterprises that are female owned this year	%	48	36	33
Percentage of enterprises that are female owned since Zimele's foundation in 2009	%	0	0	40

1 – Infringements can be either Major or Minor and indicate where an issue has been identified that does not meet the BPP requirements and Corrective Action is required. Minor Infringements are where Corrective Action can be taken within a reasonably short time period. Major Infringements are imposed for more serious compliance issues and require Corrective Action to be taken within the BPP Cycle. All Corrective Actions are reviewed by SGS, the independent third-party assessor of the BPP programme.

– Improvement Opportunities are not compliance issues but are where issues are recorded to assist the journey of continuous improvement and best practice.

– During the 2020 BPP cycle, significant changes were made to the programme to manage the risks of the Covid-19 pandemic. All audits, interviews with subject matter experts, site tours and third-party assessments took place remotely using video-conferencing tools. This is linked to the lower number of infringements during the 2020 BPP cycle versus other years.

2 No Sightholder 'environment' infringements were reported in 2020 as the environmental section of the workbook was covered in self-assessments but not in the report audit process.

3 Zimele and Tokafala are our Enterprise and Supplier Development programmes; however, they are not directly comparable in terms of number of jobs supported. Tokafala numbers are adjusted for part-time jobs (factor of 0.5 applied to PT jobs), whereas Zimele numbers indicate all jobs supported (supported means created and maintained – those could be either FT or PT, with no factorisation applied). All jobs to date reported to De Beers Group from the Zimele loan funding element are the actual jobs within the business at the time the loan is approved. The majority of jobs are supported through our enterprise and supplier development programmes where businesses are supported with capacity building, training, mentorship and coaching. As we continue to develop and strive to improve the lives of communities where we operate programmes beyond enterprise and supplier development are being introduced including local procurement, skills development, jobs enabled through corporate social development and importantly exploring alternative industries and economic sectors with key partners and stakeholders involved in those industries.



## APPENDIX

## BUILDING FOREVER ESG DATASHEET 2021 CONTINUED

	Unit	2021	2020	2019
<b>CLIMATE CHANGE</b>				
<b>Energy consumption (million gigajoules)</b>				
Energy from electricity purchased	mGJ	<b>3.49</b>	3.23	3.5
Energy from fossil fuels	mGJ	<b>9.83</b>	8.34	10.18
Energy consumption (direct and indirect)	mGJ	<b>13.32</b>	11.57	13.68
<b>GHG emissions (million tonnes of CO<sub>2</sub> equivalent)</b>				
CO <sub>2</sub> from electricity purchased	mt CO <sub>2</sub> eq	<b>0.90</b>	0.86	0.92
CO <sub>2</sub> from fossil fuels	mt CO <sub>2</sub> eq	<b>0.73</b>	0.61	0.75
<b>Sulphur dioxide and nitrogen dioxide emissions</b>				
Total SO <sub>2</sub> emissions from fuel used and processes	tonnes	<b>401.10</b>	392.01	840.52
SO <sub>2</sub> from marine gas oil	tonnes	<b>235.97</b>	251.02	289.03
SO <sub>2</sub> from intermediate fuel oil	tonnes	<b>0</b>	0	363.44
SO <sub>2</sub> from diesel	tonnes	<b>165.13</b>	134.58	173.35
Total NO <sub>2</sub> emissions from fuel use and processes	tonnes	<b>6,935.74</b>	5,653.12	7,280.98
NO <sub>2</sub> from diesel	tonnes	<b>6,935.74</b>	5,652.41	7,280.65
<b>WATER</b>				
<b>Water withdrawal by source</b>				
Total withdrawals for managed operations	megalitres	<b>11,381</b>	9,958	–
Total withdrawals for non-managed operations	megalitres	<b>54,661</b>	48,145	–
Total withdrawals for other managed entities	megalitres	<b>183</b>	178	–
Total withdrawals for total De Beers Group	megalitres	<b>66,225</b>	58,281	–
Surface water withdrawals for managed operations	megalitres	<b>6,567</b>	4,643	–
Surface water withdrawals for non-managed operations	megalitres	<b>10,425</b>	6,707	–
Surface water withdrawals for other managed entities	megalitres	<b>1</b>	2	–
Surface water withdrawals for total De Beers Group	megalitres	<b>16,993</b>	11,352	–
Groundwater withdrawals for managed operations	megalitres	<b>4,814</b>	5,312	–

	Unit	2021	2020	2019
Groundwater withdrawals for non-managed operations	megalitres	<b>23,676</b>	22,008	–
Groundwater withdrawals for other managed entities	megalitres	<b>10</b>	4	–
Groundwater withdrawals for total De Beers Group	megalitres	<b>28,500</b>	27,324	–
Sea water withdrawals for managed operations	megalitres	<b>0</b>	0	–
Sea water withdrawals for non-managed operations	megalitres	<b>19,756</b>	18,398	–
Sea water withdrawals for other managed entities	megalitres	<b>0</b>	0	–
Sea water withdrawals for total De Beers Group	megalitres	<b>19,756</b>	18,398	–
Third party withdrawals for managed operations	megalitres	<b>0</b>	3	–
Third party withdrawals for non-managed operations	megalitres	<b>804</b>	1,032	–
Third party withdrawals for other managed entities	megalitres	<b>172</b>	172	–
Third party withdrawals for total De Beers Group	megalitres	<b>976</b>	1,207	–
<b>Water discharge for managed operations</b>				
Total discharge for managed operations	megalitres	<b>4,903</b>	4,235	–
Groundwater for managed operations	megalitres	<b>311</b>	418	–
Surface water for managed operations	megalitres	<b>4,540</b>	3,813	–
Third party for managed operations	v	<b>53</b>	5	–
<b>Water consumption for managed operations</b>				
Total consumption for managed operations	megalitres	<b>7,193</b>	6,028	–
Entrainment for managed operations	megalitres	<b>3,327</b>	3,080	–
Evaporation for managed operations	megalitres	<b>3,163</b>	2,015	–
Task loss for managed operations	megalitres	<b>704</b>	932	–
<b>Total water consumption and discharge</b>				
Total consumption and discharge for non-managed operations	megalitres	<b>85,893</b>	–	–
Total consumption and discharge for other managed entities	megalitres	<b>n/a</b>	n/a	–
Total consumption and discharge for total De Beers Group	megalitres	<b>97,989</b>	–	–

## APPENDIX

## BUILDING FOREVER ESG DATASHEET 2021 CONTINUED

	Unit	2021	2020	2019
<b>Water reuse and recycling efficiencies</b>				
Total water reuse and recycling efficiencies at managed operations	%	<b>76</b>	75	–
Total water reuse and recycling efficiencies at non-managed operations	%	<b>75</b>	–	–
Total water reuse and recycling efficiencies for total De Beers Group	%	<b>75</b>	–	–
<b>BIODIVERSITY</b>				
<b>Biodiversity plans</b>				
Total mine sites which are required to and have biodiversity management plans in place	%	<b>100</b>	100	100
<b>Land conserved versus land altered (hectares)</b>				
Land altered for mineral extraction activities	HA	<b>40,312</b>	32,943	31,175
Land set aside for conservation (Group and JVs) <sup>1</sup>	HA	<b>194,098</b>	198,499	198,499
<b>INCLUSIVE WORKFORCE</b>				
<b>Women employed and in management positions</b>				
Women employed	%	<b>27.3</b>	26.9	26.3
Women in non-senior management positions	%	<b>33.4</b>	32.2	29.8
Women in senior management positions	%	<b>30.7</b>	30.1	24.2
<b>Women employed and in management positions, by business unit</b>				
Total employees that are women, De Beers Group	%	<b>27.3</b>	26.9	26.3
Total employees that are women, De Beers Canada	%	<b>20.5</b>	20.5	18.2
Total employees that are women, DBCM	%	<b>27.8</b>	23.9	23.8
Total employees that are women, Debswana	%	<b>23.1</b>	22.9	22.3
Total employees that are women, Namdeb	%	<b>21.0</b>	20.3	20.3
Total employees that are women, Debmarine Namibia	%	<b>16.2</b>	14.9	14.2
Total employees that are women, De Beers Marine	%	<b>19.7</b>	19.6	20.8
Total employees that are women, Auctions	%	<b>34.2</b>	46.2	44.2

	Unit	2021	2020	2019
Total employees that are women, De Beers Forevermark	%	<b>51.9</b>	52.0	49.0
Total employees that are women De Beers Group Services	%	<b>44.1</b>	43.1	42.9
Total employees that are women, DTC	%	<b>50.5</b>	50.1	49.1
Total employees that are women, Exploration	%	<b>12.5</b>	39.6	43.2
Total employees that are women, Element 6	%	<b>27.2</b>	27.2	25.9
Total employees that are women, Global Sightholder Sales and Sightholder Sales South Africa	%	<b>52.6</b>	53.3	53.1
Non-senior management employees that are women, De Beers Group	%	<b>33.4</b>	32.2	29.8
Non-senior management employees that are women, De Beers Canada	%	<b>20.6</b>	21.4	25.2
Non-senior management employees that are women, DBCM	%	<b>32.2</b>	29.2	27.0
Non-senior management employees that are women, Debswana	%	<b>27.4</b>	27.0	26.0
Non-senior management employees that are women, Namdeb	%	<b>36.6</b>	34.8	34.8
Non-senior management employees that are women, Debmarine Namibia	%	<b>28.8</b>	31.0	30.7
Non-senior management employees that are women, De Beers Marine	%	<b>19.6</b>	20.7	20.9
Non-senior management employees that are women, Auctions	%	<b>31.6</b>	37.5	33.3
Non-senior management employees that are women, De Beers Forevermark	%	<b>62.0</b>	60.3	53.3
Non-senior management employees that are women, De Beers Group Services	%	<b>38.4</b>	38.8	33.8
Non-senior management employees that are women, DTC	%	<b>40.0</b>	36.8	38.6
Non-senior management employees that are women, Exploration	%	<b>8.7</b>	32.7	36.5
Non-senior management employees that are women, Element 6	%	<b>28.9</b>	29.0	25.6



## APPENDIX

## BUILDING FOREVER ESG DATASHEET 2021 CONTINUED

	Unit	2021	2020	2019
<b>INCLUSIVE WORKFORCE continued</b>				
Non-senior management employees that are women, Global Sightholder Sales and Sightholder Sales South Africa	%	<b>48.5</b>	43.5	43.0
Senior management employees that are women, De Beers Group	%	<b>30.7</b>	30.1	24.2
Senior management employees that are women, De Beers Canada	%	<b>20.0</b>	20.0	0
Senior management employees that are women, DBCM	%	<b>25.0</b>	25.0	25.0
Senior management employees that are women, Debswana	%	<b>12.5</b>	18.8	16.7
Senior management employees that are women, Namdeb	%	<b>0</b>	0	0
Senior management employees that are women, Debmarine Namibia	%	<b>0</b>	0	0
Senior management employees that are women, De Beers Marine	%	<b>0</b>	0	0
Senior management employees that are women, Auctions	%	<b>0</b>	0	0
Senior management employees that are women, De Beers Forevermark	%	<b>50.0</b>	50.0	25.0
Senior management employees that are women, De Beers Group Services	%	<b>47.0</b>	50.0	39.1
Senior management employees that are women, DTC	%	<b>0</b>	0	0
Senior management employees that are women, Exploration	%	<b>22.2</b>	100.0	0
Senior management employees that are women, Element 6	%	<b>40.0</b>	33.3	28.6
Senior management employees that are women, Global Sightholder Sales and Sightholder Sales South Africa	%	<b>40.0</b>	33.3	50.0
<b>Local and historically disadvantaged employees</b>				
South Africa (historically disadvantaged South Africans) among employees	%	<b>87.38</b>	84.7	85.85

	Unit	2021	2020	2019
South Africa (historically disadvantaged South Africans) in non-senior management	%	<b>65.03</b>	60.52	59.39
South Africa (historically disadvantaged South Africans) in senior management	%	<b>52.38</b>	50	47.37
Namibia (historically disadvantaged Namibians) among employees	%	<b>90.87</b>	90.95	90.52
Namibia (historically disadvantaged Namibians) in non-senior management	%	<b>67.34</b>	68.17	66.79
Namibia (historically disadvantaged Namibians) in senior management	%	<b>66.67</b>	66.67	66.67
Botswana (local citizens) among employees	%	<b>99.07</b>	98.4	98.57
Botswana (local citizens) in non-senior management	%	<b>95.9</b>	93.68	93.18
Botswana (local citizens) in senior management	%	<b>81.82</b>	81.82	83.33
<b>Investment in employee training and development</b>				
Total training spend (Group)	USD million	<b>15.6</b>	9.3	19.4
<b>Number of employees receiving training</b>				
Total number of employees who received training (Group) <sup>1</sup>	#	<b>10,096</b>	8,732	10,496
<b>Hours of training delivered</b>				
Total number of hours of training (Group) <sup>2</sup>	#	<b>479,592</b>	581,570	635,238
Average hours of training per year per employee (Group) <sup>3</sup>	#	<b>48</b>	67	61
<b>Workforce by type of employee</b>				
Total workforce <sup>4</sup>	#	<b>19,771</b>	21,615	19,150
Direct employees (Includes permanent employees, those on fixed-term contracts, and trainees)	#	<b>14,339</b>	13,976	14,616
Number of permanent employees	#	<b>12,599</b>	12,744	12,944
Number of fixed-term employees	#	<b>1,517</b>	1,049	1,324
<b>Employees based in Africa</b>				
Proportion of employees based in Africa	%	<b>81.86</b>	81.42	81.27

1,2,3 Footnote: These indicators do not include consistent capture of data from Namdeb and Element Six Ireland sites. Dataset will be reviewed during 2022 and any material changes will be restated.

