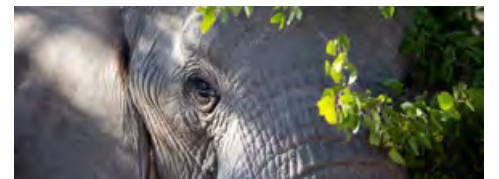




BUILDING FOREVER
OUR 2022 SUSTAINABILITY REPORT



OUR PURPOSE: MAKE LIFE BRILLIANT

Diamonds bring lasting beauty to the world. But they do so much more. Our diamonds and our business make an impact in a much deeper and more meaningful way, helping to make life brilliant for our people, our host communities, our clients and the world around us.

For **our people**, a brilliant life means realising one's full potential.

For **our host communities**, a brilliant life means a thriving and resilient future, lasting long after our last diamond has been recovered.

For **the natural world**, a brilliant life means a balanced and flourishing planet.

And for **the people who give and wear our diamonds**, a brilliant life means expressing their most meaningful emotions with a precious symbol that lasts forever and can be worn with pride.

These are the things we work towards.

These are the things that make life brilliant.

This is our purpose.

Photo credit: Kostadin Luchansky/National Geographic.

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FRONT COVER IMAGES

Main image: Environmental scientist at sunset in Orapa Game Park, Botswana.

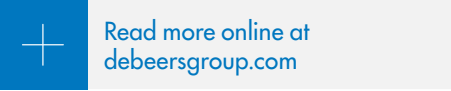

Top right, to bottom right: Herd of springbok and zebras in Orapa Game Park, Botswana. Students participating in a WomEng workshop in South Africa. Ranger vehicle in Venetia Limpopo Nature Reserve, part of the Diamond Route, South Africa. De Beers Forevermark ring being worn. An elephant at the Venetia Limpopo Nature Reserve, part of the Diamond Route in South Africa.

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 2022 
- De Beers Group 2022 – Gender Pay Gap Report 
- Anglo American Our Sustainable Mining Plan 
- Anglo American Sustainability Report 2022 
- Anglo American Tax and Economic Contribution Report 2022 
- De Beers PLC UK Modern Slavery Act Statement 

A RICHER EXPERIENCE

-  [Read more online at debeersgroup.com](https://www.debeersgroup.com)
-  [Watch the Okavango Eternal manifesto video](#)

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 2022. Unless otherwise indicated, the information and data recorded is aligned to our annual reporting period 1 January 2022 to 31 December 2022.

REPORTING BOUNDARY

Unless otherwise indicated, data reflects performance reported for De Beers Group, which consists of the Company, and all entities (which include subsidiaries, joint operations, and associates) that are controlled, jointly controlled, or significantly influenced by the Company (the “group” or “De Beers”). Exclusions and details can be found within the Performance Data [\[page 172\]](#).

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IN PURSUIT OF BRILLIANCE

Creating a fair and sustainable world is a sprint, a marathon and a relay race that involves us all.



Al Cook
CEO, De Beers Group

We need to move fast, pivoting to a carbon-neutral society to avoid the worst impacts of climate change. We need to stay in it for the long run, grounding every step of incremental progress in a solid understanding of the world's economic, societal and environmental challenges. And sometimes, we need to pass on the baton.

It is a testament to the robustness of De Beers Group's sustainability framework that the people who have built and shaped it can hand over responsibilities and step away, knowing their hard work will endure. The clue is in the name: Building Forever™.

For my part, it is a privilege to pick up the Building Forever baton from Bruce Cleaver, who has led De Beers Group™ with such distinction for six years, and for whom Building Forever was both personal and pioneering. I am committed to building on Bruce's legacy with just the same passion.

De Beers Group's vision and commitment to build for a world beyond the discovery of its last diamond is part of what drew me here. Joining an iconic company with an incredible history is all the more exciting knowing it has mapped out the pathway to achieving ambitious sustainability goals.

OUR 2022 PROGRESS

In 2022, De Beers Group continued to make significant progress towards our 2030 goals across all four Building Forever pillars.

LEADING ETHICAL PRACTICES ACROSS INDUSTRY

We refined human rights due diligence procedures in our Best Practice Principles Assurance Programme (BPP programme) with support from leading experts on the UN Guiding Principles on Business and Human Rights. And our groundbreaking, blockchain-based traceability platform, Tracr™, was deployed at scale. Tracr provides a platform for participants to record fast, reliable provenance assurance for our diamonds across the value chain, from source to stone.

PARTNERING FOR THRIVING COMMUNITIES

We marked 20 years of De Beers Group's pioneering HIV programme and rolled out a community-orientated primary care partnership to strengthen clinics in disadvantaged areas of southern Africa. Meanwhile, our ongoing Accelerating Women-Owned Micro-Enterprises (AWOME) programme was praised by the First Lady of the Republic of Namibia, Monica Geingos, for its ability to empower grassroots women entrepreneurs.

PROTECTING THE NATURAL WORLD

We developed goals and a strategy to reduce the greenhouse gas emissions (GHG) in our value chain (Scope 3) and decreased our freshwater

use across the group by 14 per cent compared with 2021. At the UN's Biodiversity Conference (COP15) in December, we were among the business voices that helped convince governments to develop requirements for large companies to disclose their risks, impacts and dependencies on nature. Meanwhile, with our partner, National Geographic, we advanced our work to support the protection of the critically important headwaters of Botswana's Okavango Delta, including extending the reach of advanced monitoring stations along the waterways.

ACCELERATING EQUAL OPPORTUNITIES

We extended our partnership with WomEng, an award-winning social enterprise committed to helping women and girls follow careers in science, technology, engineering and mathematics (STEM). We undertook focus groups across De Beers Group to better understand colleague experiences and prioritise the inclusion and diversity issues most important to them.

This year saw more activity from the #BlackisBrilliant programme – an initiative that started in 2020 to support and amplify the work of talented Black designers in the diamond jewellery space.

These are just a few of our proudest sustainability developments from 2022.

It is with deep sadness, however, that we also report the tragic loss of a colleague in a work-related incident at Gahcho Kué Mine in Canada.¹ On Thursday 1 September, a colleague lost his life while inspecting and live-testing the hydraulics of a boarding ladder on a haul truck that was undergoing maintenance.

A thorough investigation was promptly initiated to identify the causes of the incident and to share lessons learned across both Anglo American and De Beers Group, to prevent repeat or similar incidents.

It is a stark reminder that 'Put Safety First' must remain our paramount and non-negotiable core value at De Beers Group. Through our health and safety programme, we must keep striving to ingrain a culture in which all risks to people and the environment are addressed before any activity commences. No diamond is worth injury or illness.

2022 was a difficult year for many people around the world, with repercussions of the Covid-19 pandemic precipitating a cost-of-living crisis exacerbated by the war in Ukraine. Shocked by the violence, De Beers Group donated US\$1 million to CARE and Save the Children, aid organisations supporting those affected by the conflict.

The war increases the challenges, but also our resolve, in our progress towards the global peace and prosperity mapped out by the United Nations through its 17 Sustainable Development Goals (UN SDGs). The UN has called the 10 years up to 2030 the Decade of Action and is urging the whole of society to accelerate transformative solutions to the world's most urgent problems: climate change, poverty and social inequality.

So, we must do all we can to maximise long-term progress in the short term. At De Beers Group, our best minds are already sprinting ahead, harnessing expertise, technology and innovation to hasten an era of carbon-neutral mining that delivers a net positive impact on biodiversity and advances opportunities for host communities.

At the same time, we are mid-marathon, using science, local traditional knowledge and stakeholder engagement to support sure and steady progress year after year, underpinned by a safety-first mindset and respect for human rights.

We all need to carry the baton. The only difference with this race is that there is no finish line. Beyond our 2030 goals is our commitment to be net zero by 2050. Beyond that, there will no doubt be new goals. By definition, a sustainable world will need to be sustained. Whether we are taking small steps, large strides or giant leaps, we are committed to building forever.

Al Cook
CEO, De Beers Group

“

'Put Safety First' must remain our paramount and non-negotiable core value at De Beers Group.

Al Cook,
CEO, De Beers Group

”

¹ At the request of the family, the deceased's name has not been published.

A MESSAGE FROM OUTGOING CEO BRUCE CLEAVER



There has been no greater privilege in my career than being the CEO of this great company. Helping to shape our Building Forever sustainability framework is one of the proudest achievements of my tenure.

On this journey, it has become increasingly clear that collaboration, with everyone playing their part, will be the key to success. Employees, customers, suppliers, community members, partners in government, industry and civil society – thousands of valued stakeholders are helping us to 'build forever', demonstrating a level of care, courage and commitment that leaves me in awe of the human qualities that define the best of the diamond communities and diamond industry, and makes me ever more hopeful about the planet's future.

I know that in his first few months as CEO, Al has been moved in much the same way. The Building Forever sustainability framework is safe in his hands and in the hands of everyone involved in protecting the natural world and improving people's lives. De Beers Group and its partners will keep building forever together.

Bruce Cleaver
Co-Chairman and outgoing CEO,
De Beers Group

2022 AT A GLANCE

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

SAFETY AND HEALTH

1
Work-related fatal injury.
(2021: 0)
Target: 0

1.47
Total recordable injury frequency rate (TRIFR).
(2021: 1.52)
Target: 1.40

2
New cases of occupational disease.
(2021: 0)
Target: 0

100%
Proportion of workforce with access to free and confidential HIV testing and wellbeing programmes.
(2021: 100%)
Target: 100%

51
Incidence of tuberculosis cases per 100,000 full-time employees.
(2021: 74)
Target: 0

PEOPLE

~21,000
Number of employees and contractors.
(2021: ~20,000)

33.3%
Women in senior management positions.
(2021: 30.7%)

34.0%
Women in non-senior management positions.
(2021: 33.4%)

US\$19M
Total training spend.
(2021: US\$16M)

82%
Proportion of employees based in Africa.
(2021: 82%)

ENVIRONMENT

~500,000
Acres of protected land.

46%
Reduction in freshwater withdrawals in 2022 compared to 2015.
(2021: 36%)

0
Level 3, 4 or 5 environmental incidents.
(2021: 0)
Target: 0

73%
Water reuse and recycling efficiency in 2022.
(2021: 75%)

4%
Year-on-year reduction in energy intensity.
(2021: 11%)

SOCIO-POLITICAL

US\$3.6Bn
Total tax and economic contribution (group).

US\$1.7Bn
Inclusive procurement spend.
(2021: US\$1.7bn)

US\$44M
Social investment spend.
(2021: US\$35M)

92%
Taxes and royalties borne and collected in Africa.

3,342
Jobs supported in 2022 through various socio-economic development projects and initiatives.
(2021: 2,894)

HIGHLIGHTS OF 2022

MAR

- De Beers Group extended its partnership with WomEng, a multi-award-winning social enterprise committed to helping women and girls pursue STEM careers. Through our three-year extension, programmes will expand beyond southern Africa to reach students in Canada and the UK and include a greater variety of trades. The partnership will play an important role as we seek to achieve the goal of engaging 10,000 women and girls in STEM subjects by 2030.
- The world's most advanced diamond recovery vessel, Benguela Gem, started operating in Namibia. Adding an estimated 500,000 carats of high-value diamonds to Debmarine Namibia's annual production, it produces its own fresh water, has a state-of-the-art dynamic position system to optimise performance in changeable weather, and is equipped with wellbeing features to support the crew.



Benguela Gem, the world's most advanced diamond recovery vessel, was unveiled by Debmarine Namibia in March 2022.

APR

- De Beers Group invested US\$2 million in Kelp Blue, a start-up that grows underwater kelp forests which can absorb carbon up to 50 times faster than forests on land. As well as capturing CO₂, kelp provides food and shelter for several marine species. Kelp Blue harvests the kelp canopy to produce sustainable products for the agricultural industry. Kelp Blue will also create jobs and support sustainable economic development in Namibia.



A close-up view of underwater kelp, which holds the potential to boost ocean health and safely lock away CO₂. Photo credit: Kelp Blue.

JUN

- We celebrated the 20th anniversary of the Diamond Route, our approximately 500,000-acre network of conservation and heritage sites across southern Africa. We continue to dedicate approximately five acres of land to biodiversity and conservation for every acre impacted by mining.



Drive at sunset on the Diamond Route, South Africa.

AUG

- Elders from six indigenous communities gathered at the Ni Hadi Xa traditional knowledge monitoring cabin for the first Gahcho Kué Mine fish-tasting event since before the pandemic. This is a traditional knowledge component of the Gahcho Kué Aquatic Effects Monitoring Program, which is held in partnership with Ni Hadi Xa.



Fish tasting at Gahcho Kué Mine, Canada.

NOV

- Two seabird emergency response units were opened, supported by funding through the Debmarine-Namdeb Foundation, the non-profit arm of our joint mining venture with the Namibian government. The units, at Oranjemund and Lüderitz on the Namibian coast, have the equipment to help conservationists quickly mobilise to protect birdlife in the event of an incident. The project is a partnership between Namdeb and the Namibian Foundation for the Conservation of Seabirds.
- Jwaneng Mine received the AfriSAFE Mining Company of the Year. The event was held in Lagos, Nigeria. The win set Jwaneng Mine apart as demonstrating a high commitment to safety and excellent working practices as per its TRIFR and HPH performance.