4 Footnote: Indicator refers to direct employees as well as contractors.

## APPENDIX

## BUILDING FOREVER ESG DATASHEET 2021 CONTINUED

	Unit	2021	2020	2019
<b>INCLUSIVE WORKFORCE continued</b>				
<b>Employees by region</b>				
Africa – permanent	#	10,178	10,363	10,458
Africa – fixed-term employees	#	1,337	837	1078
Asia – permanent	#	364	398	404
Asia – fixed-term employees	#	6	53	70
Europe and Middle East – permanent	#	1,309	1,295	1,341
Europe and Middle East – fixed-term employees	#	119	87	127
North America – permanent	#	748	688	741
North America – fixed-term employees	#	55	72	49
<b>Employees by grade</b>				
Grade 9 UK/GBF2	#	1	1	1
F-Band/Grade 8/GBF3	#	12	13	14
EU-Band/Grade 7/GBF4	#	75	79	80
EL-Band/Grade 6/GBF5	#	385	386	370
DL & DU-Band/Grade 4 & 5 GBF6	#	2,157	2,093	2,069
CU-Band/Grade 3/GBF7	#	2,607	2,478	2,606
CL-Band/Grade 2/GBF8 – GBF10	#	9,102	8,779	9,240
<b>Employee turnover</b>				
Employee turnover (includes resignations, redundancies, retirement, dismissals and completion of fixed-term contracts)	%	9.07	8.11	10.4
Resigned, redundant, retired, contract completed	%	8.41	7.43	9.8
Dismissed	%	0.66	0.68	0.64
<b>Employee turnover by region</b>				
Resigned, redundant, retired, contract completed – Africa	#	958	766	1,055
Resigned, redundant, retired, contract completed – Asia Pacific	#	36	37	31

	Unit	2021	2020	2019
Resigned, redundant, retired, contract completed – Europe	#	116	139	121
Resigned, redundant, retired, contract completed – North America	#	96	97	225
Dismissed – Africa	#	68	65	64
Dismissed – Asia Pacific	#	2	1	8
Dismissed – Europe	#	1	14	8
Dismissed – North America	#	24	15	13
<b>Employee turnover by gender</b>				
Employee turnover data by gender – Male	%	9.41	7.75	9.6
Employee turnover data by gender – Female	%	8.17	9.11	12.68
<b>Union membership</b>				
De Beers Group employees who are members of a union	%	48.39	46.97	49.28
<b>Union membership across African operations</b>				
Employees covered by collective bargaining agreements at DBCM	%	77.80	87.27	81.04
Employees covered by collective bargaining agreements at Debswana	%	79.51	64.76	64.67
Employees covered by collective bargaining agreements at Namdeb (land operations)	%	81.89	71.26	74.82
<b>WASTE</b>				
<b>Waste by type</b>				
Non-hazardous waste to legal landfill	tonnes	5,394	5,563	2,272
Hazardous waste to legal landfill <sup>1</sup>	tonnes	1,609	2,301	1,211
Non-hazardous waste to incineration <sup>2</sup>	tonnes	1,603	1,536	1,152
Hazardous waste to incineration	tonnes	269	227	206
Non-hazardous waste recycled	tonnes	10,950	7,607	0
Hazardous waste recycled	tonnes	7,455	1,688	0

<sup>1</sup> Footnote: Values exclude DTC figures, due to insufficient knowledge of the density for conversion.

<sup>2</sup> Footnote: While ship incineration figures have been included in the non-hazardous waste to incineration category, it is noted that the incinerators are capable of burning sludge as fuel and refinements of the definition of the waste stream in terms of hazardous vs non-hazardous content will be undertaken in 2022.



## APPENDIX

## BUILDING FOREVER ESG DATASHEET 2021 CONTINUED

	Unit	2021	2020	2019
<b>HUMAN RIGHTS</b>				
<b>Human rights training</b>				
Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations	#	2,854	2,428	1,078
Number of people trained	#	5,838	2,332	3,023
<b>Anti-corruption/Business integrity</b>				
Number of business unit and corporate functions subject to full anti-corruption programme internal audits	#	2	7	5
Number of business unit and corporate functions that undertook anti-corruption programme self assessments	#	15	20	17
Number of employees attending face-to-face anti-corruption training workshops	#	11	46	128
Number of employees completing online anti-corruption training	#	739	2,090	2,122
Number of significant incidents of corruption	#	0	0	0
<b>Competition law training</b>				
Number of individuals nominated to complete Competition Law training (Group)	#	655	0	350
Average completion rate (Group)	%	77	0	97
Average pass rate (Group)	%	88	0	94
<b>Whistleblowing investigations</b>				
Investigations into alleged illegalities/ breaches of De Beers Group policies resulting from whistleblowing reports and internal investigations <sup>1</sup>	#	426	311	411
<b>Dismissals as a result of illegalities</b>				
Dismissals as a result of illegalities/breaches	#	92	74	42
<b>ECONOMICS</b>				
<b>Inclusive procurement as a proportion of total spend</b>				
Total procurement spend	USD million	2,386	1,852	2,236
Total inclusive procurement spend	USD million	1,734	1,189	1,457

	Unit	2021	2020	2019
Total inclusive procurement as a proportion of total spend	%	72.66	64.2	65.17
South Africa: Inclusive procurement as a proportion of total spend	%	92.76	97.64	97.01
Botswana (Debswana): Inclusive procurement as a proportion of total spend	%	85.42	80.3	79.85
Namibia: Inclusive procurement as a proportion of total spend	%	38.60	37.45	39.03
Canada: Inclusive procurement as a proportion of total spend	%	65.39	24.52	19.43
<b>Local Sightholders qualifying for the current contract period</b>				
Local Sightholders selected for the current contract period in Botswana	#	21	20	20
Local Sightholders selected for the current contract period in Namibia	#	11	8	9
Local Sightholders selected for the current contract period in South Africa	#	7	6	6
Local Sightholders selected for the current contract period in Canada	#	1	2	2
<b>De Beers Group payments to stakeholders (consolidated accounting basis)</b>				
Partners, joint ventures and suppliers (Group)	USD million	3,900	2,491	3,478
Finance providers (Group)	USD million	21	17	18
Dividends to shareholders (Group)	USD million	9	8	9
Employees (Group)	USD million	615	553	588
<b>Regional breakdown of De Beers Group payments to stakeholders (consolidated accounting basis)</b>				
Africa	USD million	3,638	2,364	3,070
North America	USD million	187	158	408
Asia	USD million	83	16	204
Europe	USD million	764	662	586
Percentage representation of consolidated payments made to stakeholders in Africa	%	77.87	73.93	72.45
<b>De Beers Group taxes and royalties borne</b>				
Total taxes and royalties borne	USD million	547	406	562

<sup>1</sup> The 2020 data for Investigations and Dismissals have been restated as we improved our understanding of the indicator definition and requirements, and the resultant in depth analysis of the data.

## APPENDIX

## BUILDING FOREVER ESG DATASHEET 2021 CONTINUED

	Unit	2021	2020	2019
<b>ECONOMICS continued</b>				
<b>Distribution of diamond revenue</b>				
Value of payments made to stakeholders in North America/Asia/Africa/Europe	USD million	<b>4,671</b>	3,199	4,267
Percentage of these payments made to stakeholders in Africa	%	<b>78</b>	74	72
<b>Beneficiation</b>				
Canada – Sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	<b>0</b>	0	0
Namibia – Sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	<b>229</b>	185	294
South Africa – Sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	<b>320</b>	166	185
Botswana – Sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	<b>788</b>	434	584
Total Sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	<b>1,337</b>	785	1,063
<b>Total Rough diamond sales</b>	USD million	<b>4,884</b>	2,841	3,997
<b>Carats recovered</b>				
Total Canada (DBCI) carats recovered	kct	<b>3,177</b>	3,324	3,900
Total Namibia (Namdeb Holdings) carats recovered	kct	<b>1,467</b>	1,448	1,700
Total Botswana (Debswana) carats recovered	kct	<b>22,326</b>	16,559	23,254
Total South Africa (DBCM) carats recovered	kct	<b>5,306</b>	3,771	1,922
<b>Overall total carats recovered</b>	kct	<b>32,276</b>	25,102	30,776

	Unit	2021	2020	2019
<b>Social investment spend by country</b>				
Social investment spend in Canada	USD million	<b>0.3</b>	0.4	0.5
Social investment spend in Namibia	USD million	<b>11.2</b>	6.5	7.3
Social investment spend in South Africa <sup>1</sup>	USD million	<b>5.7</b>	6.1	6.0
Social investment spend in Botswana	USD million	<b>17.3</b>	19.5	12.7
Social investment spend in Other	USD million	<b>0.5</b>	0.6	0.4
<b>Total social investment spend</b>	USD million	<b>34.9</b>	33.1	26.9
<b>Social investment spend by type of initiative</b>				
Health and welfare	USD million	<b>18.5</b>	21.5	11.6
Education and training	USD million	<b>2.9</b>	2.3	4.9
Sports, arts, culture and heritage	USD million	<b>0.7</b>	0.7	1.4
Institutional capacity development	USD million	<b>1.4</b>	1.3	0.2
Community and infrastructure development projects and small business development	USD million	<b>9.8</b>	5.6	8.1
Other, including emergency relief, housing and environmental	USD million	<b>1.5</b>	1.7	0.7
<b>Total social investment spend</b>	USD million	<b>34.9</b>	33.1	26.9

<sup>1</sup> Venetia mine spent approximately 40 million South African Rand (~US\$2.5 million) in 2021, however due to delayed invoicing by service providers approximately 10.5 million South African Rand (~US\$0.7 million) will reflect in the 2022 report.



# INDEPENDENT ASSURANCE STATEMENT



## TO: THE STAKEHOLDERS OF DE BEERS GROUP

### INTRODUCTION AND OBJECTIVES OF WORK

Bureau Veritas UK Ltd. ('Bureau Veritas') has been engaged by De Beers Group ('De Beers') to provide independent assurance over selected sustainability information reported in the **Building Forever – Performance Data 2019-2021** ('the Performance Data') published as an Appendix in the **Building Forever – Our 2021 Sustainability Report** ('the Report'). This Assurance Statement applies to the related information included within the scope of work described below.

### SCOPE OF WORK

The scope of our work was limited to assurance over performance data and information included in the Performance Data for the reporting period January 1, 2021 to December 31, 2021 (the 'Selected Information').

Our review also included an evaluation of alignment of the reported data and information included in the Report to the requirements of the Global Reporting Initiative ('GRI') Standards 2016 and the corresponding GRI index.

### REPORTING CRITERIA

The Selected Information has been prepared in accordance with internal definitions and reporting guidelines established by De Beers and its parent company, Anglo American Plc ('Anglo American').

### LIMITATIONS AND EXCLUSIONS

Excluded from the scope of our work is verification of the following:

- Data and information on 'number of jobs supported by enterprises supported by Zimele' ([pg.146](#));
- Cumulative data since inception reported for Tokafala (2014) and Zimele (2009) under enterprise development Tokafala & Zimele tables, respectively ([pg.146](#));
- Data and information on 'Total water reuse and recycling efficiencies at non-managed operations' and 'Total water reuse and recycling efficiencies for total De Beers Group' ([pg.148](#)).
- Data and information on 'total training spend (US\$) (Group)' ([pg.149](#)), 'competition law training' ([pg.151](#)) & 'Absenteeism' ([pg.145](#));
- Data and information on 'anti-corruption/ business Integrity', including: 'number of business unit and corporate functions subject to full anti-corruption programme internal audits', 'number of employees attending face-to-face anti-corruption training workshops', number of employees completing online anti-corruption training' and 'number of significant incidents of corruption' ([pg.151](#));
- Financial data included in the Performance Data that is already subject to independent thirdparty audit and opinion. This was relied upon and the verification effort was not repeated. This included: 'De Beers Group payments to stakeholders', 'Regional breakdown of De Beers Group payments to stakeholders', 'Distribution of diamond De Beers Group taxes and royalties borne revenue, 'Beneficiation' ([pg.151-152](#)).
- The appropriateness of the reporting criteria and its boundaries;
- Positional statements (expressions of opinion or belief) and statements of future intention or commitment;
- Content of external websites or documents linked from the Performance Data; and
- Other information included in the Performance Data outside the defined scope.

This limited assurance engagement relies on a risk based selected sample of sustainability data and the associated limitations that this entails. The reliability of the reported data is dependent on the accuracy of data collection and monitoring arrangements at the entity or business unit level which are not addressed as part of this assurance. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

### RESPONSIBILITIES

The preparation and presentation of the Selected Information in the Report are the sole responsibility of the management of De Beers.

Bureau Veritas was not involved in the drafting of the Report. Our responsibilities were to:

- Obtain limited assurance about whether the Selected Information has been prepared in accordance with internationally acceptable definitions of the relevant indicators;
- Form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- Report our conclusions and detailed findings and recommendations to De Beers' management.

## INDEPENDENT ASSURANCE STATEMENT CONTINUED

**ASSESSMENT STANDARD**

We performed our work in accordance with the requirements of the International Standard on Assurance Engagements ('ISAE') 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after December 15, 2015).

Our conclusions are for 'limited' assurance as set out in ISAE 3000.

**SUMMARY OF WORK PERFORMED**

As part of our independent verification, Bureau Veritas undertook the following activities remotely:

1. Conducted interviews with relevant personnel of De Beers at corporate and site level;
2. Examined the data collection and consolidation processes used to compile the Selected Information, including assessing the appropriateness of any assumptions made, the data scope and the reporting boundaries;

3. Reviewing a sample of the Selected Information to the corresponding source documentation;
4. Confirming where relevant the accuracy of information with third parties and/or partner agencies;
5. Assessed the disclosure and presentation of the Selected Information in the Report to ensure consistency with assured information; and
6. Evaluating the alignment of Selected Information with the reporting requirements of the GRI Standards 'core' option level.

The scope of a limited assurance engagement is substantially less than for reasonable assurance both in terms of the risk assessment procedures and in performing the procedures to address the identified risks.

**CONCLUSION**

On the basis of our methodology and activities described above, nothing has come to our attention to indicate that the Selected Information is not fairly stated in all material respects.

**STATEMENT OF INDEPENDENCE, INTEGRITY AND COMPETENCE**

Bureau Veritas is an independent professional services company that specialises in quality, environmental, health, safety and social accountability with over 190 years history. Its assurance team has extensive experience in conducting verification over environmental, social, ethical and health and safety information, systems and processes.

Bureau Veritas operates a certified<sup>1</sup> Quality Management System which complies with the requirements of ISO 9001:2015, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA)<sup>2</sup>, across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour and high ethical standards in their day-to-day business activities.

The assurance team for this work conducted the verification independently and is not involved in any other Bureau Veritas projects with De Beers.

Bureau Veritas UK Ltd.  
London  
30 May 2022

<sup>1</sup> Certificate of Registration available upon request.  
<sup>2</sup> International Federation of Inspection Agencies – Compliance Code – Third Edition



# SUMMARY REPORT FOR DE BEERS GROUP 2021 CYCLE



## ROLE OF SGS IN THE BEST PRACTICE PRINCIPLES PROGRAMME

### APPOINTMENT OF SGS

SGS has been the verification partner for the De Beers Best Practice Principles (BPPs) Assurance Programme since July 2003. After involvement in the development of the programme and initial pilots, SGS has verified compliance against the BPP requirements since they came into full force in 2005. The programme now covers 2283 entities in 75 countries encompassing a range of activities and sizes across the diamond value chain.

SGS is the world's leading independent verification and certification organisation with no commercial interests in the diamond industry. SGS continues to maintain a vigilant system to ensure that no conflicts of interest arise through the provision of additional services to Sightholders, Forevermark Diamantaires, Beneficiation Programme Members or the De Beers Group. This has been supplemented by further safeguards since SGS gained accreditation as a Certification Body for the Responsible Jewellery Council which also has requirements in this regard.

### SCOPE OF WORK AND EVOLUTION OF THE PROGRAMME

The 2021 BPP cycle ran from 1 January to 31 December 2021. Due to the continuing challenges presented by Covid-19, some flexibility was again offered to participants as outlined below, but all aspects of the assurance programme were delivered in full, as usual and on time. Participants of the programme include Sightholders and their applicable contractors, Beneficiation Project Members and all De Beers Group business units, including applicable De Beers Group Contractors which comprises 2283 entities across the diamond value chain.

For 2021, the programme included elevated requirements to incorporate learnings and address risks identified from the Covid-19 pandemic, as well as aligning the non-compliance section of the programme to De Beers own corporate "Building Forever" 2030 goals. This included:

- additional and enhanced requirements in the Employment, Health and Safety and Human Rights sections relating to the risks resulting from the pandemic
- additional questions and supporting guidance relating to Inclusion and Diversity initiatives and Environmental which also included a template for Sightholders to submit their Carbon Footprinting data. Whilst these questions did not impact a Sightholder's overall compliance rating, it offered an opportunity for De Beers to drive best practice in these increasingly important areas.

## SUMMARY REPORT FOR DE BEERS GROUP 2021 CYCLE CONTINUED



The self-assessments were completed against the full workbook including these additions.

Due to the ongoing Covid-19 pandemic, and the related limitations on physical travel and face-to-face interaction, De Beers introduced a risk-based approach to determine which verification visits could be conducted on-site or remotely. This was based on legal requirements, health and safety restrictions and Covid-19 outbreak statistics and was reviewed continuously throughout the cycle. On-site verifications were conducted wherever the safety of the participants and the SGS Auditors could be ensured. Where remote assessments were used, these were conducted using video conferencing tools which allowed for virtual tours of the different entities, document reviews and management interviews. Group worker interviews were completed for manufacturing entities to cover general topics such as Health and Safety. Whilst every effort was taken to replicate an on-site audit as far as possible, individual worker interviews were not included in the remote assessments due to the inability to ensure confidentiality for the workers.

For the 2022 cycle, the scope reverted to cover all BPP requirements both for the self-assessments and the third-party verifications and these were fully reviewed as part of each visit.

The BPP requirements continue to be the leading benchmark across industry, continually raising the bar of ethical and best practice and where the BPP requirements are set at a higher level, this has not been compromised. The decision to allow some remote assessments to be undertaken was taken in recognition that whilst it is crucial that the BPP Programme continued to be implemented as a way to demonstrate compliance against best practice standards even in times of crisis and challenges, there remained some legitimate health and safety issues and concerns that had to be balanced to guarantee the wellbeing of all individuals involved.

The five Beneficiation Project Members (BPM) were again required to submit workbooks, and all BPMs were subject to the full verification of the BPPs following their phased introduction to the programme. Overall, the performance of the BPMs improved again in 2021 with only two Minor Infringements identified across the BPMs. These Beneficiation Project Members are being assisted by De Beers to ensure infringements are closed out as they continue their journey towards best practice.

As in previous years, the online BPP SMART System provides opportunities to utilise areas of commonality. As a benefit to Sightholders who are able to maintain a status of Compliant from the previous cycle, they were able to select an “autofill” option to carry forward their responses from the previous cycle, and to review these and amend where necessary. Further, participants who are already certified to the RJC Code of Practices can upload their RJC certificates to the online system. This facilitates a shorter first party assessment workbook being available to recognise their RJC certification. However, the third-party verification visits continue to assess compliance across all relevant aspects of the BPP Requirements through a risk-based approach, ensuring a deeper verification is undertaken. In addition, Sightholders may elect to integrate RJC certification visits into their BPP programme to streamline their approach to these programmes and avoid audit duplication. In 2021, 33 combined BPP/RJC visits were undertaken covering 23 Sightholders who had elected to become certified, renew their certification, or extend the scope for additional entities or to include provenance claims. For 2021, the RJC expanded the scope of the certifications which could be conducted remotely whilst also providing extensions to the term of certifications of Sightholders who were impacted to allow them to complete the combined audits during the 2021 cycle.



## SUMMARY REPORT FOR DE BEERS GROUP 2021 CYCLE CONTINUED



The scope of work undertaken by SGS as the BPP verifier for the 2021 cycle comprised the following:

- Desktop review of a sample of up to one third of each of the workbooks submitted by Sightholders and their substantial contractors (Tier B), Beneficiation Project Members and De Beers Group entities.
- This desktop review 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 the conclusions by requesting supporting evidence on a random number of questions.
- Verification assessment, either on-site or remotely, on up to 10% of each Sightholder or BPMs declared eligible entities including substantial Tier B entities to independently assess their performance against the BPP requirements through first-hand evaluation of evidence of compliance with the issues concerned.
- Ratings for findings are recommended by the local auditor, but final decisions on the ratings of each finding are made by joint agreement with SGS Central and De Beers teams to ensure consistency of approach across all jurisdictions.

- Provision of information relating to the compliance status of Sightholders' and BPM's entities and details of any significant issues. This information is provided in accordance with the confidentiality requirements imposed by the Ombudsman.
- Ongoing support in explaining local legislative requirements and common issues and challenges.

#### VERIFICATION METHODOLOGY

The verification process is undertaken in three stages:

- In the country of operation, the desktop review of workbooks is undertaken by qualified auditors who also meet the requirements of the RJC certification programme. These are experienced Social Auditors, cross-trained in environmental management and the business elements applicable to companies involved in diamonds and gold and trained on the requirements of the Best Practice Principles.
- Local reviews are then submitted to a central review point and subsequently cross-checked to ensure consistency by country and requirement.
- A sample of up to 10% of each Group's entities is selected centrally for verification assessments to check the effectiveness of the first party assessments and to evaluate at first hand the situation on the ground.

#### DE BEERS GROUP FACILITIES

The De Beers Group participated in the programme by submitting 54 workbooks against their eligible entities within agreed deadlines and received 11 desktop workbook reviews and 10 third-party verifications.

Within the 11 desktop reviews conducted during the cycle, no Material, Major or Minor Infringements were raised. 24 Improvement Opportunities were self-declared across several topics in the Business Practices and Employment sections, recognising the seriousness the Group takes its position as a leader to continuously identify areas of improvement across their business.

The entities selected for visits included three Mining entities, three head offices, two sales operations and two retail stores. The verifications were completed as combined BPP and RJC visits as part of De Beers Group RJC recertification and the recertification for three years was successfully achieved.

The 10 verification assessments undertaken at De Beers Group entities did not identify any material, major or minor breaches. However, two Improvement Opportunities were raised.

In conclusion, no infringements were identified and the Ethical and Sustainable Value Chains Team and De Beers Group entities have been open to all improvement recommendations and responsive to all information requests.

#### SIGHTHOLDERS AND BENEFICIATION PROGRAMME MEMBERS

All entities that are owned or under the management control of Sightholders are required to participate in the full BPP Programme. In addition, substantial contractors – those that derive more than 75% of their revenue from a Sightholder – are required to participate in the Contractor BPP Programme; and all non-substantial contractors must be disclosed on the BPP SMART System and the Sightholder take reasonable endeavours to ensure their compliance with the BPPs.

In addition, Sightholders are required to declare all owned entities and contractors who are manufacturing melee diamonds to enable reviews to be undertaken to cover the BPP Melee Assurance Protocol requirements.

2283 eligible Sightholder entities were declared, and workbooks were submitted within agreed timescales. Where entities are co-located or part of a retail brand, merged workbooks may be submitted, and this resulted in 676 individual workbooks. Of these, 185 workbooks were reviewed for this cycle and rated in accordance with the BPP programme requirements.

In addition, 109 verification visits were completed based on the sampling rules defined above.

## SUMMARY REPORT FOR DE BEERS GROUP 2021 CYCLE CONTINUED



## OVERALL SUMMARY

### DE BEERS GROUP

Policies and procedures are now embedded into normal operations for De Beers Group's facilities and there is a commitment to continuous improvement against both the BPP and RJC requirements.

No Material Breaches were identified during first or third-party assessments. Two Improvement Opportunities were raised where entities could seek to go further in the spirit of continuous improvement.