Handover of the seabird emergency response unit in Lüderitz, Namibia.

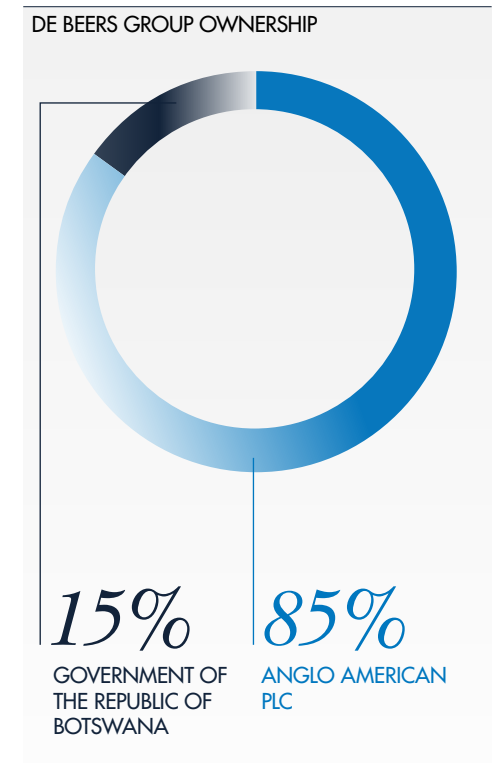
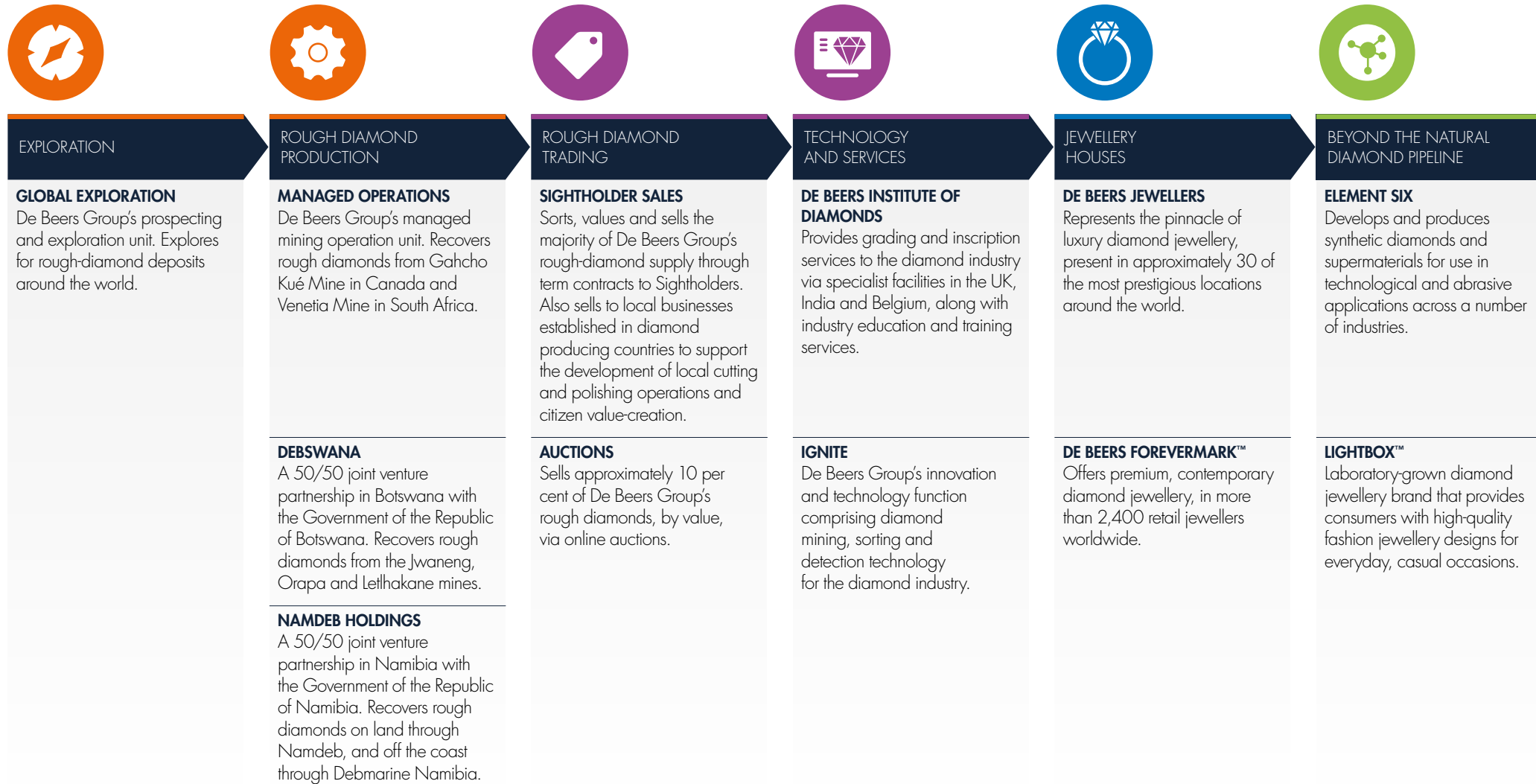
DEC

- We submitted targets to the Science-Based Targets initiative (SBTi), committing us to do our share to keep global warming below 1.5°C and reduce our emissions to net zero between now and 2050. This UN-backed partnership was formed to help organisations transition to a net-zero economy and prevent the worst impacts of climate change.
- After more than 30 years of exceptional performance, we celebrated the safe closure of open-pit operations at our Venetia Mine in South Africa. The mine is now transitioning to underground operations, which will secure Venetia's future until at least the mid-2040s.



Celebrating the safe closure of open-pit operations at our Venetia Mine Open Pit, South Africa.

OUR VALUE CHAIN



A GLOBAL BUSINESS

<p>1 BOTSWANA</p> <p>8,616 total workforce</p> <p>24,142K carats recovered in country</p> <p>US\$1.2Bn tax and economic contribution</p>	<p>2 SOUTH AFRICA</p> <p>6,391 total workforce</p> <p>5,515K carats recovered in country</p> <p>US\$865M tax and economic contribution</p>	<p>3 NAMIBIA</p> <p>3,361 total workforce</p> <p>2,137K carats recovered in country</p> <p>US\$637M tax and economic contribution</p>	<p>4 CANADA</p> <p>731 total workforce</p> <p>2,815K carats recovered in country</p> <p>US\$444M tax and economic contribution</p>
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● 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; marketing; and retail.

Production is on a 100 per cent basis except for the Gahcho Kué joint operation, which is on an attributable 51 per cent basis.

BUILDING FOREVER

Building Forever is our commitment to create a positive impact that endures well beyond the discovery of our last diamond. It is our guiding ambition and a detailed blueprint setting out how we aim to achieve a fairer, safer, cleaner and healthier world.

Within the overarching strategy, 12 ambitious goals focus our efforts to 2030. Our approach is dynamic and shaped by stakeholder priorities. Underpinning everything we do are the principles we operate by every day – safety, respect for human rights, inclusion and diversity, a values-based leadership culture, high standards across operations, and legal compliance.



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

OUR DECADE OF ACTION

As a global company involved in every step of a diamond’s journey, we have a unique opportunity and responsibility at De Beers Group to be a force for good.

Through Building Forever, we have a comprehensive set of targets and commitments that hold us accountable over the long term.

However, the climate crisis, widening social inequalities and other pressing global challenges are compelling us to think bolder and advance faster.

As 2020 approached, the United Nations called for a Decade of Action to speed up solutions to the world’s biggest challenges. It urged all sections of society to actively participate in achieving the 17 UN SDGs to end poverty, protect the planet and secure peace and prosperity for all.

To play our part, we set ourselves 12 stretch goals in 2020 to achieve by the end of the decade. These are based on four areas – our pillars – where we believe we can have the greatest positive impact.

While our goals align with the UN SDGs, they also align with the national priorities and development plans of the countries where we operate. They include commitments to become carbon neutral, to provide the origin and impact of every diamond we discover and sell, to achieve gender parity in our workforce, and to support four jobs in our host countries for every one job at our operations.

OUR FOUR PILLARS

When setting our 2030 goals, we engaged with our partners, host communities and employees across all facets of the business. Together we identified four key areas where we have a unique capability and responsibility to drive meaningful progress and change. These are our Building Forever pillars, each comprising three goals.

Building Forever is at the heart of everything we do, and will continue to evolve with our business and the world around us.



LEADING ETHICAL PRACTICES ACROSS INDUSTRY

[+ Read more on pages 30 to 50.](#)



PARTNERING FOR THRIVING COMMUNITIES

[+ Read more on pages 51 to 78.](#)



PROTECTING THE NATURAL WORLD

[+ Read more on pages 79 to 111.](#)



ACCELERATING EQUAL OPPORTUNITY

[+ Read more on pages 112 to 132.](#)

TWELVE GOALS FOR 2030

Our 2030 goals are deliberately ambitious. They mark a step change in our Building Forever journey, pushing us to do better, go faster and innovate at scale.

Many build on commitments and work we have been doing for a long time, such as supporting women entrepreneurs in southern Africa and leading improvements in ethical practices throughout the value chain. Others represent new priorities for our business that will require fundamental changes to the way we operate, such as our goal to be carbon neutral across our operations.

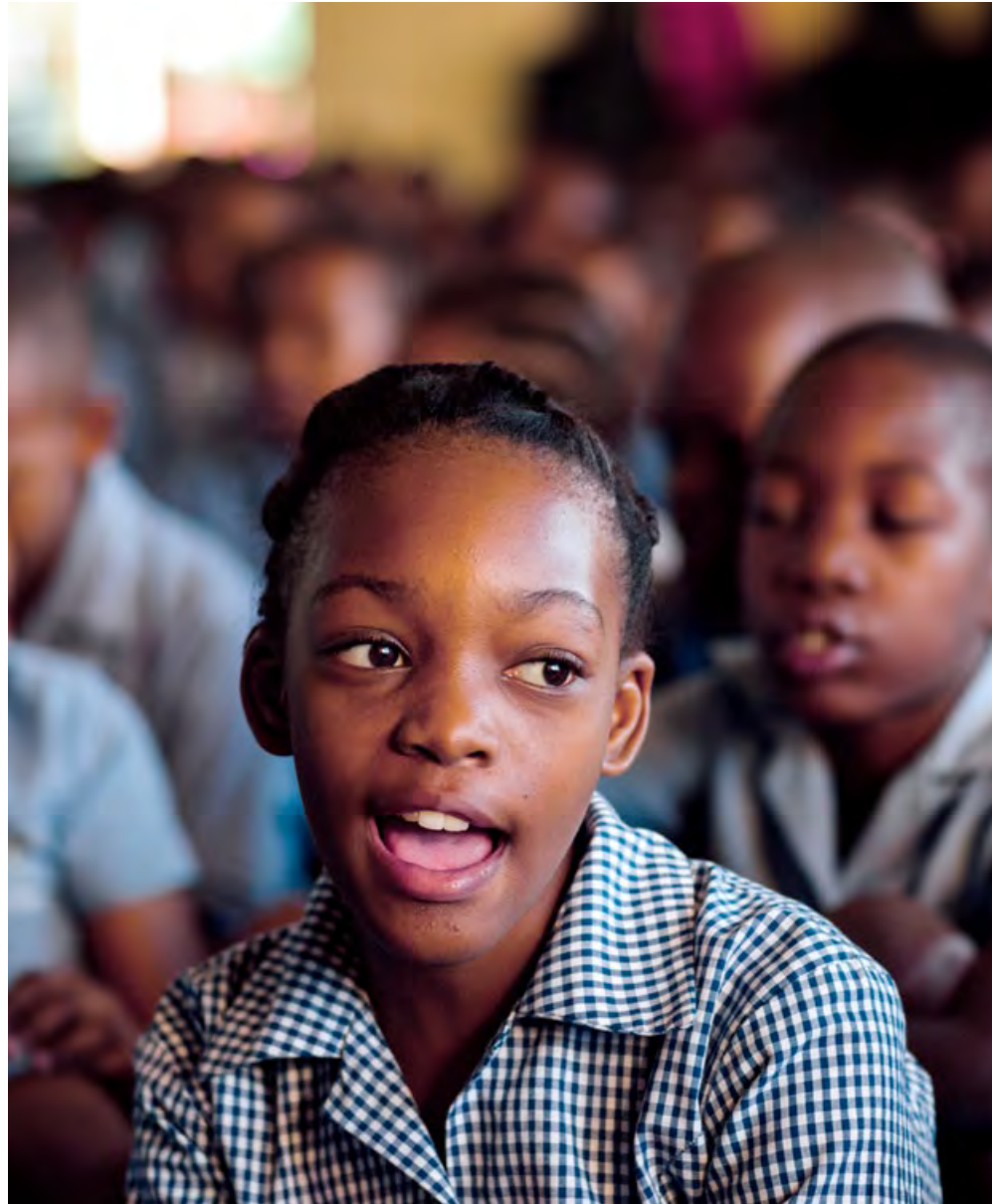
As in a natural ecosystem, the goals are connected and indivisible. Reducing our water footprint will have a positive impact on biodiversity; supporting women entrepreneurs will boost livelihoods in our host countries. At De Beers Group, we are aiming to capture synergies in our project design so that initiatives deliver towards multiple goals.