### SIGHOLDERS

Sightholders had a more mixed performance. A total of 153 infringements were raised during the cycle. 29 of these were Major Infringements, with 14 raised against Business Principles and 15 against Social Requirements. In addition, 106 Improvement Opportunities were identified. Improvement Opportunities do not require a Corrective Action Plan as these are intended to help Sightholders towards continuous improvement or highlight a limited compliance issue where resolution is beyond the ability of the group/entity/facility to resolve. Corrective Actions are required for minor and major infringements, which are reviewed by SGS auditors and closed out when appropriate action, and evidence, have been provided that the risk identified no longer exists.

The number of infringements varies in each cycle depending on the mix of entities selected for visits as part of the sampling process.

In 2021, the number of infringements raised was higher than the previous 2020 cycle but still lower than previous years. This is likely to be attributable to the return to a verification of the full scope as well as the fact that a number of third-party verifications took place on-site, which allowed for individual employee interviews to be conducted and full triangulation by the auditors. This is in contrast to the 2020 cycle, where almost all audits took place remotely due to the challenges presented by the Covid-19 pandemic. A number of Improvement Opportunities were identified across the different requirements for delayed training sessions, emergency drills and document processing. These were largely due to enforced local lockdowns in the Covid-19 pandemic which restricted Sightholders from accessing the facilities.

Sightholders have been asked to provide Corrective Action Plans and evidence of closure for all infringements, in accordance with the usual protocol, and these are reviewed by the local SGS offices. For Major Infringements, the local SGS offices actively follow-up with Sightholders to ensure that these are completed both effectively and efficiently. For Minor Infringements, SGS reviews evidence as it is submitted by Sightholders.

### RECOMMENDATIONS AND FUTURE DEVELOPMENTS

For the 2021 cycle, the programme was updated to reflect lessons learnt from the Covid-19 pandemic in key areas of the BPP requirements with an increased focus on protecting workers rights in time of crisis and unforeseen circumstances. The continual improvement of performance against the BPP Requirements will be further encouraged by escalating infringements from previous cycles which are not being addressed.

As in previous cycles, Sightholders will be able to opt in for combined BPP/RJC verification with the possibility of this leading to a recommendation for RJC Certification.

For the 2022 cycle, a full return to onsite assessment is anticipated which will increase the robustness of the verification and enhance the due diligence.

De Beers have also continued to expand the voluntary section, Corporate Social Investment and Business Impact to align with its Building Forever Framework. In particular, changes have been made to align to two of the goals: Accelerating Equal Opportunity and Protecting the Natural World. These changes resulted in Sightholders being asked to provide information on any initiatives they have in place, and are measuring performance against, on environmental and inclusion and diversity initiatives. In recognition of the importance De Beers is placing on climate change and carbon neutrality, Sightholders have also been asked to report on any Carbon Footprinting efforts, as part of a baseline assessment to understand carbon neutrality across the value chain.

Emma Wilson  
SGS United Kingdom Ltd  
5<sup>th</sup> April 2022  
[www.uk.sgs.com](http://www.uk.sgs.com)

## APPENDIX CONTINUED

# DE BEERS GROUP 2021: GRI INDEX



*Springbok in Jwana Game Park, Botswana*

## GRI INDEX: AN INTRODUCTION

The GRI Standards for sustainability reporting were updated in 2021 and the new set of standards will go in effect in January 2023. They have introduced a number of revised concepts to help strengthen corporate reporting and to help organisations focus their efforts further. There is an increased emphasis on whole value chain impacts (positive and negative) including business relationships, mapping the context in which an organisation operates and clearly demonstrating understanding of factors influencing the business. There is also a renewed emphasis on the concept of due diligence and a more prominent role for human rights disclosures. Generally, the new Standards aim to strengthen transparency across multiple interlinked areas: business purpose, business model, value creation, stakeholder engagement, and sustainability.

2021 was a pivotal year for our Building Forever commitments and our 2030 goals. We continued to broaden our understanding of our key impacts across the entire value chain and have worked with partners to define action across critical areas.

Our 2021 sustainability performance and data disclosure have been prepared in accordance with the Global Reporting Initiative (GRI) Standards: core option. We referred to the principles set out in GRI Standard 101: Foundation 2016 to define the report's content and to guide our efforts in providing information that is accurate, comprehensive and balanced. For the topics of Tax, Water and Occupational Health & Safety we have used the respective 2019 and 2018 Standards.

In preparing this report and in line with the newly launched GRI Standards, we have also sought to evolve our narrative towards reporting against the revised standards in 2023, ahead of a new materiality assessment in 2022. We have clearly outlined the trends and factors shaping our business, and have focused the discussion on key impact areas.

Our GRI Index directs readers to content in this report, on the De Beers Group website, and in the Anglo American plc Group Integrated Annual Report 2021 and Sustainability Report 2021. Together, these sources provide full disclosure on our sustainability approach and performance in 2021.

We engaged Bureau Veritas UK Ltd. ('Bureau Veritas') to undertake an independent, third-party assurance on selected sustainability key performance indicators disclosed within the report. The scope of their assurance covered selected sustainability key performance indicators reported in the Building Forever – Performance Data 2018–2021 ('the Performance Data') published as an Appendix to the De Beers Group Our Material Topics: Progress Report 2021 ('the Report'). The review also included an evaluation of alignment of the reported data and information included in the Report to the requirements of the Global Reporting Initiative ('GRI') Standards 'core' option level and the corresponding GRI index. Bureau Veritas has confirmed that our report meets the requirements of GRI Standards: core option. Their full assurance statement is provided on [pages 153](#) and [154](#).




## APPENDIX

## DE BEERS GROUP 2021: GRI INDEX CONTINUED













## KEY

Under GRI Topic Specific Disclosures, the GRI Standard title has been written IN CAPITALS with the related De Beers Group material topic title in brackets next to it.

There are a few De Beers Group material topics for which there is no corresponding GRI topic. These are labelled 'custom topic' and have been included for completeness, as per GRI Standards guidelines.

 This icon indicates that the hyperlink leads to a website or other online resource.


## GENERAL STANDARD DISCLOSURES







Indicator	Disclosure	Reference, answer, additional information
<b>ORGANISATIONAL PROFILE</b>		
102-1	Name of the organization	De Beers Group
102-2	Activities, brands, products, and services	<a href="#">De Beers Group – About Us</a>  De Beers Group – At a glance, <a href="#">page 7</a> .
102-3	Location of headquarters	London, United Kingdom
102-4	Location of operations	<a href="#">De Beers Group – Our Operations</a>  De Beers Group – At a glance, <a href="#">page 7</a> .
102-5	Ownership and legal form	<a href="#">Group Structure</a> 
102-6	Markets served	<a href="#">De Beers Group – About Us</a>  <a href="#">De Beers Group – Our Operations</a>  <a href="#">How we sell our rough diamonds</a>  <a href="#">Global Sightholder Sales</a> 
102-7	Scale of the organization	<a href="#">De Beers Group – About Us</a>  <a href="#">Group Structure</a>  <a href="#">De Beers Group – Our Operations</a>  <a href="#">2021 Preliminary Financial Results</a>  <a href="#">2021 Production Report for Q4</a>  Partnering for Thriving Communities – Livelihoods – Inclusive Procurement and Returns to producer countries, <a href="#">page 69</a> . Accelerating Equal Opportunity – Inclusive workplace – The changing shape of our workforce, <a href="#">page 94</a> . Data: De Beers Group payments to stakeholders (consolidated accounting basis); Regional breakdown of De Beers Group payments to stakeholders (consolidated accounting basis); Distribution of diamond revenue; Beneficiation; Workforce by type of employee, <a href="#">pages 149 to 152</a> .

Indicator	Disclosure	Reference, answer, additional information
102-8	Information on employees and other workers	Data: Workforce by type of employee; Employees based in Africa; Employees by region; Employees by grade, <a href="#">pages 149 to 150</a> .
102-9	Supply chain	Critical Foundations – Indigenous communities – <a href="#">page 127</a> . In 2021, over 20% of total procurement spend was in the Northwest Territories. Partnering for Thriving Communities – Livelihoods – Inclusive Procurement and Returns to producer countries, <a href="#">page 69</a> . We spent US\$1.7 billion on procuring goods and services from local suppliers in 2021. This was 73% of our total procurement spend (2020: US\$1.2 billion, 64%) across the De Beers Group. In Botswana, the figure was 85% and in South Africa it was 93%. At our Venetia mine in South Africa, for example, inclusive procurement spend increased by 40% in 2021 compared to 2020. Data: Inclusive procurement as a proportion of total spend, <a href="#">page 151</a> .
102-10	Significant changes to the organization and its supply chain	No new mining openings in 2021 and no changes in the Group share capital structure. Three of our mines are at various stages of closure – Victor and Snap Lake mines in Canada, and Voorspoed mine in South Africa. Critical Foundations – Beyond zero – Mine closure and asset transfer, <a href="#">page 116</a> . Leading Ethical Practices Across Industry – Responsible Sourcing – Responsible sourcing within our supply chain – Guiding suppliers on our expectations, <a href="#">page 38</a> . In 2021 we started the roll out of Anglo American's Responsible Sourcing Standard for Suppliers.

## APPENDIX



## DE BEERS GROUP 2021: GRI INDEX CONTINUED

Indicator	Disclosure	Reference, answer, additional information
102-11	Precautionary Principle or approach	<a href="#">De Beers Group Safety, Health and Environmental Policy</a>  De Beers is a signatory to the United Nations Global Compact (UNGC). We support the intent of the Precautionary Principle, but have not expressed a specific commitment in the public domain.
102-12	External initiatives	We participate in many external initiatives including: <ul style="list-style-type: none"> <li>– United Nations Sustainable Development Goals;</li> <li>– United Nations Global Compact (through Anglo American);</li> <li>– Kimberley Process Certification Scheme;</li> <li>– Voluntary Principles on Security and Human Rights</li> <li>– Supporter of the UN Guiding Principles on Business and Human Rights</li> <li>– UN Women, HeforShe Alliance</li> <li>– UN Women, Unstereotype Alliance</li> <li>– Business for Nature Coalition</li> <li>– Convention on Biological Biodiversity's Business and Biodiversity pledge;</li> <li>– Maendeleo Diamond Standards;</li> <li>– OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.</li> </ul>
102-13	Membership of associations	We are members of a number of industry associations including: <ul style="list-style-type: none"> <li>– Natural Diamond Council;</li> <li>– International Council of Mining and Metals;</li> <li>– United Nations Global Compact and the Voluntary Principles on Security and Human Rights (VPSHR)</li> <li>– World Diamond Council;</li> <li>– Responsible Jewellery Council;</li> <li>– Diamonds do Good.</li> </ul> Enabling sustainability – Transparency – Our industry association memberships, <a href="#">page 141</a> .

Indicator	Disclosure	Reference, answer, additional information
<b>STRATEGY</b>		
102-14	Statement from senior decision-maker	CEO Statement – Our answer is “We do”, <a href="#">page 3</a> .
<b>ETHICS &amp; INTEGRITY</b>		
102-16	Values, principles, standards, and norms of behavior	<a href="#">Our Purpose, Values and Ambition</a>  <a href="#">Reporting on our Building Forever Journey/Policies</a>  Building Forever – Our sustainability framework, <a href="#">page 3</a> . Critical Foundations – Leadership and culture, <a href="#">page 121</a> .
102-17	Mechanisms for advice and concerns about ethics	Leading Ethical Practices Across Industry – Responsible sourcing – Our conversation about business integrity gets louder, <a href="#">page 34</a> . <a href="#">De Beers Group Code of Conduct</a>  <a href="#">Anglo American Group Business Integrity Policy</a>  <a href="#">Anglo American and De Beers Group confidential whistleblowing service</a> 
<b>WHISTLEBLOWING</b> YourVoice is our confidential reporting channel, which uses a multilingual platform provided by an independent service provider. In accordance with applicable data privacy laws, YourVoice enables our people and other stakeholders to make confidential and anonymous reports on a wide range of concerns. These include suspected breaches of our Code of Conduct and our company values. Our Whistleblowing Policy and Bullying, Harassment and Victimisation Policy set out our zero-tolerance approach to any retaliation against people raising concerns through YourVoice or any other channel. Data: Whistleblowing investigations <a href="#">page 151</a> AND Dismissals as a result of illegalities, <a href="#">page 151</a> .		
<b>GOVERNANCE</b>		
102-18	Governance structure	<a href="#">De Beers Group Leadership Team</a>  Governance, <a href="#">page 21</a> .

## APPENDIX

## DE BEERS GROUP 2021: GRI INDEX CONTINUED

Indicator	Disclosure	Reference, answer, additional information
<b>STAKEHOLDER ENGAGEMENT</b>		
102-40	A list of stakeholder groups engaged by the organisation	Engaging with our stakeholders, <a href="#">page 22</a> .
102-41	Percentage of total employees covered by collective bargaining agreements	78% of employees working for De Beers Consolidated Mines are covered by collective bargaining agreements. Enabling Sustainability – Industrial relations, <a href="#">page 139</a> . Data: Union membership, <a href="#">page 150</a> AND Union membership across African operations, <a href="#">page 150</a> .
102-42	Identifying and selecting stakeholders	Engaging with our stakeholders, <a href="#">page 22</a> .
102-43	Approach to stakeholder engagement	Engaging with our stakeholders, <a href="#">page 22</a> . We engage with many different stakeholder groups every day across our business. Some of these stakeholders were engaged as part of our most recent materiality process in 2019. We conduct materiality assessments every 2–3 years.
102-44	Key topics and concerns raised	GRI Appendix: Materiality, <a href="#">page 143</a> . We are looking to undertake a new materiality assessment in 2022 and have selected a service provider. Our next report in 2023 will reflect on this updated assessment and will include updated information.
<b>REPORTING PRACTICE</b>		
102-45	Entities included in the consolidated financial statements	All entities within De Beers Group are included in the 2021 consolidated financial statements. Debswana and Namdeb are independently managed companies but these are included due to the strategic and operational alignment of activities across the business. The consolidation method has not changed, and Debswana and the Namibian businesses continue to be incorporated into the Group numbers. <a href="#">De Beers Preliminary financial results</a>  <a href="#">AngloAmerican 2021 Annual Report</a> 

Indicator	Disclosure	Reference, answer, additional information
102-46	Defining report content and topic Boundaries	Enabling sustainability – Transparency – Reporting and Disclosure, <a href="#">page 140</a> . GRI Appendix: Materiality, <a href="#">page 143</a> .
102-47	List of material topics	GRI Appendix: Materiality, <a href="#">page 143</a> .
102-48	Restatements of information	Water: Water Withdrawals, Consumption and Discharges, <a href="#">page 80</a> . Following the disclosure of our data for 2020, we have made adjustments to our withdrawals, consumption and discharges for Venetia mine as a result of classifying withdrawals used to maintain the ecological flows in the off-channel storage dam as a diversion (noting that Venetia mine has not withdrawn water from this dam in many years) – this diversion amounted to a reduction in withdrawals of 1 557 MI for 2020 and 407 MI in 2021. Restatements have been made to the 2020 water indicators for OLD, Namdeb Land and managed entities, primarily as a result of improving the accuracy of the water balances.
102-49	Changes in reporting (in the list of material topics and boundaries)	GRI Appendix: Materiality, <a href="#">page 143</a> .
102-50	Reporting period	Qualitative information and quantitative performance data in this report refers to the calendar year 2021 (1 January to 31 December). Where appropriate, in order for the report to be as up to date as possible at the time of publication, we have also included qualitative information/plans from the first half of 2022.
102-51	Date of most recent previous report	Jun-21
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Email: <a href="mailto:buildingforever@debeersgroup.com">buildingforever@debeersgroup.com</a>
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
102-55	GRI content index	GRI Appendix: GRI Index, <a href="#">page 159</a> .
102-56	External assurance	GRI Appendix: Bureau Veritas Assurance Statement, <a href="#">page 155</a> .



## APPENDIX







## DE BEERS GROUP 2021: GRI INDEX CONTINUED




Indicator	Disclosure	Reference, answer, additional information
<b>TOPIC SPECIFIC DISCLOSURES</b>		
<b>ECONOMIC</b>		
<b>GRI 201: ECONOMIC PERFORMANCE</b>		
103-1	Explanation of the material topic and its boundary	Enabling sustainability – Partnerships and government relations, <a href="#">page 137</a> .
103-2	Components of the management approach	Partnering for Thriving Communities – Livelihoods, <a href="#">page 64</a> .
103-3	Evaluation of the management approach	Enabling sustainability – Transparency, <a href="#">page 140</a> . De Beers Group are not required to publish interim financial reports but the information is available in AngloAmerican's half year financial statements: <a href="#">Anglo American Preliminary Results 2021</a> 
201-1	Direct economic value generated and distributed	<a href="#">Anglo American Integrated Annual Report – pages 76-79</a>  Partnering for Thriving Communities – Livelihoods – Returns to producer countries, <a href="#">page 64</a> . Data: De Beers Group payments to stakeholders (consolidated accounting basis), <a href="#">page 151</a> ; Regional breakdown of De Beers Group payments to stakeholders (consolidated accounting basis), <a href="#">page 151</a> ; Distribution of diamond revenue, <a href="#">page 152</a> ; Beneficiation, <a href="#">page 152</a> .
201-4	Financial assistance received from government	Three De Beers Group business units received financial assistance from governments in 2021: Element Six received US\$538,000 and De Beers UK \$3,556,000 from the UK government in the form of research and development tax credits. Namdeb Holdings received US\$10,552,000 (DB Group share: 50%) in the form of mineral royalty relief. The prescribed statutory royalty rate of 10% was reduced to 5% over a 5 year period from 2021-2025. The grant income reflects the decrease in this rate.
<b>GRI 202: MARKET PRESENCE</b>		
103-1	Explanation of the material topic and its boundary	Partnering for Thriving Communities – Livelihoods, <a href="#">page 64</a> .
103-2	Components of the management approach	
103-3	Evaluation of the management approach	

Indicator	Disclosure	Reference, answer, additional information
202-2	Proportion of senior management hired from the local community	Data: Local and historically disadvantaged employees, <a href="#">page 149</a> ; Employees based in Africa, <a href="#">page 149</a> ; Employees by region, <a href="#">page 150</a> .
MMG4 – EC6	In significant locations of operation, report proportion of the facility's total workforce from the local community	Data: Local and historically disadvantaged employees, <a href="#">page 149</a> ; Employees based in Africa, <a href="#">page 149</a> ; Employees by region, <a href="#">page 150</a> .
<b>GRI 203: INDIRECT ECONOMIC IMPACTS</b>		
103-1	Explanation of the material topic and its boundary	Partnering for Thriving Communities – Livelihoods, <a href="#">page 64</a> .
103-2	Components of the management approach	
103-3	Evaluation of the management approach	
203-1	Infrastructure investments and services supported	Partnering for Thriving Communities – Livelihoods, <a href="#">page 64</a> . Our Critical Foundations – Human rights – Indigenous communities – Supporting students during Covid-19, <a href="#">page 129</a> . Protecting the Natural World – Climate change – Replacing fossil fuels and fossil-fuel based electricity, <a href="#">page 75</a> . Accelerating Equal Opportunity – Women in Business and Technology, <a href="#">page 96</a> . Partnering for Thriving Communities – Skills and education, <a href="#">page 58</a> . Leading Ethical Practices Across Industry – Artisanal mining, <a href="#">page 45</a> . Data: Enterprise development – Tokafala, <a href="#">page 146</a> ; Enterprise development – Zimele, <a href="#">page 146</a> .
203-2	Significant indirect economic impacts	Enabling sustainability – Partnerships and government relations, <a href="#">page 137</a> . Partnering for Thriving Communities – Skills and education, <a href="#">page 58</a> . Partnering for Thriving Communities – Livelihoods, <a href="#">page 64</a> .

## APPENDIX







## DE BEERS GROUP 2021: GRI INDEX CONTINUED




Indicator	Disclosure	Reference, answer, additional information
<b>GRI 204: PROCUREMENT PRACTICES</b>		
103-1	Explanation of the material topic and its boundary	Partnering for Thriving Communities – Livelihoods – Inclusive procurement, <a href="#">page 69</a> .
103-2	Components of the management approach	Anglo American Integrated Annual Report 2021 – Supply Chain, <a href="#">page 49</a> .
103-3	Evaluation of the management approach	<a href="#">Anglo American Sustainability Report 2021 – Responsible supply chain management page 51</a> 
204-1	Proportion of spending on local suppliers	Critical Foundations – Indigenous communities, <a href="#">page 127</a> . Partnering for Thriving Communities – Livelihoods – Inclusive Procurement and Returns to producer countries, <a href="#">page 69</a> . <a href="#">Anglo American Integrated Annual Report 2021 – Creating Value for All Stakeholders, page 12.</a>  <a href="#">Anglo American Sustainability Report 2021 – Responsible supply chain management, page 51 and Socio-economic contribution page 53-54</a>  Data: Inclusive procurement as a proportion of total spend, <a href="#">page 151</a> .
<b>GRI 205: ANTI-CORRUPTION</b>		
103-1	Explanation of the material topic and its boundary	Leading Ethical Practices Across Industry – Responsible sourcing -Our conversation about business integrity gets louder, <a href="#">page 34</a> . Our progress in 2021 – Highlights Enhancing Business Integrity Standards Across the Business <a href="#">page 34</a> .
103-2	Components of the management approach	Leading Ethical Practices Across Industry – Responsible sourcing -Our governing policies – Our Responsible and Ethical Sourcing Policy for Diamond, <a href="#">page 37</a> . <a href="#">De Beers Group Code of Conduct</a>  <a href="#">Anglo American Group Business Integrity Policy</a> 
103-3	Evaluation of the management approach	<a href="#">Anglo American Sustainability Report 2021 – Business conduct, page 52.</a>  Our progress in 2021 – Highlights Enhancing Business Integrity Standards Across the Business <a href="#">page 34</a> .
205-1	Operations assessed for risks related to corruption	Data: Anti-corruption/Business integrity, <a href="#">page 151</a> .

Indicator	Disclosure	Reference, answer, additional information
205-2	Communication and training about anti-corruption policies and procedures	Data: Anti-corruption/Business integrity, <a href="#">page 151</a> .
<b>GRI 206: ANTI-COMPETITIVE BEHAVIOUR</b>		
103-1	Explanation of the material topic and its boundary	<a href="#">De Beers Group Code of Conduct</a>  Our progress in 2021 – Highlights Enhancing Business Integrity Standards Across the Business <a href="#">page 34</a> . Data: Competition law training, <a href="#">page 151</a> .
103-2	Components of the management approach	
103-3	Evaluation of the management approach	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were zero legal actions pending for De Beers Group or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation.
<b>GRI 207: TAX (2019 GRI version)</b>		
103-1/2/3	Management Approach	Enabling Sustainability – Transparency, <a href="#">page 140</a> . <a href="#">Anglo American 2021 Tax and Economic Contribution Report – with particular focus on the GRI Tax Standard on page 11</a> 
207-1	Approach to tax	
207-2	Tax governance, control and risk management	
207-3	Stakeholder engagement and management concerns related to tax	
207-4	Country-by-country reporting	<a href="#">Anglo American 2021 Tax and Economic Contribution Report – pages 19-30</a> 
<b>PARTNERSHIPS AND GOVERNMENT RELATIONS (DE BEERS GROUP CUSTOM TOPIC)</b>		
103-1	Explanation of the material topic and its boundary	Enabling sustainability – Partnerships and government relations, <a href="#">page 137</a> .
103-2	Components of the management approach	
103-3	Evaluation of the management approach	
<b>CONSUMER DEMAND FOR DIAMONDS (DE BEERS GROUP CUSTOM TOPIC)</b>		
103-1	Explanation of the material topic and its boundary	A fast-changing world <a href="#">page 20</a> .
103-2	Components of the management approach	
103-3	Evaluation of the management approach	

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## DE BEERS GROUP 2021: GRI INDEX CONTINUED







Indicator	Disclosure	Reference, answer, additional information
<b>ENVIRONMENTAL</b>		
<b>GRI 302: ENERGY</b>		
103-1	Explanation of the material topic and its boundary	Protecting the Natural World – Climate change, <a href="#">page 72</a> . COP 26 – reflections and next steps with Kirsten Hund, Head of Carbon Neutralit, <a href="#">page 17</a> .
103-2	Components of the management approach	<a href="#">De Beers Group Safety, Health and Environmental (SHE) Policy</a> 
103-3	Evaluation of the management approach	Protecting the Natural World – Climate change, <a href="#">page 72</a> . <a href="#">Anglo American 2021 Sustainability Report – Tackling climate change page 23-31</a> 
302-1	Energy consumption within the organisation	Data: Energy consumption (million gigajoules), <a href="#">page 147</a> .
302-4	Reduction of energy consumption	Protecting the Natural World – Climate change, <a href="#">page 72</a> . <a href="#">Anglo American Sustainability Report 2021 – Our Decarbonisation journey pages 24-28</a> 
<b>GRI 303: WATER (2018 GRI version)</b>		
103-1	Explanation of the material topic and its boundary	Protecting the Natural World – Water, <a href="#">page 78</a> .
103-2	Components of the management approach	<a href="#">Anglo American Group Water Policy</a>  <a href="#">De Beers Group Safety, Health and Environmental (SHE) Policy</a> 
103-3	Evaluation of the management approach	Protecting the Natural World – Water, <a href="#">page 78</a> . In 2021, we also completed the final stage of our work restating historical withdrawal data using consistent International Council on Mining and Metals (ICMM) definitions. We restated withdrawal data for the years 2016 to 2019, both for managed and non-managed operations. This means we can now report withdrawals, consumption, discharges and efficiencies in a consistent way across our business. <a href="#">Anglo American 2021 Sustainability Report – Water – Accuracy of water balances page 38</a> 