4 strategic pillars
12 ambitious goals
5 critical foundations



HOW ARE WE DOING THIS?

Achieving the goals will be challenging, but we have made good progress in establishing the key partnerships, systems and mechanisms required. We have appointed dedicated goal leads, and integrated Building Forever across our organisation. We have established baselines so that we can measure our progress and we commit to regular reporting to bring our stakeholders on the journey with us, and to hold ourselves accountable.



Schoolgirl singing in assembly, Bathoen House Primary School, Orapa.

Bathoen House Primary School is a co-educational private school run by Debswana for its employees and other residents around Orapa, Letlhakane and Damtshaa Mines. It offers extracurricular activities including computer classes, music, singing and swimming lessons.

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 change and poverty.

Our host countries face challenges including high unemployment, inequality and water scarcity, and as a responsible corporate citizen, we understand that we have both a deep responsibility and unique opportunity to contribute to solutions.

Addressing issues is therefore critical if we are to maintain our social licence to operate and the confidence of those who buy our diamonds.

OUR CRITICAL FOUNDATIONS

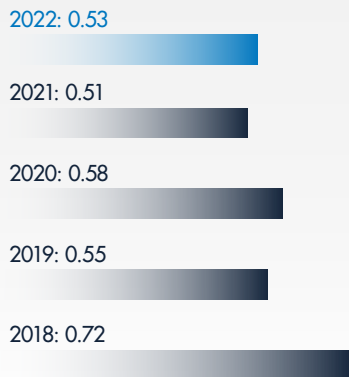
Building Forever is grounded by our critical foundations – core principles that have long underpinned De Beers Group’s strategy.

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. The health and wellbeing of our people and host communities and the integrity of the environment are paramount. We go beyond compliance to set the highest possible standards and drive continuous improvement in our own operations and beyond.

[+ Read more on pages 148 to 155.](#)

LOST TIME INJURY FREQUENCY RATE (LTIFR)

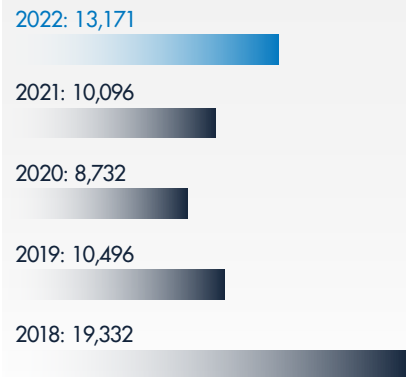


LEADERSHIP AND CULTURE

We have a values-based leadership culture that rewards safety, collaboration and innovation over individual performance. We also integrate sustainability into our leadership training to help us build a resilient, more competitive business.

[+ Read more on pages 156 to 160.](#)

NUMBER OF EMPLOYEES WHO RECEIVED TRAINING

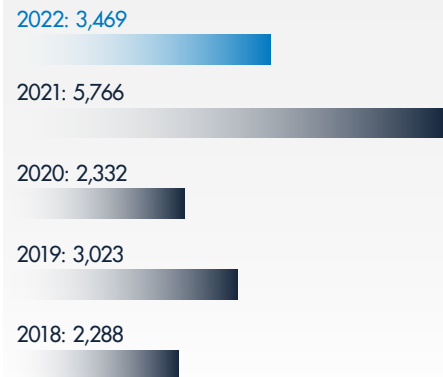


HUMAN RIGHTS

Respect for human rights is embedded in our business. We hold ourselves, and those we work with, accountable for adhering to applicable human rights laws. We conduct human rights due diligence aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPs).

[+ Read more on pages 161 to 169.](#)

NUMBER OF PEOPLE TRAINED ON HUMAN RIGHTS

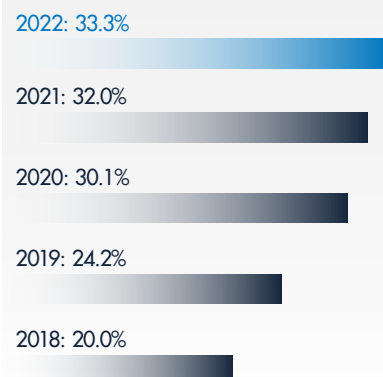


INCLUSION AND DIVERSITY

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

[+ Read more on pages 170 to 172.](#)

NUMBER OF WOMEN IN SENIOR MANAGEMENT ROLES

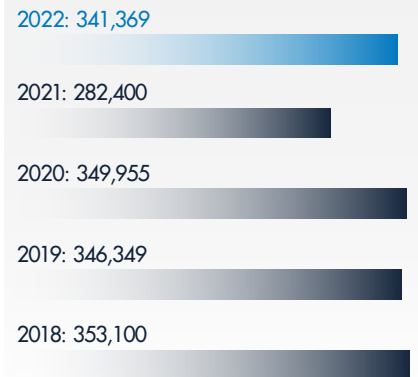


GROUP STANDARDS AND LEGAL COMPLIANCE

Through robust systems and processes, we seek to ensure compliance with all applicable Anglo American management standards, our BPP programme, local laws and regulations, and permitting commitments.

[+ Read more on pages 173 to 174.](#)

TOTAL BPP PROGRAMME COVERAGE (NUMBER OF PEOPLE)



Our core values keep us focused on our purpose to make life brilliant.



De Beers Group funded the construction of three additional classroom blocks, an administration block and ablution facilities at St Martin's Primary School in Musina. The school now supports 1,200 pupils from local communities around Musina, which is close to our Venetia Mine in South Africa.

DE BEERS GROUP VALUES

Put safety first

We consider risks to people and the environment before proceeding with any activity. We seek to address relevant risks before beginning any activity, even if this means stopping a task.

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.

KEY MILESTONES IN OUR SUSTAINABILITY JOURNEY

1947

'A DIAMOND IS FOREVER'

When we launched our iconic tagline 'A Diamond is Forever' in 1947, the physical strength of diamonds symbolised the enduring love between two people. But over the decades our sense of 'forever' has grown with us to reflect our lasting bonds with our host communities and countries.



Polished pear-shaped diamond on rock.

1990

BIODIVERSITY

Our Diamond Route biodiversity programmes in South Africa and Botswana date back to the 1990s, although De Beers Group had been protecting large tracts of land and been active in conservation for many years prior to this.



Elephants roaming the Venetia Limpopo Nature Reserve, part of the Diamond Route in South Africa.

2001

HIV SCREENING AND RETRO-VIRAL TREATMENT

In 2001, we introduced the world's first HIV disease management workplace programme offering free screening and access to anti-retroviral treatment to employees and their spouses. As a result of this ongoing commitment, in 2022 we marked 14 years of no babies being born with HIV to De Beers Group employees.

14 years

of no babies being born with HIV to De Beers Group employees.

2003

THE KIMBERLEY PROCESS

In 2003, the Kimberley Process, a UN-mandated initiative, was established between governments, civil society and industry to address the issue of conflict diamonds. De Beers Group has been actively involved in the Kimberley Process since its inception.



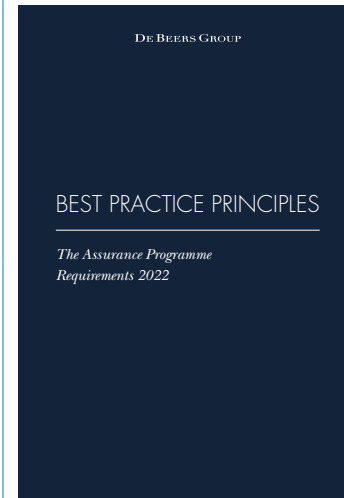
20 years

Nearly 20 years on, the Kimberley Process Certification Scheme remains a critical foundation for supporting all our Responsible Sourcing and Provenance initiatives, as well as supporting the ethical trade in natural diamonds.

2005

BEST PRACTICE PRINCIPLES ASSURANCE PROGRAMME

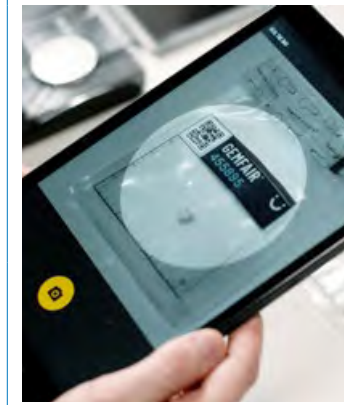
In 2005, we launched our BPP programme, a set of environmental, social and business ethics standards that apply not only to our employees but also to all De Beers Group entities, all Sightholders and all their diamond contractors. The programme has raised standards across our entire value chain and raised the bar for the diamond industry as a whole.



2018

TRACR AND GEMFAIR™

Over the past decade, we have harnessed transformative digital technologies to strengthen ethical assurances in the diamond value chain through initiatives such as Tracr and GemFair.



The dedicated GemFair app is used for logging diamonds by GemFair miners.

2020

BUILDING FOREVER FRAMEWORK

As we approached the 2020s, we drew these sustainability strands together by formalising the Building Forever framework and setting our 2030 goals.

4 strategic pillars
12 ambitious goals
5 critical foundations

2030

OUR WAY AHEAD



*Q&A with Katie Fergusson,
Senior VP, Sustainable Impact.*

“

Our clients rightly care more and more about the provenance and impact of each diamond. As a brand, we want to increasingly involve them in the mission to ‘build forever’ for the places and people along the diamond’s journey, from the source to their hands.

”

WHAT IS YOUR PROGRESS TO DATE?

Since we launched Building Forever at the end of 2020, we have focused on developing robust baselines and pathways for our goals, and making sure we have the right skills and partners.

We have strived to engage our stakeholders: our employees, the communities in which we operate, our government partners and our stakeholders in the mid and downstream of the industry. We have also sought to understand the priorities of our partners, particularly government partners in our host countries, to make sure that what we are doing fully supports their objectives.

With these strong foundations in place, many of our goal pathways will start to accelerate in the next few years, with tangible outcomes that will build momentum towards 2030.

WHAT ARE SOME OF THE CHALLENGES YOU HAVE ENCOUNTERED?

We are a complex business, operating across multiple geographies and with activities that span from mining operations to luxury retail, so we need to balance the priorities of many partners and stakeholders.

Our Building Forever commitments set the strategy to ensure we are all pulling in the same direction for long-lasting positive impact, but we have learned that sometimes we need to go slow to go fast, so we have been busy laying the groundwork for strong collaboration that we know will reap rewards at a greater scale.

Another challenge has been the longer-term impact of the Covid-19 pandemic, particularly in areas such as community health and education; however, this makes our work in partnership with government and community health and education institutions even more critical. We are determined to work together to get back on track and to play our part towards the 2030 goals.

Finally, global understanding of all of these issues is continually evolving because they are complex and systemic – for example, we are seeing a more holistic view of the role of nature in supporting resilient societies. This means that harnessing a broad diversity of insights, skills and resources will be even more critical to finding solutions.

WHAT ARE YOU MOST PROUD OF?

We are proud to have developed several inspiring partnerships over recent years to amplify our efforts on shared goals. For example, we are working with UN Women and WomEng on promoting gender equality, and we are working with the International Youth Foundation on tackling youth unemployment in South Africa.

Some of our joint efforts are large-scale, such as our five-year partnership with National Geographic to protect the source waters of the Okavango Delta. Some are smaller but innovative pilots, such as our investment in the start-up Kelp Blue, which is focused on carbon sequestration and marine health off the coast of Namibia.

Globally, there is growing awareness of the social aspects of sustainability, including the need to foster greater equity and inclusion and promote thriving, resilient communities. De Beers recognised this many years ago and I am passionate about how we put that evolving understanding into action, for example by empowering diverse talent across our workforce and supporting underrepresented jewellery designers.

As our projects take shape, I’m also proud of how each and every De Beers Group employee has taken ownership of Building Forever and builds this into the way we collectively operate as a business. We have more than 21,000 people working hard every day to ensure that individuals can continue to wear a De Beers Group diamond with pride.

THE ANGLO AMERICAN COLLABORATIVE REGIONAL DEVELOPMENT MODEL

We recognise that working in partnership with stakeholders from across a region enables us to have a much more significant and sustainable impact. That is why we are committed to working collaboratively, bringing together multiple stakeholders – community representatives, faith groups, businesses and entrepreneurs, government representatives, academics, and non-governmental organisations – to develop initiatives that take a long-term view and that are scalable, inclusive and financially sustainable.

The [Anglo American Collaborative Regional Development \(CRD\) Model](#) is designed to catalyse independent, scalable and sustainable economic development in regions around our operations – the objective being to improve lives by contributing to 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 and secure co-funding and implementation partners for sustainable development initiatives.



Entrepreneur involved in the AWOME programme and owner of Lbeauty Salon, Blouberg District, near our Venetia Mine, South Africa.

OUR CAMPAIGNS

WHERE IT BEGINS

Academy Award-winning actor Lupita Nyong'o stars in our Where it Begins campaign, which celebrates the source of the rare natural treasures that we use in our jewellery. Our first Global Brand Ambassador, Lupita is supporting De Beers Group's Building Forever commitment, which aims to advance opportunities for women and girls. The collection is inspired by the lotus flower, a symbol of purity and eternity.