Indicator	Disclosure	Reference, answer, additional information
303-1	Interactions with water as a shared resource	Protecting the Natural World – Water – Reviewing our 2030 water targets, <a href="#">page 79</a> . Protecting the Natural World – Water – Our water stewardship projects – Protecting the source waters of the Okavango Delt, <a href="#">page 81</a> . <a href="#">Anglo American 2021 Sustainability Report – Water – Engagement with stakeholders page 38</a> 
303-3	Water withdrawal by source	Protecting the Natural World – Water – Water withdrawal, <a href="#">page 80</a> . Data: Water withdrawal by source, <a href="#">page 147</a> .
303-4	Water discharge	Protecting the Natural World – Water – Water consumption and discharges, <a href="#">page 80</a> . Data: Water discharge for Managed Operations <a href="#">page 147</a> , AND Total water consumption and discharge, <a href="#">pages 147-148</a> .
303-5	Water consumption	Protecting the Natural World – Water – Water consumption and discharges, <a href="#">page 80</a> . Data: Water discharge for Managed Operations, Water consumption for Managed Operations, <a href="#">pages 147-148</a> , AND Total water consumption and discharge <a href="#">pages 147-148</a> .
<b>GRI 304: BIODIVERSITY</b>		
103-1	Explanation of the material topic and its boundary	Protecting the Natural World – Biodiversity, <a href="#">page 82</a> .
103-2	Components of the management approach	Protecting the Natural World – Our approach to protecting biodiversity, <a href="#">page 83</a> . <a href="#">Anglo American Biodiversity Standard – Anglo American 2021 Sustainability Report page 37</a>  <a href="#">De Beers Group Safety, Health and Environmental (SHE) Policy</a> 
103-3	Evaluation of the management approach	Protecting the Natural World – Our approach to protecting biodiversity, <a href="#">page 83</a> . <a href="#">Anglo American Biodiversity – Anglo American 2021 Sustainability Report page 37</a> 
304-2	Significant impacts of activities, products, and services on biodiversity	Protecting the Natural World – Biodiversity, <a href="#">page 82</a> .



## APPENDIX

## DE BEERS GROUP 2021: GRI INDEX CONTINUED

Indicator	Disclosure	Reference, answer, additional information
304-3	Habitats protected or restored	Protecting the Natural World – Biodiversity, <a href="#">page 82</a> . Critical Foundations – Responsible mine closure and transition, <a href="#">page 116</a> . <a href="#">Anglo American Biodiversity – Anglo American 2021 Sustainability Report page 37</a>  Critical Foundations - Responsible mine closure and transition, <a href="#">page 116</a> .
MM1	Amount of land (owned or leased, and managed for production activities or extractive use) disturbed or rehabilitated	Critical Foundations - Responsible mine closure and transition, <a href="#">page 116</a> . Data: Land conserved versus land altered (hectares), <a href="#">page 148</a> .
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	Data: Biodiversity plans, <a href="#">page 148</a> .
<b>GRI 305: EMISSIONS</b>		
103-1	Explanation of the material topic and its boundary	Protecting the Natural World – Climate change, <a href="#">page 72</a> . COP 26 – reflections and next steps with Kirsten Hund, Head of Carbon Neutrality, <a href="#">page 17</a> .
103-2	Components of the management approach	<a href="#">De Beers Group Safety, Health and Environmental (SHE) Policy</a> 
103-3	Evaluation of the management approach	Protecting the Natural World – Climate change, <a href="#">page 72</a> . <a href="#">Anglo American 2021 Sustainability Report – Tackling climate change page 23-31</a> 
305-1	Direct (Scope 1) GHG emissions	Protecting the Natural World – Climate change, <a href="#">page 72</a> . <a href="#">Anglo American 2021 Sustainability Report – Tackling climate change page – Climate change performance page 29</a>  <a href="#">Anglo American 2021 Sustainability Report – Basis for the preparation of key sustainability data page 73</a>  <a href="#">Anglo American 2021 Sustainability Report – 2021 Data page 75</a>  Data: GHG emissions (million tonnes of CO <sub>2</sub> equivalent), <a href="#">page 147</a> .

Indicator	Disclosure	Reference, answer, additional information
305-2	Energy indirect (Scope 2) GHG emissions	Protecting the Natural World – Climate change, <a href="#">page 72</a> . <a href="#">Anglo American 2021 Sustainability Report – Tackling climate change page – Climate change performance page 29</a>  <a href="#">Anglo American 2021 Sustainability Report – Basis for the preparation of key sustainability data page 73</a>  <a href="#">Anglo American 2021 Sustainability Report – 2021 Data page 75</a>  Data: GHG emissions (million tonnes of CO <sub>2</sub> equivalent), <a href="#">page 147</a> . The GHG Protocol Scope 2 guidance revision to location-based and market-based reporting is not current practice in Anglo American plc, and therefore in De Beers Group. Our reporting is based on only location-based emissions equivalents but we are currently assessing the change.
305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	<a href="#">Anglo American 2021 Sustainability Report – Air quality page 42</a> Data: Sulphur dioxide and nitrogen dioxide emissions, <a href="#">page 147</a> .
<b>GRI 306: EFFLUENTS AND WASTE</b>		
103-1	Explanation of the material topic and its boundary	Critical Foundations – Waste management & pollution prevention, <a href="#">page 113</a> .
103-2	Components of the management approach	<a href="#">De Beers Group Safety, Health and Environmental (SHE) Policy</a>  <a href="#">Anglo American 2021 Sustainability Report – Mineral residue (tailings) management page 22</a>  <a href="#">Anglo American 2021 Sustainability Report – Circular economy – Materials stewardship and physical waste management page 41</a> 
103-3	Evaluation of the management approach	Critical Foundations – Waste management & pollution prevention, <a href="#">page 113</a> . <a href="#">Anglo American 2021 Sustainability Report – Mineral residue (tailings) management page 22</a>  <a href="#">Anglo American 2021 Sustainability Report – Circular economy – Materials stewardship and physical waste management page 41</a> 
306-2	Waste by type and disposal method	Data: Waste by type, <a href="#">page 150</a> .

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## DE BEERS GROUP 2021: GRI INDEX CONTINUED


Indicator	Disclosure	Reference, answer, additional information
306-3	Significant spills	No significant spills occurred in 2021. Data: Environmental incidents by severity, <a href="#">page 145</a> .
MM3	Total amounts of overburden, rock, tailings and sludges and their associated risks	<a href="#">Anglo American 2021 Sustainability Report – Mineral residue (tailings) management (number of TSFs) page 22</a>
<b>GRI 307: ENVIRONMENTAL COMPLIANCE</b>		
103-1	Explanation of the material topic and its boundary	<a href="#">De Beers Group Safety, Health and Environmental (SHE) Policy</a> <a href="#">Anglo American 2021 Sustainability Report – Environmental Management/Activities page 36</a>
103-2	Components of the management approach	<a href="#">De Beers Group Safety, Health and Environmental (SHE) Policy</a> <a href="#">Anglo American 2021 Sustainability Report – Environmental Management/Activities page 36</a>
103-3	Evaluation of the management approach	<a href="#">Anglo American 2021 Sustainability Report – Environmental Management/Activities page 36</a>
307-1	Non-compliance with environmental laws and regulations	De Beers Group was not subject to any significant fines or non-monetary sanctions for non-compliance with environmental laws and regulations in 2021.
<b>GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT</b>		
103-1	Explanation of the material topic and its boundary	Leading Ethical Practices Across Industry – Responsible sourcing, <a href="#">page 32</a> .
103-2	Components of the management approach	<a href="#">Responsible and Ethical Sourcing Policy for Diamonds</a> <a href="#">Responsible Sourcing Policy for Precious Metals, Minerals and Gemstones</a> <a href="#">Anglo American Responsible Sourcing Standard for Suppliers</a>
103-3	Evaluation of the management approach	Leading Ethical Practices Across Industry – Responsible sourcing, <a href="#">page 32</a> .

Indicator	Disclosure	Reference, answer, additional information
308-1	New suppliers that were screened using environmental criteria	All of De Beers Group's Sightholders and their substantial contractors abide by De Beers Group's Best Practice Principles Assurance Programme (BPP), through participation in the associated BPP assurance process. The BPP programme includes requirements around good environmental practices. Roll-out of the Responsible Sourcing Standard for Suppliers – In 2021, our roll-out focused on our largest 30 suppliers who are responsible for about 85% of our spend. We are now looking at SMEs and starting to identify the gaps between our expectations and what suppliers are doing in practice. <a href="#">Anglo American 2021 Sustainability Report – Responsible Supply Chain Management page 51</a> Data: Union membership across African operations, <a href="#">page 150</a> , Sightholder visits for the BPP programme cycle, <a href="#">page 145</a> , Sightholder infringements and improvement opportunities, <a href="#">page 146</a> , Sightholder infringements and improvement opportunities by theme, <a href="#">page 146</a> .
<b>CLOSURE PLANNING (SECTOR-SPECIFIC TOPIC) (MINE CLOSURE AND ASSET TRANSFER)</b>		
103-1	Explanation of the material topic and its boundary	Critical Foundations – Responsible mine closure and transition, <a href="#">page 116</a> .
103-2	Components of the management approach	Our Environmental Policy and Lifecycle Planning and Management Standard require all De Beers Group operations to have detailed, and adequately funded, closure plans in place. <a href="#">De Beers Group – Environmental Policy</a>
103-3	Evaluation of the management approach	Critical Foundations – Responsible mine closure and transition, <a href="#">page 116</a> .
MM10	Number and percentage of operations with closure plans	All sites have closure plans in place. Critical Foundations – Responsible mine closure and transition, <a href="#">page 116</a> .

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## DE BEERS GROUP 2021: GRI INDEX CONTINUED

Indicator	Disclosure	Reference, answer, additional information
<b>SOCIAL</b>		
<b>GRI 401: EMPLOYMENT</b>		
103-1	Explanation of the material topic and its boundary	Accelerating Equal Opportunity, <a href="#">page 88</a> . <a href="#">Anglo American 2021 Sustainability Report – Attracting, retaining and developing our talent page 63-67</a> 
103-2	Components of the management approach	
103-3	Evaluation of the management approach	
401-1	New employee hires and employee turnover	Data: Employee turnover, Employee turnover by region, Employee turnover by gender, all on <a href="#">page 150</a> .
<b>GRI 402: LABOUR/MANAGEMENT RELATIONS</b>		
103-1	Explanation of the material topic and its boundary	Enabling sustainability – Industrial relation, <a href="#">page 139</a> .
103-2	Components of the management approach	Our approach to industrial relations is guided by International Labour Organization conventions, covering areas including employment, forced labour and child labour. We are also guided by our Code of Conduct, our Human Rights Policy and our Best Practice Principles programme, which set out the high labour standards and conditions we expect not only in our own operations but across our value chain. Enabling sustainability – Industrial relation, <a href="#">page 139</a> .
103-3	Evaluation of the management approach	Enabling sustainability – Industrial relations, <a href="#">page 139</a> .
402-1	Minimal notice periods regarding operational changes.	We do not have an overarching policy at Group level on notice periods regarding operational changes. Each Business Unit in each of our operating countries has its own individual policy.
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY (2018 GRI version)</b>		
103-1	Explanation of the material topic and its boundary	Critical Foundations – Beyond zero: Safety and Health & Wellbeing, <a href="#">page 106</a> and <a href="#">110</a> . <a href="#">Anglo American 2021 Sustainability Report – Safety/Health – pages 16-20</a> 
103-2	Components of the management approach	<a href="#">De Beers Group Safety, Health and Environmental (SHE) Policy</a> 



Indicator	Disclosure	Reference, answer, additional information
103-3	Evaluation of the management approach	Critical Foundations – Beyond zero: Safety and Health & Wellbeing, <a href="#">page 106</a> and <a href="#">110</a> . <a href="#">Anglo American 2021 Sustainability Report – Safety/Health – pages 16-20</a> 
403-1	Occupational health and safety management system	Critical Foundations – Beyond zero: Safety and Health & Wellbeing, <a href="#">page 106</a> and <a href="#">110</a> .
403-2	Hazard identification, risk assessment and incident investigation	Critical Foundations – Beyond zero: Safety, <a href="#">page 106</a> . Data: Employees tested for HIV, Percentage of employees who know their HIV status (%), Number of employees receiving anti-retroviral therapy (ART), Number of new cases of HIV among employees in southern Africa, Proportion of workforce with access to free and confidential HIV testing and wellbeing programmes, Incidence of tuberculosis, all on <a href="#">page 145</a> .
403-3	Occupational health services	Critical Foundations – Beyond zero: Safety, <a href="#">page 106</a> .
403-4	Worker participation, consultation and communication on occupational health and safety	In line with our value of Put Safety First, De Beers actively encourages a speak out and speak up culture. This is supported by an accountability framework. We are implementing our Pioneering Brilliant Safety Strategy to transform De Beers to an inherent safety maturity. Integral to this is worker participation in various forums and activations with management and leadership. We found through the Elimination of Fatalities process in 2019/2020 that front line workers are best place to identify safety issues in their workplaces and are implementing programs to tap into and utilise this knowledge source. Workers are represented on SHE committees at operations (usually held at least monthly) either through elected representatives, or shop stewards. Here, all speak with an equal voice. We are holding an increasing number of small group engagements, enabling workers to speak up about health and safety in small, safe groups. Workers in Southern Africa also use the company Engage App, in addition to onsite communications, for important health and safety communications.