De Beers Where It Begins campaign.

PORTRAITS OF NATURE



De Beers Portraits of Nature collection.

Inspired by the intricacy of a butterfly's iridescent wings, the Portraits of Nature™ collection encapsulates the life-form's powerful transformation, like the diamonds set within each piece. We launched the collection in June 2022 to mark the 20th anniversary of the Diamond Route, a network of conservation sites that De Beers Group and Debswana own and manage to protect natural and cultural heritage. The campaign, which profiled indigenous butterfly species, was filmed at the serene Venetia Limpopo Nature Reserve in South Africa, which is part of the Diamond Route.



DE BEERS RVL COLLECTION

The De Beers RVL™ collection, launched in October 2022, is the group's first gender-neutral collection that encourages everyone to celebrate their unique character. With a juxtaposition of mixed metals and playful styling, the collection emboldens the wearer to express their true self. The pieces can be mixed and matched to best reflect the wearer's personality.



De Beers RVL collection.

THE RADIANCE BY COUTURE



Crafted by 13 designers, this initiative is the culmination of the COUTURE Diversity Action Council's inaugural mentorship programme, which aims to create a more diverse, inclusive and equitable industry. De Beers Group provided the financial backing for the development of the collection and supplied De Beers Code of Origin™ diamonds, which come with a unique inscription to provide assurance that each diamond is natural and conflict-free, and was discovered by De Beers Group in Botswana, Canada, Namibia or South Africa.

The final pieces crafted by 13 diverse designers participating in the Radiance by COUTURE initiative.

GLOBAL CONTEXT AND INDUSTRY INSIGHTS

De Beers Group operates in a global context defined by growing climate-related natural impacts, increasing scarcity of resources, shifting geopolitical risks and rising stakeholder expectations.

Here are some of the key and emerging trends that we have identified through our research and that are helping us shape our Building Forever sustainability framework.

CLIMATE CHANGE AND NET-ZERO TARGETS

Although progress has been made, the world remains off course to reduce GHG emissions to net zero by 2050 in order to avoid the worst impacts of climate change. Increasing heatwaves, droughts, wildfires and floods are already affecting billions of people worldwide and causing potentially irreversible damage to the Earth's ecosystems. We are working hard to become carbon neutral, and we are committing to net-zero targets across our operations.

[+ Read more on pages 81 to 91.](#)

BIODIVERSITY CRISIS

Biodiversity loss continues worldwide, but there is growing recognition that it poses a major risk to humanity. In a landmark decision, nations at COP15 agreed to a pursuit of global goals, including protecting a third of the planet for nature and requiring large companies to disclose their impacts on biodiversity. De Beers Group was supportive of this outcome through the Business for Nature platform.

[+ Read more on pages 99 to 108.](#)

STRESS ON NATURAL RESOURCES/SCARCITY OF RESOURCES

With unsustainable levels of consumption and production fuelling climate change, biodiversity loss and pollution, brands are under growing pressure to adopt circular economy principles.

[+ Find out how we incorporate circularity into our work and use materials efficiently to avoid waste on pages 134 to 136.](#)

Climate change and its negative impacts on freshwater around the world are threatening health, food security and stability for people and nature. We are committed to minimising our water footprint.

[+ Read more on pages 92 to 98.](#)

INEQUALITY

Recent crises have only widened persistent inequalities in income, health and education between countries and socio-economic groups. The war in Ukraine triggered food shortages for the world's poorest people, and low-income countries have struggled with lower Covid-19 vaccination rates. Women and youth have been disproportionately affected by the pandemic, missing out on jobs and education amid a domestic violence epidemic.

[+ Find out about the steps we are taking to accelerate equal opportunity on pages 112 to 132.](#)

[+ Find out about how we create thriving communities on pages 51 to 78.](#)

PROVENANCE

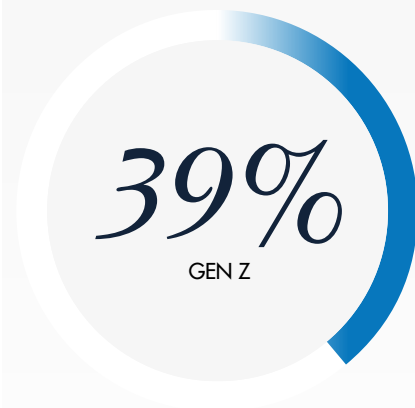
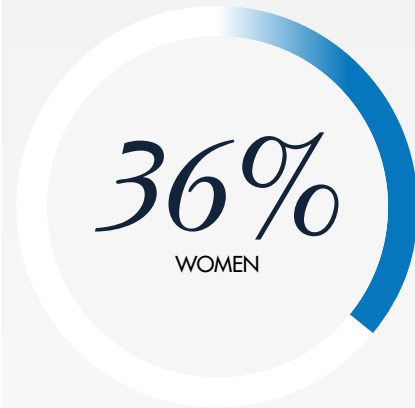
Today's consumers are demanding more visibility of a product's journey into their hands. De Beers Group has been at the forefront of this most recently through the scale deployment of our industry-leading platform Tracr, the world's only distributed diamond blockchain that starts at the source.

[+ Read more on pages 40 to 46.](#)

ETHICAL AND PURPOSE-DRIVEN BRANDS

A brand’s ethical credentials are increasingly important to today’s consumers. De Beers Group research, conducted with more than 18,000 US women in 2022, shows that 36 per cent of women and 39 per cent of Gen Z consumers now specifically seek out this information when buying diamond jewellery. Consumers are wary of greenwashing, which is why we are holding ourselves accountable through our 2030 goals and transparent Building Forever sustainability framework.

A BRAND’S ETHICAL CREDENTIALS ARE INCREASINGLY IMPORTANT TO TODAY’S CONSUMERS WHEN BUYING DIAMOND JEWELLERY.



SPECIFICALLY SEEK OUT THIS INFORMATION WHEN BUYING DIAMOND JEWELLERY.

FUTURE OF COMMERCE

Temporary store closures during the pandemic drove retailers to create richer online shopping experiences. Even though high-street shopping has returned, retailers are increasingly using digital technology to enhance in-store interactions. With the immersive 3D world of Web3 and the metaverse taking off, this new era of ‘phygital retail’ offers luxury brands such as ours another opportunity to engage with consumers and build awareness of our sustainability record.

FUTURE OF WORK

Global unemployment remained above pre-pandemic levels in 2022, worsening skills shortages and widening income inequality. Around a fifth of young people (270 million) are not in work, education or training – most of them women – and a further 123 million are working but living in poverty.

- + [Find out about our skills development strategies on page 61 to 69.](#)
- + [Find out about our goal to support women and girls in business and technology on pages 122 to 126.](#)

Forevermark polished diamond certificate, De Beers Group Industry Services, Surat.



OUR APPROACH TO REPORTING

Through Building Forever, we report against the sustainability issues that matter most to De Beers Group and our stakeholders.

We identify these topics through a materiality assessment, carried out every two to three years by a third-party provider. This year we refreshed the topics.

In previous years, we have sought to identify economic, social and environmental factors that have, or could have, significant impacts on our business, whether positive or negative. This year, however, we are also seeking to capture the significant impacts that our business has, or could have, on the economy, environment and people. This dual perspective is known as 'double materiality' and is the approach we are following in accordance with the sustainability reporting standards.

As well as being a key compliance requirement for reporting against GRI standards, materiality assessments are a transparent way for us to sense-check our sustainability strategy. They help us stay aligned with stakeholder expectations, identify emerging trends and understand where to target our efforts.

CHANGES TO SUSTAINABILITY REPORTING STANDARDS

We disclose our sustainability data and performance in accordance with GRI standards for sustainability reporting.

In January 2023, the first substantial update to the GRI's Universal Standards came into effect with several new concepts to strengthen corporate reporting.

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 an 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. Respect for human rights is embedded in De Beers Group's operations and has been a key feature of our sustainability reporting since our first Report to Society in 2007, as well as being covered by the human rights and labour rights in the workforce and community and indigenous rights 2022 material topics.

[+ Read more on page 192.](#)

Environmental team at Victor Mine in Canada, sampling during winter.



OUR MATERIAL TOPICS AND EMERGING THEMES

While our 25 material topics might seem to fall naturally into the environmental or social spaces, most have both environmental and social implications and many are interconnected.

They can be grouped under five emerging themes.

CLIMATE CHANGE AND NATURE

Climate is the strongest focal theme this year. The material topic of climate change, greenhouse gases and renewable energy was named as an essential priority by both internal and external stakeholders, closely followed by biodiversity and conservation, showing the pressing need for nature-based solutions to the twin climate and biodiversity crises. These are closely connected to the material topics of water, waste and land as covered by water use, quality and management, waste management and circularity waste, and landscape impacts and management.

A prominent new material topic this year is climate resilience and adaptation, reflecting growing concerns about how operations and communities will transition to a lower-carbon world. Technology and innovation will be a key enabler of this transition and its impacts keenly felt, though this is currently less of a

consideration for our external stakeholders.

Another new material topic this year is sustainability topics impacting consumer demand for diamonds. While it may have less impact on society as a whole, De Beers Group can benefit from clearly communicating our Building Forever achievements and goals to diamond consumers.

BUSINESS ETHICS

Another top priority area for our stakeholders is robust business ethics, governance and transparency. Stakeholder expectations have shifted this year from wanting to see goals and commitments to wanting to see results and evidence of progress. This core issue also relates to anti-corruption and anti-bribery as well as advocacy and public policy alignment, which are among our 25 material topics.

COMMUNITY IMPACT

While maintaining our social licence to operate through community consultation and engagement is deemed critical by De Beers Group, external stakeholders also attach the utmost importance to the direct impacts felt on the ground. They rank local socio-economic community development and responsible mine closure and the post-mining transition on a par with climate change as essential priorities. Likewise, the economic impact on producer countries is a prominent priority for external audiences.

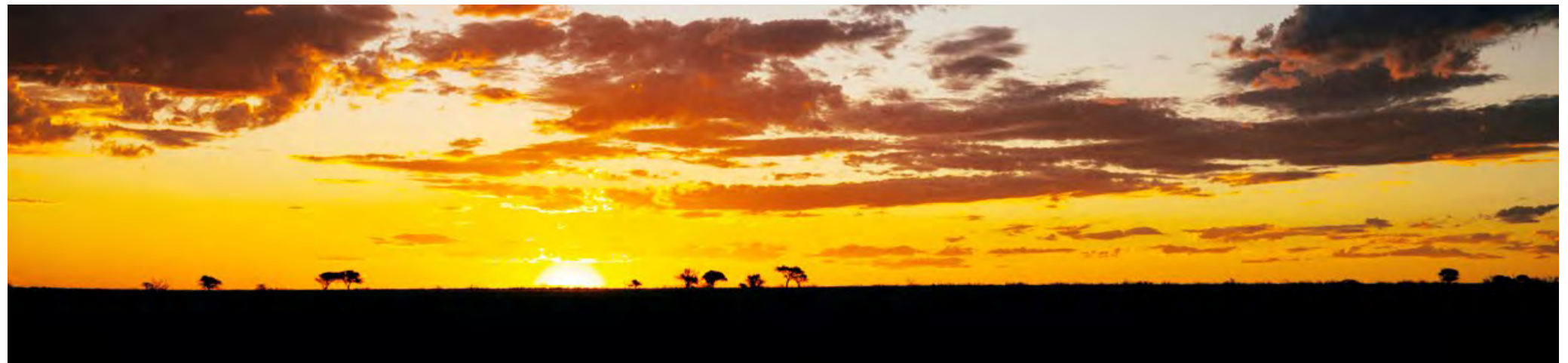
Health, safety and wellbeing for employees and communities is a strong area of focus for our business, as is training and upskilling of employees and communities. These issues link to our local hiring and procurement practices as well as community/indigenous rights. We must also carefully consider the impacts of technology and innovation, both positive and negative, on jobs and community wellbeing.

RESPONSIBLE SOURCING

Highly material for our business, responsible sourcing links to growing stakeholder and consumer demands for information around product traceability. It is a multifaceted area of interest with implications for human rights and labour rights in the workforce, community/indigenous rights and landscape impacts, as well as biodiversity and conservation. Key to building and maintaining trust along the full length of our value chain is a robust infrastructure of business ethics, governance and transparency.

EQUITY, DIVERSITY AND INCLUSION

De Beers Group's longstanding efforts to advance gender equity are expected to have impacts on broader society, while diversity, equity and inclusion in the workplace cover our impacts closer to home. Responsible and inclusive marketing and communications is a new material topic this year and is another way in which we are committing to diversity in broader society.



Sunset on Dronfield Nature Reserve, Kimberley, part of the Diamond Route in South Africa.

OUR MATERIAL TOPICS MAPPED TO OUR SUSTAINABILITY FRAMEWORK AND THE UN SDGs

<p>LEADING ETHICAL PRACTICES ACROSS INDUSTRY</p> <p>Material topics</p> <ul style="list-style-type: none"> – Responsible sourcing – Product traceability 	<p>UN SDGs</p> 	<p>COLLABORATIVE REGIONAL DEVELOPMENT</p>	<p>ENABLING SUSTAINABILITY</p> <p>Material topics</p> <ul style="list-style-type: none"> – Waste management and circularity – Responsible mine closure/post-mining transition – Sustainability topics impacting consumer demand for diamonds – Impacts of technology and innovation
<p>PARTNERING FOR THRIVING COMMUNITIES</p> <p>Material topics</p> <ul style="list-style-type: none"> – Training and upskilling employees and communities – Local socio-economic/community development – Local hiring/procurement – Economic impact on producer countries 	<p>UN SDGs</p> 		
<p>PROTECTING THE NATURAL WORLD</p> <p>Material topics</p> <ul style="list-style-type: none"> – Climate change, greenhouse gas emissions and renewable energy – Climate resilience/adaptation in operations and communities – Water use, quality and management – Biodiversity and conservation – Landscape impacts/management 	<p>UN SDGs</p> 		
<p>ACCELERATING EQUAL OPPORTUNITY</p> <p>Material topics</p> <ul style="list-style-type: none"> – Diversity, equity and inclusion in the workplace – Responsible and inclusive marketing and communications 	<p>UN SDGs</p> 		

Underpinned by OUR CRITICAL FOUNDATIONS

<p>BEYOND ZERO</p> <p>Material topics</p> <ul style="list-style-type: none"> – Health, safety and wellbeing for employees and communities 	<p>LEADERSHIP AND CULTURE</p> <p>Material topics</p> <ul style="list-style-type: none"> – Business ethics, governance and transparency – Anti-corruption and anti-bribery – Advocacy and public policy alignment 	<p>HUMAN RIGHTS</p> <p>Material topics</p> <ul style="list-style-type: none"> – Human rights and labour rights in the workforce – Community/indigenous rights 	<p>INCLUSION AND DIVERSITY</p> <p>Material topics</p> <ul style="list-style-type: none"> – Gender equity 	<p>GROUP STANDARDS AND LEGAL COMPLIANCE</p> <p>Material topics</p> <ul style="list-style-type: none"> – Community consultation and engagement
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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, Al Cook.

Reporting into these committees are a number of working groups and specialist Safety, Health, Environment, and Social Performance peer groups, which set direction and share best practice and learning at an operational level.

Several peer and working groups for the Building Forever goals were constituted in 2022, which manage goal implementation and risk focus, and share best practice and learning across global teams.

TOPICS COVERED IN 2022 BY THE SUSTAINABILITY COMMITTEE

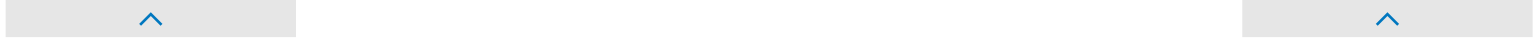
- Progress of our Pioneering Brilliant Safety framework
- The Elimination of Fatalities risk assurance and governance workstream
- Updates on Covid-19 including our response to the pandemic (WeCare) and vaccination programmes
- Tailings resource management updates
- Sustainability risk management

- Performance updates on group Safety and Sustainable Development (S&SD) and Risk; Social Performance; and Carbon Neutrality
- Delivery of the Building Forever 2030 goals and commitments updates
- Review of Anglo American Sustainability programmes
- Performance updates from all business units’ sustainability governance and management processes, with detailed annual submissions and presentations.

DE BEERS PLC	
EXECUTIVE COMMITTEE	SUSTAINABILITY COMMITTEE
Executes strategy as set by the Board.	Reviews, oversees and advises on significant sustainability strategies, policies and activities. Ensures that De Beers Group’s sustainability strategy delivers shared value.



<p>BUILDING FOREVER STEERING COMMITTEE</p> <p>Responsible for guiding and overseeing the delivery of Building Forever and ensuring that it delivers business value aligned with stakeholder expectations.</p>	<p>CORPORATE AFFAIRS & SUSTAINABLE IMPACT COUNCIL</p> <p>A forum for Corporate Affairs and Sustainable Impact colleagues to set direction for their disciplines and share best practice and learning.</p>	<p>BUSINESS, ETHICS, RISKS, AND CONDUCT COMMITTEE (BERC CO)</p> <p>Ensures that the BPP Programme requirements, Pipeline Integrity standard and related responsible sourcing policies are maintained, and takes action to address the key risks and issues affecting De Beers Group’s diamond value chain.</p>	<p>S&SD AND RISK COUNCIL</p> <p>Provides a platform for sharing and engaging on the delivery of S&SD and risk strategies, improvement plans and objectives.</p>	<p>CARBON NEUTRAL STEERING COMMITTEE</p> <p>Building Forever goal-specific. Ensures effective implementation of the carbon neutral goal.</p>
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<p>BUILDING FOREVER WORKING GROUP</p> <p>Cross-functional group-wide working group that collaborates to progress the Building Forever framework across the organisation and share best practice and learning.</p>	<p>SOCIAL PERFORMANCE PEER GROUP</p> <p>Discipline-specific working group that shares best practice and learning in delivery of social performance objectives and improvement plans.</p>	<p>HUMAN RIGHTS WORKING GROUP</p> <p>Cross-functional and multidisciplinary working group that identifies, assesses, manages and reviews relevant human rights issues. Mandate and structure reviewed in 2022 and implementation planned for 2023.</p>	<p>SAFETY, HEALTH, ENVIRONMENTAL, AND RISK PEER GROUPS</p> <p>Discipline-specific working groups that develop standards and set direction for their discipline and share best practice and learning.</p>	<p>CARBON NEUTRAL WORKING GROUP</p> <p>Discipline-specific working group that manages goal implementation and risk focus and shares best practice and learning.</p>
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<p>PEER AND WORKING GROUPS FOR THE BUILDING FOREVER GOALS</p> <p>Goal-specific working groups that manage goal implementation and risk focus, and share best practice and learning.</p>	<p>FORUMS, CROSS-FUNCTIONAL WORKING GROUPS AND DISCIPLINE PEER GROUPS</p> <p>Develop technical / practical standards, ways of work, discipline / goal management, risk focus, and share best practice and learning.</p>
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HOW WE ENGAGE WITH OUR STAKEHOLDERS

We partner with a wide range of stakeholders to create lasting benefits for the people and places where diamonds are discovered.

COLLEAGUES AND TRADE UNIONS

We want everyone to feel safe and valued at work, with fair opportunities to progress. To this end, we run forums, campaigns and training on safety, wellbeing, and inclusion and diversity for all our colleagues, including contractors. We also engage with national mining unions on wage negotiations and other issues.

HOST COMMUNITIES

We work with host communities to create economic opportunities, improve health and wellbeing, build community resilience, and respect human rights. We implement the Anglo American Social Way, which has detailed requirements on how we facilitate community engagement that is dialogue-based, proactive and inclusive. These engagements aim to build local accountability and mutually beneficial relationships with host communities.

CUSTOMERS

We build strong relationships with our Sightholders and strive to improve standards in the diamond value chain through our BPP programme. We also work with bodies such as the Responsible Jewellery Council (RJC) to drive high standards throughout the industry. As part of our Scope 3 strategy, we engage with our Sightholders to help them address their carbon footprint.

GOVERNMENTS

The Government of the Republic of Botswana is a 15 per cent shareholder in De Beers PLC, and we have 50/50 mining joint-venture partnerships with the Government of the Republic of Botswana (Debswana) and the Government of the Republic of Namibia (Namdeb Holdings, including Debmarine Namibia (offshore operations) and Namdeb (land-based operations)).

THE GOVERNMENT OF THE REPUBLIC OF BOTSWANA IS A 15 PER CENT SHAREHOLDER IN DE BEERS PLC



DE BEERS PLC HAS 50/50 MINING JOINT-VENTURE PARTNERSHIPS WITH THE GOVERNMENT OF THE REPUBLIC OF BOTSWANA AND THE GOVERNMENT OF THE REPUBLIC OF NAMIBIA



We support the national development priorities of our partner governments, which include job creation, skills development and economic diversification.

Through our membership of the World Diamond Council (WDC), we are actively involved in the Kimberley Process, a UN-backed initiative between governments, civil society and industry to eliminate the trade in conflict diamonds.

SUPPLIERS

We have nearly 5,000 suppliers in our complex value chain. Our Inclusive Procurement Policy prioritises certain historically disadvantaged categories of supplier. For example, in Canada, we favour companies owned by members of the First Nations communities in the regions in which we operate. Alongside our Sightholders, we also engage with suppliers to help them address their carbon footprint as part of our Scope 3 strategy.

5,000

We have nearly 5,000 suppliers in our complex value chain.

INDUSTRY BODIES

Working alongside other producers and retailers, we play a leading role in raising diamond industry standards. We are founding members of the RJC and active members of the WDC and International Council of Mining and Metals (through Anglo American) among other industry bodies.

NON-GOVERNMENTAL ORGANISATIONS (NGOS) AND CIVIL SOCIETY

We have partnerships with several NGOs. For example, we work with UN Women on our gender equality programmes and with Fauna & Flora International on biodiversity and conservation initiatives. With National Geographic we are helping to protect the source waters of the Okavango Delta.

ANGLO AMERICAN

Anglo American is the majority shareholder in De Beers PLC, and we share best practice as well as many policies, structures and strategies. For example, the [Anglo American Social Way](#) is our governing framework for social performance, and [Anglo American's SHE Way](#) sets our safety, health and environmental standards.

AWARDS

GLOBAL GOOD AWARDS 2022 FINALISTS

De Beers Group was a finalist in the Sustainable Supply Chain category for the 2022 Global Good Awards, which celebrate international organisations that are blazing the trail for purpose-driven sustainability and ethical leadership.

The shortlisting was in recognition of the work we have done to embed our decarbonisation efforts across the diamond value chain and within our BPP programme.

Since 2021, we have been asking Sightholders to report on their environmental commitments and have developed an industry-leading template questionnaire for Sightholders to record their carbon footprint.

NATIONAL SUSTAINABILITY AWARDS 2022 FINALISTS

De Beers Group and National Geographic were finalists in the 'Partnership of the Year' category for the inaugural National Sustainability Awards, which celebrate UK-based organisations and individuals whose innovation and breadth of impact can help build a more sustainable and better future.

The shortlisting was in recognition of Okavango Eternal, our five-year strategic partnership to help address one of the most critical conservation challenges in the continent of Africa: protecting the source waters of the Okavango Delta and the lives and livelihoods they support.

WORLD MEDIA AWARDS 2022 WINNERS

Okavango Eternal also triumphed at the World Media Awards, scooping the Brand and Media Owner Partnership of the Year accolade, which celebrates great brand partnership matches, innovative thinking and effective implementation for an international audience.

The judges remarked on the "brave and innovative" way De Beers Group and National Geographic addressed brand perception head-on while drawing international attention to the importance of protecting the source waters of the Okavango Delta.

MINING AND EXPLORATION AWARDS 2022 WINNERS

Gahcho Kué Mine in Canada was proud to be recognised for its sustainability efforts at the Mining and Exploration Awards, which celebrate mining excellence in Nunavut and the Northwest Territories.

Along with two other mines in the region, Gahcho Kué won the Environmental, Social and Governance award at the event, hosted by the Northwest Territories & Nunavut Chamber of Mines and the Government of the Northwest Territories.

In particular, the accolade recognised the operation's strong and respectful partnerships with public and indigenous governments to care for the environment and work to improve the lives of people in nearby communities.



Solar panels on the roof of De Beers Group Industry Services Building, Surat.



Okavango Eternal, our partnership with National Geographic.

Photo credit: Karabo Moilwa/National Geographic.



Okavango Eternal, our partnership with National Geographic.

Photo credit: Thalefang Charles/National Geographic.



Elders from six indigenous communities gathered at the Ni Hadi Xa traditional knowledge monitoring cabin for the first Gahcho Kué Mine fish-tasting event since before the pandemic.

BUILDING FOREVER: OUR PROGRESS

Throughout 2022, we focused on embedding Building Forever and our 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.



Bird of prey flying in Orapa Game Park, Botswana.

FOUR STRATEGIC PILLARS:

LEADING ETHICAL PRACTICES ACROSS INDUSTRY

- 32 Responsible sourcing
- 40 Provenance
- 47 Artisanal mining

PARTNERING FOR THRIVING COMMUNITIES

- 53 Health and wellbeing
- 61 Skills and education
- 70 Livelihoods

PROTECTING THE NATURAL WORLD

- 81 Climate change
- 92 Water
- 99 Biodiversity

ACCELERATING EQUAL OPPORTUNITY

- 114 Inclusive workplace
- 122 Women in business and technology
- 127 Diverse talent in diamond jewellery

STRATEGIC PILLAR

LEADING ETHICAL PRACTICES ACROSS INDUSTRY

OUR VISION

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

Our ambition is to promote confidence in diamonds by leading the sector in ethical practices and supporting others to progress in this area. We are focusing our efforts on three key goals – Responsible Sourcing, Provenance and Artisanal Mining.

We continue to embed high standards across our sector and put robust processes in place, so that consumers can feel confident that their diamond jewellery has been sourced responsibly and contributed to a lasting positive impact.

Close-up of diamond-cutting saw at Almod Diamond Company, Sightholder Sales, Windhoek, Namibia.