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## DE BEERS GROUP 2021: GRI INDEX CONTINUED

Indicator	Disclosure	Reference, answer, additional information
403-5	<b>Worker training on occupational health and safety</b>	Critical Foundations – Beyond zero: Safety and Health and Wellbeing, <a href="#">page 106</a> and <a href="#">110</a> . De Beers Group has embarked on a fresh approach to safety transformation and the elimination of fatalities based on the Safety III methodology, which considers humans to be the strongest link. De Beers Group has subsequently adopted the Safety III approach in the development of our group Pioneering Brilliant Safety Framework. With linkage to the Pioneering Brilliant Safety framework, leadership training has commenced with our De Beers Group Executive, Namdeb Land, Venetia and DBMN Leadership. Work has commenced at these sites on the safety transformation program aimed at transformational leadership and culture, our safety transformation initiative and helping transform De Beers Group Safety maturity journey to “Inherent”. To ensure that Operational Risk Management (ORM) is embedded across the full De Beers Group value chain, training courses have been formulated to embed a consistent approach to managing operational risks that will result in a safe, stable and sustainable business. The objectives of the courses are to ensure that at the end of the training our executives, leadership, management and general workforce understand the layered approach to embedding Operational Risk Management (ORM), be able to identify hazards and understand the purpose of controls, conduct a Stop Look Assess Manage (SLAM) risk assessment as an individual and in a team, and understand and apply their right to stop unsafe work.
403-6	<b>Promotion of worker health</b>	Critical Foundations – Beyond zero: Health and Wellbeing, <a href="#">page 110</a> .
403-7	<b>Prevention and mitigation of occupational health and safety impacts directly linked by business relationships</b>	Leading ethical practices across industry <a href="#">page 33</a> <a href="#">BPP The Assurance Programme Workbook 2022</a> 
403-9	<b>Work-related injuries</b>	Data: Safety: Frequency rates, <a href="#">page 145</a> .
403-10	<b>Work-related ill health</b>	De Beers Group reported zero cases of occupational disease in 2021. Data: Occupational health, <a href="#">page 145</a> .

Indicator	Disclosure	Reference, answer, additional information
<b>GRI 404: TRAINING AND EDUCATION</b>		
103-1	<b>Explanation of the material topic and its boundary</b>	Accelerating Equal Opportunity – Inclusive workplace, <a href="#">page 90</a> .
103-2	<b>Components of the management approach</b>	Enabling sustainability – Technology and innovation, <a href="#">page 134</a> .
103-3	<b>Evaluation of the management approach</b>	Critical Foundations – Human rights, <a href="#">page 122</a> .
404-1	<b>Average hours of training per year per employee</b>	Our overall training and development spend in 2021 was US\$16.5 million (2020: US\$9.3 million). More than 10,000 employees received over 848,000 hours of training or development, an average of 83 hours per employee (2020: 8,500 employees, 580,000 hours, an average of 67 hours per employee). A total of 2,854 training hours were devoted to human rights in 2021 across De Beers Group (2020: 2,428). The number of people who received training in human rights policies and procedures in 2021 was 5,766 (2020: 2,332). Data: Investment in employee training and development, Number of employees receiving training, Hours of training delivered, all on <a href="#">page 149</a> .
404-3	<b>Percentage of employees receiving regular performance and career development reviews</b>	Across De Beers Group, 100 per cent of employees within the non-unionised workforce are included in a team based performance management system where team goals and individual commitments are set, development is discussed, and feedback is provided. Employees in the unionised workforce negotiate as a group and do not take part in these reviews.
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY</b>		
103-1	<b>Explanation of the material topic and its boundary</b>	Accelerating Equal Opportunity – Inclusive workplace, <a href="#">page 90</a> . Women in Business and Technology, <a href="#">page 96</a> , Diverse Talent in Diamond Jewellery, <a href="#">page 100</a> . Critical Foundations – Inclusion & Diversity, <a href="#">page 131</a> . <a href="#">De Beers Group – Our Code of Conduct</a> 
103-2	<b>Components of the management approach</b>	<a href="#">De Beers Group – Employee Human Rights Policy</a> 
103-3	<b>Evaluation of the management approach</b>	Accelerating Equal Opportunity – Inclusive workplace, <a href="#">page 90</a> , Women in Business and Technology, <a href="#">page 96</a> , Diverse Talent in Diamond Jewellery, <a href="#">page 100</a> .

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## DE BEERS GROUP 2021: GRI INDEX CONTINUED

Indicator	Disclosure	Reference, answer, additional information
405-1	Diversity of governance bodies and employees	Accelerating Equal Opportunity – Our progress in achieving gender parity, page 91. <a href="#">De Beers Group Leadership Team</a>  Data: Women in the workforce and in management positions, Women in the workforce and in management positions, by business unit, Local and historically disadvantaged employees, <a href="#">pages 148-149</a> .
GRI 406: NON-DISCRIMINATION		
103-1	Explanation of the material topic and its boundary	Critical Foundations – Human rights, <a href="#">page 122</a> .
103-2	Components of the management approach	<a href="#">De Beers Group – Employee Human Rights Policy</a> 
103-3	Evaluation of the management approach	Critical Foundations – Human rights, <a href="#">page 122</a> .
406-1	Incidents of discrimination and corrective actions taken	Fifteen incidents of discrimination were reported across the Group during 2021. All investigations have been closed. Coaching, training and mentoring was provided as applicable.
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
103-1	Explanation of the material topic and its boundary	Enabling sustainability – Industrial relations – Compliance, <a href="#">page 139</a> . Critical Foundations – Human rights, <a href="#">page 122</a> .
103-2	Components of the management approach	<a href="#">De Beers Group – Employee Human Rights Policy</a> 
103-3	Evaluation of the management approach	Enabling sustainability – Industrial relations – Compliance, <a href="#">page 139</a> . Critical Foundations – Human rights, <a href="#">page 122</a> . Data: Union membership, Union membership across African operations, <a href="#">page 150</a> .
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Critical Foundations – Human rights, <a href="#">page 122</a> . We identified no operations where the right to exercise freedom of association and collective bargaining had been violated or put at significant risk.
GRI 408: CHILD LABOUR		
103-1	Explanation of the material topic and its boundary	Critical Foundations – Human rights, <a href="#">page 122</a> . Enabling sustainability – Industrial relations, <a href="#">page 139</a> . Leading Ethical Practices Across Industry – Responsible sourcing <a href="#">page 32</a> .

Indicator	Disclosure	Reference, answer, additional information
103-2	Components of the management approach	<a href="#">De Beers Group – Employee Human Rights Policy</a> 
103-3	Evaluation of the management approach	Critical Foundations – Human rights – Policies and Procedures, <a href="#">page 124</a> .
408-1	Operations and suppliers at significant risk for incidents of child labour	Critical Foundations – Human rights, <a href="#">page 122</a> . <b>There were no reported incidents of child labour in 2021.</b> Leading Ethical Practices Across Industry – Responsible sourcing, <a href="#">page 32</a> .
GRI 409: FORCED OR COMPULSORY LABOUR		
103-1	Explanation of the material topic and its boundary	Critical Foundations – Human rights, <a href="#">page 122</a> . Enabling sustainability – Industrial relation, <a href="#">page 139</a> . Leading Ethical Practices Across Industry – Responsible sourcing, <a href="#">page 39</a> .
103-2	Components of the management approach	<a href="#">De Beers Group – Employee Human Rights Policy</a> 
103-3	Evaluation of the management approach	Critical Foundations – Human rights – Policies and Procedure, <a href="#">page 124</a> .
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Critical Foundations – Human rights, <a href="#">page 122</a> . <b>There were no reported incidents of forced labour in 2021.</b> Leading Ethical Practices Across Industry – Responsible sourcing, <a href="#">page 32</a> .
410: SECURITY PRACTICES		
103-1	Explanation of the material topic and its boundary	Critical Foundations – Human rights, <a href="#">page 122</a> .
103-2	Components of the management approach	<a href="#">De Beers Group – Security Services and Human Rights Policy</a> 
103-3	Evaluation of the management approach	Critical Foundations – Human rights – Policies and Procedure, <a href="#">page 124</a> .
410-1	Security personnel trained in human rights policies or procedures	All De Beers security personnel, contract security and key personnel (100%) receive annual online training on Voluntary Principles on Security and Human Rights (VPSHR). Security contracts for external security service providers makes provisions that the service provider will adhere to the VPSHR.
GRI 411: RIGHTS OF INDIGENOUS PEOPLE		
103-1	Explanation of the material topic and its boundary	Critical Foundations – Human rights – Indigenous communities, <a href="#">page 127</a> .

## APPENDIX

## DE BEERS GROUP 2021: GRI INDEX CONTINUED

Indicator	Disclosure	Reference, answer, additional information
103-2	<b>Components of the management approach</b>	<a href="#">De Beers Group – Social Performance Policy</a>  Ensuring local Indigenous communities benefit from mining has always been important to us. At each of our Canadian mines we have signed Impact Benefit Agreements (IBAs) with Indigenous groups. These agreements provide commitments through which the communities benefit from our operations and impacts are mitigated.
103-3	<b>Evaluation of the management approach</b>	Critical Foundations – Human rights – Indigenous communities, <a href="#">page 127</a> .
411-1	<b>Incidents of violations involving rights of Indigenous peoples</b>	No violations involving the rights of Indigenous peoples were recorded in 2021.
MM5	<b>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</b>	Three of our mines in Canada operate in Indigenous traditional territories. These are in Ontario (Victor mine, currently in its closure phase) and the Northwest Territories (Snap Lake mine, currently in the early stages of closure, and Gahcho Kué mine). We do have Impact Benefit Agreements with the Indigenous groups in the region of the NWT and Northern Ontario – specific to addressing the impacts of the Victor, Snap and Gahcho Kue mines. The Impact Benefit Agreements (IBA) outline commitments with Indigenous groups to maximize the benefits and address impacts resulting from mining activities in the region. The agreements focus on delivering value to the communities in the form of employment, training and skill development, enterprise development as well as a commitment to improve the community health and well-being through program development.
<b>GRI 412: HUMAN RIGHTS ASSESSMENT</b>		
103-1	<b>Explanation of the material topic and its boundary</b>	Critical Foundations – Human rights, <a href="#">page 122</a> . Enabling sustainability – Industrial relations, <a href="#">page 139</a> . Leading Ethical Practices Across Industry – Responsible sourcing, <a href="#">page 32</a> . De Beers Group Modern Slavery Act Statement 2021 <a href="#">UK Modern Slavery Act – De Beers Group</a> 

Indicator	Disclosure	Reference, answer, additional information
103-2	<b>Components of the management approach</b>	Critical Foundations – Human rights, <a href="#">page 122</a> . Enabling sustainability – Industrial relations, <a href="#">page 139</a> . Leading Ethical Practices Across Industry – Responsible sourcing, <a href="#">page 32</a> . De Beers Group Modern Slavery Act Statement 2021 <a href="#">UK Modern Slavery Act – De Beers Group</a> 
103-3	<b>Evaluation of the management approach</b>	Critical Foundations – Human rights, <a href="#">page 122</a> . Enabling sustainability – Industrial relations, <a href="#">page 139</a> . Leading Ethical Practices Across Industry – Responsible sourcing, <a href="#">page 32</a> . De Beers Group Modern Slavery Act Statement 2021 <a href="#">UK Modern Slavery Act – De Beers Group</a> 
412-1	<b>Operations that have been subject to human rights reviews or impact assessments</b>	Critical Foundations – Human rights, <a href="#">page 122</a> . During 2021, we reviewed and updated risk assessments at all our mining operations to identify potential human rights-related risks or impacts. Leading Ethical Practices Across Industry – Responsible sourcing, <a href="#">page 32</a> . De Beers Group Modern Slavery Act Statement 2021 <a href="#">UK Modern Slavery Act – De Beers Group</a>  Data: De Beers Group site visits for the BPP programme cycle, Sightholder visits for the BPP programme cycle, De Beers Group infringements, <a href="#">pages 145-146</a> .
412-2	<b>Employee training on human rights policies or procedures</b>	A total of 2,854 training hours were devoted to human rights in 2021 across De Beers Group (2020: 2,428). The number of people who received training in human rights policies and procedures in 2021 was 5,766 (2020: 2,332). Data: Human rights training, <a href="#">page 151</a> .
412-3	<b>Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening</b>	We established no significant investment agreements with the potential to directly affect human rights in 2021. The De Beers Group Investment Committee considers all major investment decisions.