OUR 2030 GOALS:

- RESPONSIBLE SOURCING 32
- PROVENANCE 40
- ARTISANAL MINING 47



OUR 2030 GOALS

> RESPONSIBLE SOURCING

GOAL

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

2022 HIGHLIGHTS

- Increased the number of entities participating in the BPP programme across the diamond value chain to 2,690, compared to 2,283 in 2021.
- Extended the BPP programme to include additional Sightholders, jewellery manufacturers, smaller suppliers and three new Beneficiation Project Members.
- Expanded the BPP section on Corporate Social Investment and Business Impact to include questions on the living wage to help establish a baseline for participants.

2,690

entities across the diamond value chain participated in the BPP programme.

+ [Read more on pages 32 to 39.](#)

> PROVENANCE

GOAL

– By 2030, we aim to provide the origin and impact of every diamond we discover and sell.

2022 HIGHLIGHTS

- Launched Tracr at scale for diamond production. It was identified by Forbes as one of the world's 50 leading blockchain solutions.
- Enhanced the Pipeline Integrity standard to support the scaling-up of our provenance programmes.
- Strengthened our Pipeline Integrity standard for tracking parcels of melee diamonds (0.08 carat and below at final polished weight).

Top 50

Tracr was identified by Forbes as one of the world's 50 leading blockchain solutions.

+ [Read more on pages 40 to 46.](#)

> ARTISANAL MINING

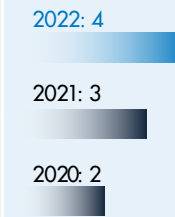
GOAL

– By 2030, the GemFair programme will generate at least 1,000 supplementary or alternative livelihoods for artisanal mining communities.

2022 HIGHLIGHTS

- Increased the number of mine sites participating in GemFair to 263, compared to 219 in 2021.
- More GemFair members accessed our Forward Purchase Agreement (FPA), taking the number of mine sites we fully fund up to 49, providing more miners with access to finance and increasing the volume of diamonds in the pipeline.
- Expanded the GemFair mine reclamation and farm creation project from three sites in 2021 to seven in 2022, helping to create more jobs.

NEW GEMFAIR MINE RECLAMATION AND FARM PROJECT SITES



+ [Read more on pages 47 to 50.](#)

OUR 2030 GOALS

RESPONSIBLE SOURCING

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



Successfully establishing and maintaining complex supply chains is key to the smooth running of our operations. However, complexity can also give rise to increased ethical challenges, and we make every effort to understand what these challenges are and how to mitigate them, from the risk of human rights violations to the threat of climate change.

These topics are constantly under the spotlight as they are of fundamental importance, not only for our business but also for stakeholders, our government partners, NGOs, industry organisations, clients and the end consumer. Therefore, it remains critical that our approach to responsible sourcing meets their expectations and that we continue to implement our programmes, policies and standards with rigour and integrity.

Tabletop shot of rough and polished diamonds, De Beers Global Sightholder Sales, Botswana.

Our responsible sourcing policies cover two aspects of our business:

- Sourcing diamonds and precious metals, minerals and gemstones for use in our jewellery products.
- Sourcing in the supply chain, covering local procurement and hiring. [See page 74](#) for more information.

These policies reflect the crucial link between responsible sourcing and provenance. Our work in this area strengthens a diamond’s traceability through the value chain, while our approach to responsible sourcing is designed to demonstrate that our diamonds have been mined and handled in a manner that upholds the highest ethical standards.

Further underpinning our work, we developed the BPP programme in 2005 which embeds a set of mandatory environmental, social and ethical standards, including human rights. [See page 34](#) for more information.

By implementing these high standards, we build our resilience as a company, and foster invaluable relationships with stakeholders to generate a positive impact in our producer countries and throughout the wider value chain.

HIGHLIGHTS

89.5%
of BPP audits were conducted on-site, as Covid-19 restrictions lifted.

77
countries are covered by the BPP programme.

341,369
employees are covered by the BPP programme.

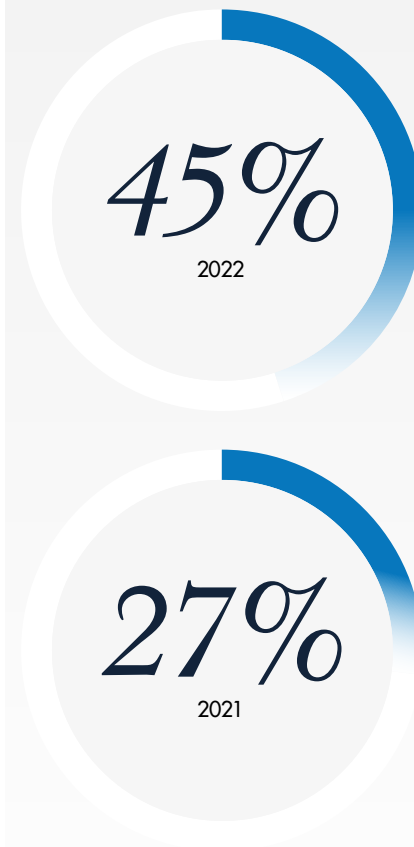
OUR PROGRESS IN 2022

- Onboarded seven new jewellery manufacturing contractors to our BPP programme, which is an assurance programme that applies to our own business units as well as our value chain, including Sightholders and their relevant diamond contractors.
- Extended the scope of the BPP programme to include three new Beneficiation Project Members and nine small South African-owned businesses selected as part of a beneficiation pilot project.
- Conducted a review of the human rights requirements of the BPP programme. This was supported by Shift, a leading centre of expertise on the UNGPs, and has led to upgraded standards.
- Expanded the BPP section on Corporate Social Investment and Business Impact to include questions relating to living wage payments to help establish a baseline for BPP programme participants.
- Continued to support BPP programme participants’ journey in preparing for

mandatory carbon footprint reporting requirements in 2023 through training, advocacy and an option to upload their data, which saw strong uptake.

- Supported the increased number of Sightholders reporting their carbon footprint, with 45 per cent providing complete data compared with 27 per cent in 2021.
- Strengthened our policies relating to the sourcing of diamonds and precious metals, minerals and gemstones by:
 - › continuing to ensure alignment with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (OECD Due Diligence Guidance);
 - › clarifying our position to require compliance across the group with the most stringent applicable sanctions;
 - › revising and reviewing our accepted diamond and precious metal sourcing standards.

NUMBER OF SIGHTHOLDERS REPORTING THEIR COMPLETE CARBON FOOTPRINT DATA UNDER OUR VOLUNTARY CARBON FOOTPRINT REPORTING TEMPLATE



2023 LOOK AHEAD

- Continue to review and evolve our BPP programme requirements for Sightholders and other participants. We will achieve this in the 2023 cycle through:
 - › enhancing our human rights section to place greater focus on employees’ human rights and the language of the UNGPs;
 - › strengthening our BPP programme requirements on provenance claims in recognition of greater focus and concern in this area, as well as further aligning with the RJC guidance to maintain their robustness;
 - › making our carbon footprinting reporting requirements mandatory and providing additional training and guidance to Sightholders with the support of the Carbon Trust.
- Continue to onboard new participants to our BPP programme, including by extending participation to Small Beneficiation Customers in Namibia who have taken part in a pilot scheme similar to the one in South Africa.

OUR TARGETS

- ✔ We will continue to certify all our operations to RJC standards. We will work with the RJC and other industry initiatives and organisations such as the WDC and share our expertise to drive wider adoption of best practice standards across the industry.
- We will continue to roll out the 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 expand the scope of BPP participation, through bringing in more value chain players who we trade with as part of our terms of business. We will also enhance the standards of the BPP programme, building on our existing strong foundation to drive better practices, based on emerging risks and the expectations of consumers.

2030 GOALS

- ✔ Achieved
- On track
- Behind schedule

WHAT IS THE BEST PRACTICE PRINCIPLES ASSURANCE PROGRAMME?

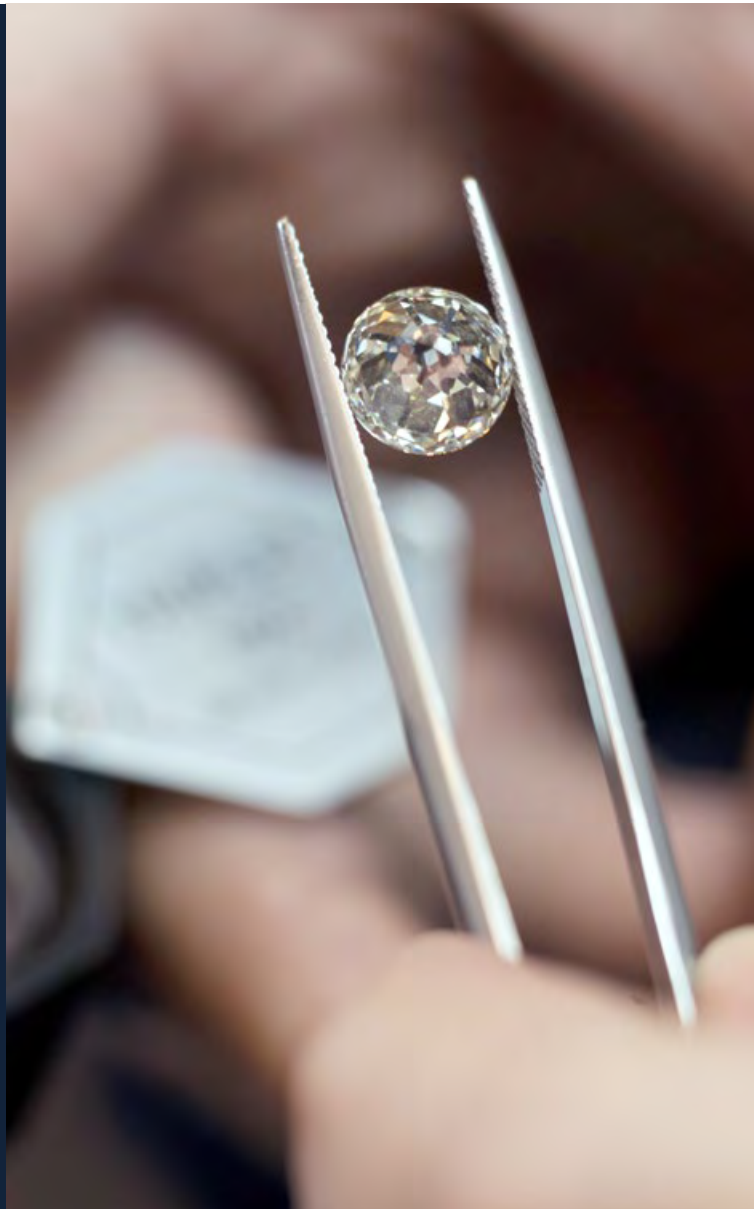
The BPP programme consists of a set of mandatory environmental, social and ethical standards, including human rights, that we apply to all our own operations, as well as to our Sightholders, which are the businesses that purchase the vast majority of De Beers Group rough diamonds, their relevant diamond contractors, and our jewellery manufacturing contractors and Beneficiation Project Members.

All participants must submit an annual self-assessment demonstrating their compliance with all applicable requirements. A third-party verifier, Société Générale de Surveillance (SGS), independently audits a selection of these assessments annually using risk-based criteria.

The BPP programme requirements are based on leading international standards, meaning it is fully aligned with the OECD Due Diligence Guidance, the UNGPs on Business and Human Rights, the International Finance Corporation's Performance Standards, International Labour Organization Standards, and the Universal Declaration of Human Rights, among others.

Through the BPP programme, De Beers Group can continue to play a leading role in the industry by supporting participants in ensuring best practices are implemented, and responding to emerging risks, such as climate change, and the role businesses can play to mitigate its impacts.

Looking at a polished diamond through a loupe at Almod Diamonds' cutting and polishing factory, Yellowknife, Canada.



BPP PROGRAMME HIGHLIGHTS IN 2022

EXPANDING THE REACH OF OUR BPP PROGRAMME

The BPP programme has historically applied to De Beers Group, Sightholders and Beneficiation Project Members, who are small South African owned enterprises that De Beers Group assists in their economic development and industry upskilling by providing them with rough-diamond supply and business expertise.

In the 2022 cycle, three new Beneficiation Project Members were brought on to the BPP programme, supported by a course of dedicated workshops, and their participation will continue in 2023. This expansion reflects the status of the BPP programme as an industry-leading standard, driving consumer confidence in the diamond and jewellery value chain as we continue to promote the value of beneficiation within our producer countries.

We have worked closely with our new Beneficiation Project Members to help them align with BPP requirements since they often do not have the resources that Sightholders, as larger organisations, would have. Their alignment not only strengthens our value chain but also helps these smaller companies improve their responsible business credentials, which they can then communicate to customers.

Two pilot programmes similar to the Beneficiation Project have also been run in South Africa and Namibia with Small Beneficiation Customers. These locally owned businesses, although in pilot stage, have been required to comply with the BPP programme. If the pilots prove successful,

in 2023 for South Africa and 2024 for Namibia, their participation will officially continue, and they will receive dedicated support throughout their journey.