## APPENDIX


## DE BEERS GROUP 2021: GRI INDEX CONTINUED






Indicator	Disclosure	Reference, answer, additional information
<b>GRI 413: LOCAL COMMUNITIES</b>		
103-1	<b>Explanation of the material topic and its boundary</b>	Partnering for Thriving Communities – Livelihood, <a href="#">page 64</a> .
103-2	<b>Components of the management approach</b>	Partnering for Thriving Communities – Livelihoods – Our approach to livelihoods, <a href="#">page 65</a> . <a href="#">De Beers Group – Social Performance Policy</a> 
103-3	<b>Evaluation of the management approach</b>	Partnering for Thriving Communities – Livelihoods <a href="#">page 64</a> .
413-1	<b>Operations with local community engagement, impact assessments, and development programmes</b>	Data: Social investment spend by country (USD million), Social investment spend by type of initiative, <a href="#">page 152</a> . <a href="#">SW3.0</a>  Anglo American Collaborative Regional Development, <a href="#">page 11</a> and our stakeholder engagement approach <a href="#">page 22</a> .
413-2	<b>Operations with significant actual and potential negative impacts on local communities</b>	<a href="#">Anglo American Social Way as a governing mechanism</a> 
<b>GRI 414: SUPPLIER SOCIAL ASSESSMENT</b>		
103-1	<b>Explanation of the material topic and its boundary</b>	Leading Ethical Practices Across Industry – Responsible sourcing, <a href="#">page 32</a> . De Beers Group Modern Slavery Act Statement 2021 <a href="#">UK Modern Slavery Act – De Beers Group</a> 
103-2	<b>Components of the management approach</b>	Leading Ethical Practices Across Industry – Responsible sourcing – Guiding suppliers on our expectations, <a href="#">page 38</a> . <a href="#">Anglo American Responsible Sourcing Standard for Suppliers</a> 
103-3	<b>Evaluation of the management approach</b>	Leading Ethical Practices Across Industry – Responsible sourcing – Guiding suppliers on our expectations, <a href="#">page 38</a> . <a href="#">UK Modern Slavery Act – De Beers Group</a> 

Indicator	Disclosure	Reference, answer, additional information
414-1	<b>New suppliers that were screened using social criteria</b>	All of De Beers Group's Sightholders and their substantial contractors abide by De Beers Group's Best Practice Principles Assurance Programme (BPP), through participation in the associated BPP assurance process. The BPP programme includes requirements around human rights, labour rights and transparent product disclosure. In addition, all downstream diamond suppliers and/or jewellery manufacturers are required to comply with the De Beers Responsible and Ethical Sourcing Policy for Diamonds and De Beers Responsible Sourcing Policy for Precious Metals, Minerals and Gemstones as applicable. These policies set strict social criteria that must be met both before and whilst doing business with De Beers Group. Data: BPP programme coverage – people, entities and countries, Sightholder visits for the BPP programme cycle, Sightholder infringements and improvement opportunities, Sightholder infringements and improvement opportunities by theme, <a href="#">pages 145-146</a> .
<b>GRI 415: PUBLIC POLICY</b>		
103-1	<b>Explanation of the material topic and its boundary</b>	Enabling sustainability – Transparency – Our industry association membership, <a href="#">page 141</a> . <a href="#">De Beers Group Code of Conduct</a> 
103-2	<b>Components of the management approach</b>	
103-3	<b>Evaluation of the management approach</b>	
415-1	<b>Political contributions</b>	We are not aware that any political donations were made in 2021. We are committed to being transparent about our political engagement and prohibit political donations, either directly or through third parties, including industry associations. In this respect, we do not favour any political party, group or individual and expect the industry associations of which we are a member to do the same.
<b>GRI 417: MARKETING AND LABELLING</b>		
103-1	<b>Explanation of the material topic and its boundary</b>	Leading Ethical Practices Across Industry – Provenance, <a href="#">page 40</a> . Leading Ethical Practices Across Industry – Responsible sourcing, <a href="#">page 32</a> . Enabling sustainability – Transparency – Transparency of provenance, <a href="#">page 140</a> .

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## DE BEERS GROUP 2021: GRI INDEX CONTINUED


Indicator	Disclosure	Reference, answer, additional information
103-2	<b>Components of the management approach</b>	Leading Ethical Practices Across Industry – Provenance – Our De Beers Code of Origin provenance programme, <a href="#">page 41</a> .
103-3	<b>Evaluation of the management approach</b>	Leading Ethical Practices Across Industry – Provenance, <a href="#">page 40</a> . Leading Ethical Practices Across Industry – Responsible sourcing, <a href="#">page 32</a> .
417-1	<b>Requirements for product and service information and labelling</b>	Leading Ethical Practices Across Industry – Provenance, <a href="#">page 40</a> . Leading Ethical Practices Across Industry – Responsible sourcing, <a href="#">page 32</a> . Enabling sustainability – Transparency – Transparency of provenance, <a href="#">page 140</a> . <a href="#">De Beers Group Responsible Jewellery Council certification</a> 
417-2	<b>Incidents of non-compliance concerning product and service information and labelling</b>	Our consumer-facing De Beers Code of Origin value proposition is a trusted source programme that provides a unique code for every De Beers Code of Origin diamond, providing a consumer with assurance that it is natural, conflict-free and discovered by De Beers Group. The programme is designed to offer the assurance that customers want about the provenance and impact of their diamonds. De Beers Code of Origin and De Beers Forevermark programmes only permit sourcing from eligible mines. In 2021, we integrated the management of PI within the BPP programme SMART system to enable more efficiencies for participants in the De Beers Forevermark and De Beers Code of Origin programmes, in order for the auditors and for De Beers Group to support more rigorous implementation of the PI standard. Please see more details <a href="#">Page 37</a> .
417-3	<b>Incidents of non-compliance concerning marketing communications</b>	There were no incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship in 2021.
<b>GRI 418: CUSTOMER PRIVACY</b>		
103-1	<b>Explanation of the material topic and its boundary</b>	Leading Ethical Practices Across Industry – Responsible sourcing – Our conversation about business integrity gets louder, <a href="#">page 34</a> .

Indicator	Disclosure	Reference, answer, additional information
103-2	<b>Components of the management approach</b>	<a href="#">De Beers Group Code of Conduct</a>  <a href="#">Anglo American – Privacy policy</a> 
103-3	<b>Evaluation of the management approach</b>	In 2021, we carried out an annual review of Anglo American's data privacy policies and procedures. We also continued to ensure that all parts of De Beers Group operate in line with all relevant data privacy laws and regulations, reviewing and remediating existing processing activities and ensuring that we design all new initiatives with privacy built in and implement them with privacy risks mitigated. All new staff were assigned a mandatory data privacy e-learning module and staff in higher risk roles undertook bespoke additional data privacy training. Cookie consent management is implemented on all our externally facing websites. We continue to implement appropriate retention periods across the data we collect.
418-1	<b>Substantiated complaints concerning breaches of customer privacy and losses of customer data</b>	There were no substantiated complaints regarding breaches of customer privacy in 2021, either from outside parties or from regulatory bodies.
<b>GRI 419: SOCIO-ECONOMIC COMPLIANCE</b>		
103-1	<b>Explanation of the material topic and its boundary</b>	Leading Ethical Practices Across Industry – Responsible sourcing – Our conversation about business integrity gets louder, <a href="#">page 34</a> .
103-2	<b>Components of the management approach</b>	<a href="#">De Beers Group – Social Performance Policy</a>  <a href="#">Anglo American Business Integrity Policy</a> 
103-3	<b>Evaluation of the management approach</b>	Critical Foundations – Group Standards and Legal Compliance, <a href="#">page 132</a> . <a href="#">Anglo American Group Business Integrity Policy</a> 
419-1	<b>Non-compliance with laws and regulations in the social and economic area</b>	De Beers Group was not subject to any significant fines or non-monetary sanctions for non-compliance with economic or social laws and regulations in 2021.
<b>ARTISANAL AND SMALL-SCALE MINING (SECTOR-SPECIFIC TOPIC)</b>		
103-1	<b>Explanation of the material topic and its boundary</b>	Leading Ethical Practices Across Industry – Artisanal Mining, <a href="#">page 45</a> .

## APPENDIX

## DE BEERS GROUP 2021: GRI INDEX CONTINUED

Indicator	Disclosure	Reference, answer, additional information
103-2	Components of the management approach	<a href="#">De Beers Group – Social Performance Policy</a>  Participating mine sites abide by our GemFair Artisanal and Small-Scale Mining Standard which is aligned with the OECD's Due Diligence Guidance for Responsible Mineral Supply Chains. Our ASM assurance programme covers all the key elements of our business model including health and safety, consent and community engagement, violence-free operations, environmental management, and site closure.
103-3	Evaluation of the management approach	Leading Ethical Practices Across Industry – Artisanal Mining, <a href="#">page 45</a> .
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	See Artisanal and small-scale mining in the section on Artisanal Mining, <a href="#">page 45</a> .
LAND ACCESS AND RESETTLEMENT (SECTOR-SPECIFIC TOPIC)		
103-1	Explanation of the material topic and its boundary	Critical Foundations – Human rights – Land access and resettlement, <a href="#">page 130</a> .
103-2	Components of the management approach	<a href="#">De Beers Group – Social Performance Policy</a>  We operate to strict standards and policies to avoid, wherever possible, impacting access rights to land. These policies align with best practice, as defined by the International Finance Corporation (IFC), and are enshrined in the Anglo American Social Way.
103-3	Evaluation of the management approach	Critical Foundations – Human rights – Land access and resettlement, <a href="#">page 130</a> .
MM6	Number and description of significant disputes relating to land use, customary rights of local communities and Indigenous peoples	Critical Foundations – Human rights – Land access and resettlement <a href="#">page 130</a> Partnering for Thriving Communities – Skills and education <a href="#">page 58</a>
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	Partnering for Thriving Communities – Livelihoods <a href="#">page 64</a> We are not aware of any instances of land rights-related issues raised through the grievance mechanism, as part of Anglo American Social Way, during 2021.

Indicator	Disclosure	Reference, answer, additional information
TECHNOLOGY AND INNOVATION (DE BEERS CUSTOM TOPIC)		
103-1	Explanation of the material topic and its boundary	Enabling sustainability – Technology and innovation, <a href="#">page 134</a> .
103-2	Components of the management approach	
103-3	Evaluation of the management approach	
OMISSIONS		
Indicator	Disclosure	Reference, answer, additional information
207-4	Country by country tax reporting	Criteria b not reported in full as this information is not currently available.
302-4	Reduction of energy consumption	Part a of criteria relating to amount of reductions in energy consumption is partially omitted as it is reported as a percentage rather than in absolute terms.
303-3	Water withdrawal by source	Part a (iv) of criteria omitted as it is not relevant.
305-1	Direct (Scope 1) GHG emissions	Criteria c, d and f omitted as this data is not currently available.
401-1	New employee hires and employee turnover	<a href="#">Part a of criteria omitted. Not applicable as management does not use this as part of our internal reporting. One aspect of Part b also omitted (ie breakdown by age).</a> 
403-9	Work-related injuries	Criteria a (iv) and b (f) not reported as this data is not currently available.
404-1	Average hours of training per year per employee	Parts i and ii of criteria omitted. Not applicable as management does not use this as part of our internal reporting. In addition, average hours of training have been calculated per total number of employees trained, not per total employees in the workforce overall.
405-1	Diversity of governance bodies and employees	Part a.ii of criteria omitted. Not applicable as management does not use this as part of our internal reporting.



DE BEERS GROUP