Since 2021, we have also focused on extending the mandate of the BPP programme to include our downstream retail brands' core diamond suppliers and jewellery manufacturing contractors. The number of participants increased in 2022 and we aim to continue this growth in 2023.

Combined with the continued strengthening of the requirements of both our Responsible and Ethical Sourcing Policy for Diamonds and Responsible Sourcing Policy for Precious Metals, Minerals and Gemstones, we continue to give stakeholders greater confidence in the ethical credentials of the supply chain.

BPP PROGRAMME: SIGHTHOLDERS, CONTRACTORS AND BENEFICIATION PROJECT MEMBERS' PERFORMANCE

The total number of Sightholder infringements identified by SGS increased from 151 in 2021 to 158 in 2022. This higher number reflects the onboarding of additional participants to the BPP programme as well as the increased return to on-site auditing. In 2022, thanks to the lifting of Covid-19 restrictions, we were able to return to conducting most audits on-site (around 89.5 per cent) with only 10.5 per cent conducted remotely.

CHANGES TO THE BPP PROGRAMME IN 2022

REVIEW OF HUMAN RIGHTS REQUIREMENTS

Supported by Shift, we undertook a significant review of the human rights requirements of the BPP programme. The updated requirements will be implemented in 2023, along with training for Sightholders and other participants to help them achieve compliance.

Our goal is to align more closely with the UNGPs on how human rights risks and impacts are identified and mitigated. The new requirements also entail greater scrutiny of the risks for vulnerable people, such as ethnic minorities, those living with disabilities, and women, including those who are pregnant.

INTRODUCTION OF VOLUNTARY QUESTION ON THE LIVING WAGE

In 2022, we introduced a voluntary question into the BPP annual self-assessment, asking Sightholders if they pay the living wage. This is so we can establish a baseline assessment of whether this is something we should include as a BPP requirement, as we strive to go beyond best practice.

SUPPORTING 2023 CARBON EMISSIONS REPORTING

We recognise we need to focus not only on our own carbon emissions, but also those within our value chain. To support this, in 2021 we decided to include voluntary carbon emissions reporting within the scope of the BPP programme, and developed tools to help measure our rough-diamonds customers' environmental commitments and their journey towards carbon neutrality.

In particular, we developed a carbon footprint questionnaire based on the Greenhouse Gas Protocol, which is a leading initiative and one of the first of its kind within the diamond industry. Working with experts from the Carbon Trust, we have prepared Sightholders for this new requirement by providing in-depth training sessions. The training has specifically focused on how to measure their carbon footprint across each part of the diamond value chain.

The next stage in our commitment will be making our carbon reporting requirements mandatory for the BPP programme 2023 cycle. This is a significant change, and we are continuing to support Sightholders through advocacy and training. For Sightholders in the early stages of their carbon footprint journey, the training has provided vital tools on how to understand carbon calculations across their often-complex groups and geographies. By elevating this standard, the BPP programme continues to lead the way in implementing best practices and driving change.

“

De Beers Group continues to take decisive steps to progress its carbon and climate management, and to raise the industry's climate reporting ambition. The now mandatory set of questions on Sightholders' climate commitments and carbon emissions in De Beers Group's BPP programme underlines the critical role of carbon transparency and accountability in climate mitigation and adaptation strategies. De Beers Group continues to engage and support its value chain in adopting best practices – a welcome step to driving the industry towards a more sustainable future.

Renata Lawton-Misra
The Carbon Trust

”

WHAT IS BENEFICIATION?

Diamond beneficiation is the process of adding economic value to rough diamonds by cutting and polishing them before their onward sale to jewellery manufacturers and retailers.

De Beers Group strives to boost job creation, skills development and economic prosperity in our host countries by enabling citizens to participate in the diamond value chain as small businesses known as Beneficiation Project Members.

In South Africa and Namibia, we run enterprise development projects in partnership with the national governments to help Black and historically disadvantaged Beneficiation Project Members compete on the world diamond stage and be leaders of the industry's success story in southern Africa.

RESPONSIBLE SOURCING POLICIES FOR DIAMONDS AND FOR METALS, MINERALS AND GEMSTONES

De Beers Group’s operations span the full value chain, from mining, sorting and sales, through to retail. To ensure we meet the expectation of our stakeholders and continue to raise standards within the diamond value chain, we have two responsible sourcing policies that govern our sourcing activities:

+ [Our Responsible and Ethical Sourcing Policy for Diamonds](#)

This policy sets out our standards for sourcing natural rough and polished diamonds. It applies to De Beers Group’s business units sourcing diamonds, from discovery and rough diamond trading through to retail, as well as to all our diamond suppliers.

+ [Our Responsible Sourcing Policy for Precious Metals, Minerals and Gemstones \(excluding Diamonds\) for Use in Jewellery Products](#)

This policy sets out the principles that De Beers Forevermark, De Beers Jewellers and Lightbox, and their jewellery manufacturers must consider when sourcing precious metals, minerals and gemstones (excluding diamonds) for use in their jewellery products.

A key focus area in 2022 has been the review of both policies to further refine and strengthen them. This led to several updates including clarity on requirements relating to sanctions; a greater focus on assurance mechanisms to demonstrate compliance with the policies; and a review by Shift which led to several recommendations that were adopted.

Both policies are consistent with the requirements of the OECD Due Diligence Guidance and the UNGPs on Business and Human Rights.

GOVERNANCE OF RESPONSIBLE SOURCING POLICIES

The BERG Co, which reports into the De Beers Group Executive Committee, is responsible for the oversight of both our responsible sourcing policies. Selected Executive Committee members, who do not head up any of our diamond-sourcing or diamond-producing business units, act as the key decision-makers.

OUR RESPONSIBLE AND ETHICAL SOURCING POLICY FOR DIAMONDS

We implement our [Responsible and Ethical Sourcing Policy for Diamonds](#) in our individual business units through the following approach:

- **Diamond Trading:** Our rough-diamond-selling entities in Botswana, Namibia and South Africa only sell rough diamonds that are sourced directly from De Beers Group-managed or joint-venture mines in Botswana, Canada, Namibia and South Africa. These mines are compliant with the BPP programme requirements and they are certified against the [RIC Code of Practices](#).
- **Auctions:** Rough diamonds sold through the Auctions business unit are sourced as a first priority from our managed or joint venture mines in Botswana, Canada, Namibia and South Africa. On occasion, Auctions sources diamonds directly or indirectly from approved third-party rough producers and sellers through its ‘Third-Party Supply’ programme. Approved producer sources are selected based on strict environmental, social and governance (ESG) criteria. Auctions also must demonstrate compliance with the transparency standards of the [Auctions Diamond Trading Standard for Sellers](#).
- **GemFair:** This De Beers Group initiative to connect responsible artisanal and small-scale miners (ASM) to the global market sources diamonds from those that meet the requirements of the GemFair Responsible Artisanal and Small-Scale Mining Assurance Programme. [See page 49](#) for further details.

- **De Beers Forevermark:** This sources polished diamonds only from De Beers Forevermark Diamantaires. Since 1 January 2022, De Beers Forevermark Diamantaires must have Sightholder or Beneficiation Member Project status and can only source rough diamonds destined to be inscribed with the Forevermark logo from De Beers Group’s managed operations or joint-venture mines, or selected approved producers that meet the ethical and product credentials of our [Responsible and Ethical Sourcing Policy for Diamonds](#). All approved producers have either been located in Canada or southern Africa since April 2022. Provenance is assured through third-party verification under the rigorous Pipeline Integrity programme, which requires De Beers Forevermark Diamantaires to implement systems, procedures and policies to segregate eligible De Beers Forevermark diamonds in a separate pipeline. De Beers Forevermark Diamantaires are also required to comply with the BPP programme requirements annually. As of 1 January 2023, all De Beers Forevermark diamonds inscribed with the logo will be sourced from De Beers Group’s managed or joint-venture operations.

- **De Beers Jewellers:** This is our principal retail brand. Most diamonds sourced by De Beers Jewellers are purchased from Sightholders and come from De Beers Group’s managed or joint-venture mining operations, with provenance supported under the provenance claims criteria within the BPP programme requirements. In special circumstances, De Beers Jewellers can source diamonds from other approved sources as defined in the [Responsible and Ethical Sourcing Policy for Diamonds](#). By the end of 2023, we aim to ensure that all core diamonds and melee diamonds are sourced only from De Beers Group’s managed and joint-venture operations, with provenance also supported through the implementation and verification of the Pipeline Integrity standard. See more on [page 45](#).

OUR RESPONSIBLE SOURCING POLICY FOR PRECIOUS METALS, MINERALS AND GEMSTONES

In our retail operations, we sell diamonds as part of a jewellery piece, and we understand the importance of assuring consumers that the whole piece has been ethically sourced – not just the diamond.

To support our vision to advance industry standards, we are committed to ensuring that the components used in our jewellery, comprising precious metals, minerals and gemstones, also meet strict ESG standards across their value chains.

These criteria form part of a decision-making process that is fair, consistent and risk-based.

Throughout 2022, efforts were made in implementing the policy with a view to identifying, mapping and analysing ethical credentials and the metal-sourcing practices of the jewellery manufacturers used by downstream brands.

EXTERNAL JEWELLERY MANUFACTURERS

Our brands’ jewellery manufacturers are located in 11 areas across the world: Belgium, China, France, Germany, Hong Kong, India, Italy, Japan, Thailand, the United Kingdom and the United States. It is therefore essential that our far-reaching policy contains both adaptive and robust requirements. In terms of their compliance with ethical credentials, jewellery manufacturers who supply our retail brands should either comply with our BPP programme or be certified against the [RJC Code of Practices](#). In 2022, 94 per cent of our jewellery manufacturers met this position, and we are working to ensure full alignment for 100 per cent of our manufacturers in 2023.

METAL SOURCING

We recognise best practice standards in the metal industry. We have established strict criteria for the metal sourced for jewellery in our house brands of De Beers Jewellers, De Beers Forevermark (wholesale) and Lightbox. These criteria form part of our contractual arrangements with external jewellery manufacturers. The [Responsible Sourcing Policy for Metals, Minerals and Gemstones](#) was first implemented in 2021. Following an in-depth review in 2022, we narrowed our position on what we consider to be acceptable sourcing standards and removed two options that were available in 2021.

The focus of the 2022 review was to only accept sourcing standards that are clearly aligned to OECD Due Diligence Guidance, with clear positions on compliance with mandatory sanctions, with members publicly listed. To further ensure our satisfaction that no sanctioned material could enter our value chain, we enhanced our requirement to disclose key documentation for each type of metal sourced.

A greater focus on assurance mechanisms to support the implementation of the policy will continue to be a priority for 2023.

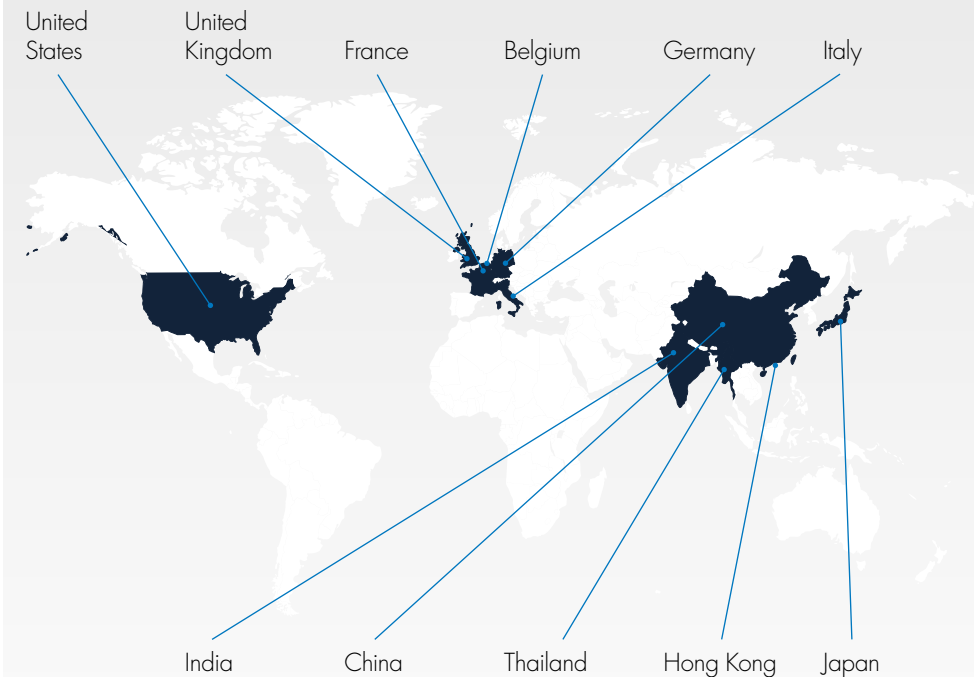
PLATINUM

In 2022, De Beers Jewellers aimed to source 100 per cent of its newly mined platinum from Anglo American Platinum and the remainder from recycled sources. Work will continue in 2023 to support more robust data collection on manufacturers’ platinum suppliers to better understand provenance and impact.

EXTERNAL JEWELLERY MANUFACTURERS

11

countries across the world.



RESPONSIBLE SOURCING POLICIES IN THE SUPPLY CHAIN

The [Anglo American Responsible Sourcing Standard for Suppliers](#) applies to our upstream mining operations' procurement activity. The standard defines the minimum sustainability requirements and decent work principles required. Under the standard, De Beers Group must prioritise ethical decision-making when purchasing goods and services.

Most De Beers Group suppliers work with our upstream operations, providing us with varied goods, materials and services.

It is crucial that these suppliers abide by all applicable laws and are motivated to raise living standards, support civil society and protect the environment. As a result, this upholds the same values and standards De Beers Group demonstrates throughout our businesses.

All our suppliers are expected to operate fairly and with integrity, safeguard labour and human rights, contribute to thriving communities, and protect the environment.

Shift Coordinator and colleague at processing plant, Orapa Mine, Botswana.



ROLL-OUT OF THE RESPONSIBLE SOURCING STANDARD FOR SUPPLIERS

In 2021, we began the roll-out of Anglo American's Responsible Sourcing Standard for Suppliers to set out the minimum standards we expect. All potential suppliers must pledge to operate responsibly and fill out a self-assessment questionnaire, explaining practices such as how they verify the age of their employees, how they assess the environmental impacts of their business and what processes they have to enable workers to highlight concerns.

Third-party verification is sometimes required, and if a supplier becomes aware of a risk, they must inform us and devise a plan of action to address it. In 2021, we focused on our largest 30 suppliers who are responsible for about 85 per cent of our spend. In 2022, we took a closer look at our small and medium-sized enterprises (SMEs) suppliers, rolling out training to support them in understanding the processes required to conform to our standard.

GLOBAL CERTIFICATION AS A LIVING WAGE EMPLOYER

Through Anglo American, De Beers Group has been recognised as a global living wage employer, having secured accreditation from the Fair Wage Network, which undertakes international analysis and research.

They awarded the accreditation after reviewing employee data across all wholly owned entities and joint-venture partners, including operations, smaller offices and corporate centres.

Anglo American is the first mining company to reach this milestone and the third company in the world to be globally accredited by the network.

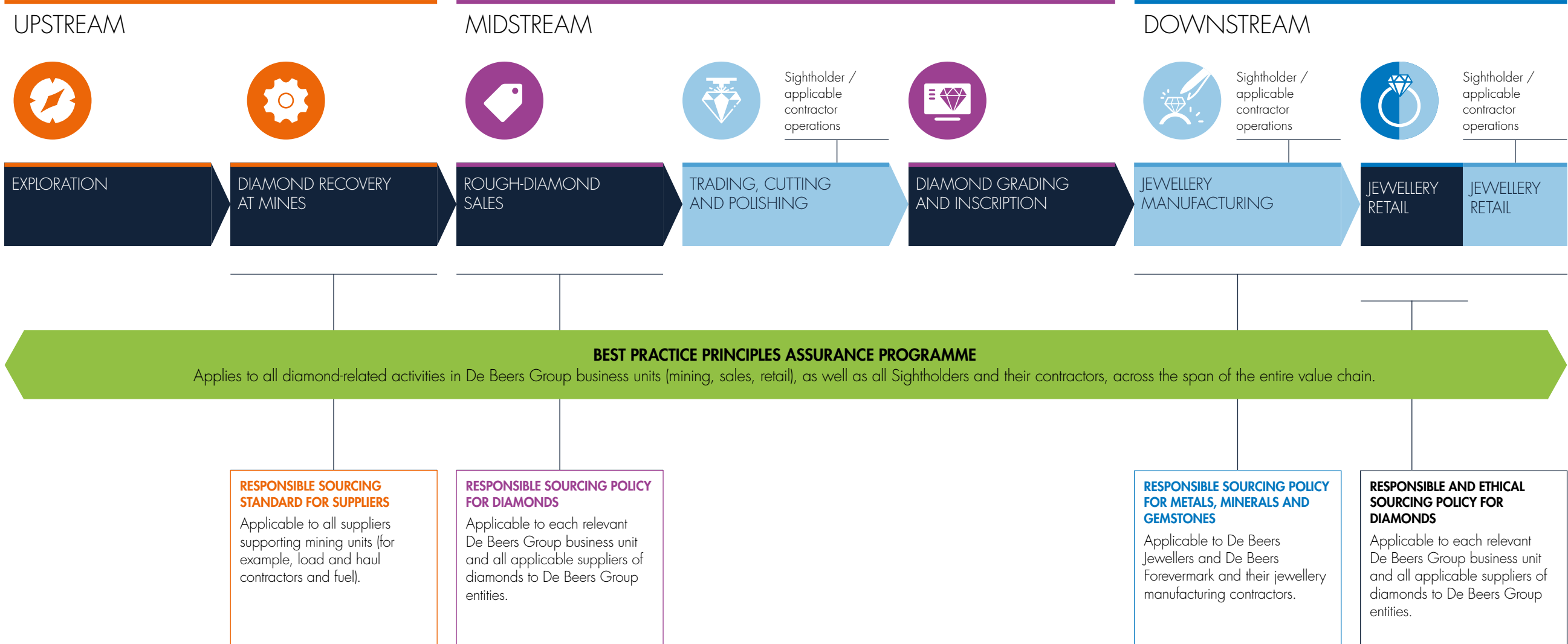
This current certification is valid for one year, until December 2023, but we have also embedded living-wage analysis into our internal pay processes to ensure we adhere to fluctuating benchmarks for our lowest-paid workers, year on year.

At De Beers Group, we are also advocating for our partners in the diamond value chain to review their pay levels and secure living wage accreditation. Our approach is to highlight the importance of fair wages and raise this issue with partners.

For example, as of 2022, our BPP programme annual self-assessment return includes a voluntary question asking Sightholders if they pay a living wage ([see page 34](#)).

Our Supply Chain team is also working to embed living wage principles into our procurement processes for contractors, under the Anglo American Responsible Sourcing Standard for Suppliers, which applies to De Beers Group's upstream mining operations.

HOW DO WE ENSURE ETHICAL PRACTICES IN OUR DIAMOND VALUE CHAIN?



OUR 2030 GOALS

PROVENANCE

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



Provenance has always been a priority for us, even before the launch of the Building Forever framework. Demonstrating the origin of a diamond is central to reassuring consumers that their purchase has been ethically produced and created a positive impact.

2022 marked a milestone in De Beers Group’s provenance journey. After years in development, combining expertise and technical innovation, Tracr can now record data to allow participants to provide provenance assurance for individual diamonds at mass scale. Underpinned by Pipeline Integrity, Tracr allows participants to capture data on each stone’s unique attributes and detailed evidence of origin, from source to Sightholder to jewellery store.

Collection of rough diamonds in diamonds display at De Beers Group offices, Calgary, Canada.

The success of Tracr over the past year has proven this is a key strategic innovation for De Beers Group, fuelling our ambition to be a leader in diamond traceability.

The platform builds on our already extensive work in the field of ethical provenance and is intrinsically linked with global initiatives across the industry, including the Kimberley Process, which works to ensure only “conflict-free” diamonds enter the supply chain. For more information on De Beers Group’s work in public policy, [see page 158](#).

Providing the platform for participants to record a diamond’s journey through the value chain is a pivotal point in our history to help promote ethical practice. It is also important to demonstrate that a diamond has been handled in a manner that upholds high ethical standards. This is covered by our approach to responsible sourcing, detailed on [page 32](#).

TRACR STATS

500,000

upstream rough diamonds from De Beers Group’s managed and joint-venture operations were registered onto Tracr.

1/2

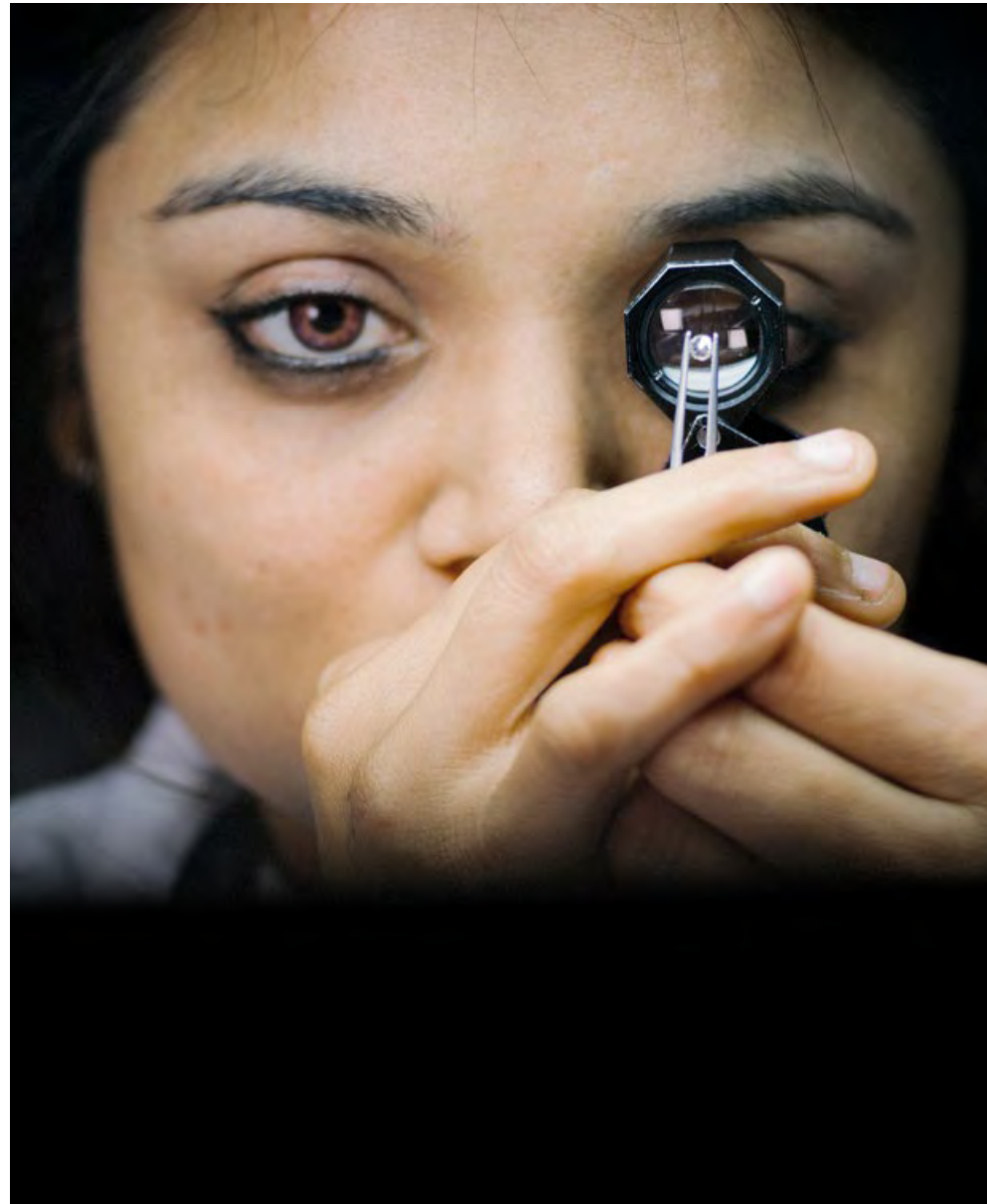
representing more than half of De Beers Group production by value.

US\$100M

estimated value of polished stones uploaded onto Tracr downstream by participants, as we scale up onboarding.

OUR PROGRESS IN 2022

- Announced that Tracr can record data for us to provide fast, reliable and tamper-proof provenance assurance for our diamonds.
- Registered 500,000 rough diamonds from De Beers Group’s managed and joint-venture operations onto Tracr, representing more than half of our production.
- Completed a complex review of the Pipeline Integrity standard in collaboration with the British Standards Institution (BSI). We then expanded the Pipeline Integrity standard and established a supplement for melee diamonds, which, to the best of our knowledge, is a first-of-a-kind for the industry.



Employee grading diamond with loupe and tweezers, De Beers Industry Services, Surat.

2023 LOOK AHEAD

- Aim to register more than a million rough diamonds onto Tracr.
- Continue our work to roll out Tracr at retail level, including leading brands. This will enable them to show their customers the detailed history of their diamond with the benefit of transparent provenance.
- Implement a new auditable framework for the traceability of melee diamonds, back to rough diamonds sold by De Beers Group’s trading companies, under the revised Pipeline Integrity standard.
- Continue to build training programmes for Sightholders to communicate the upgrades that were made to the Pipeline Integrity standard.

OUR TARGETS

- By 2025, we will scale up 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 innovative platform built on blockchain that allows participants to provide provenance assurance.

2030 GOALS

- ✔ Achieved
- On track
- Behind schedule

CASE STUDY

HOW DOES TRACR WORK?

Tracr is our unique platform that uses a combination of different technologies, including blockchain, the Internet of Things, artificial intelligence, scanning equipment and high-grade security, to capture the physical attributes and a 3D image of an individual diamond. This creates a digital ID – or “asset” – so its history can be traced.

Blockchain is a digital technology that enables the secure transfer of data without the need for centralised storage, meaning it can process large amounts of information quickly.

De Beers Group is using a scanning and measuring facility at the Diamond Trading Company in Botswana to process and register thousands of De Beers Group-sourced rough diamonds every day before they are sold to Sightholders.

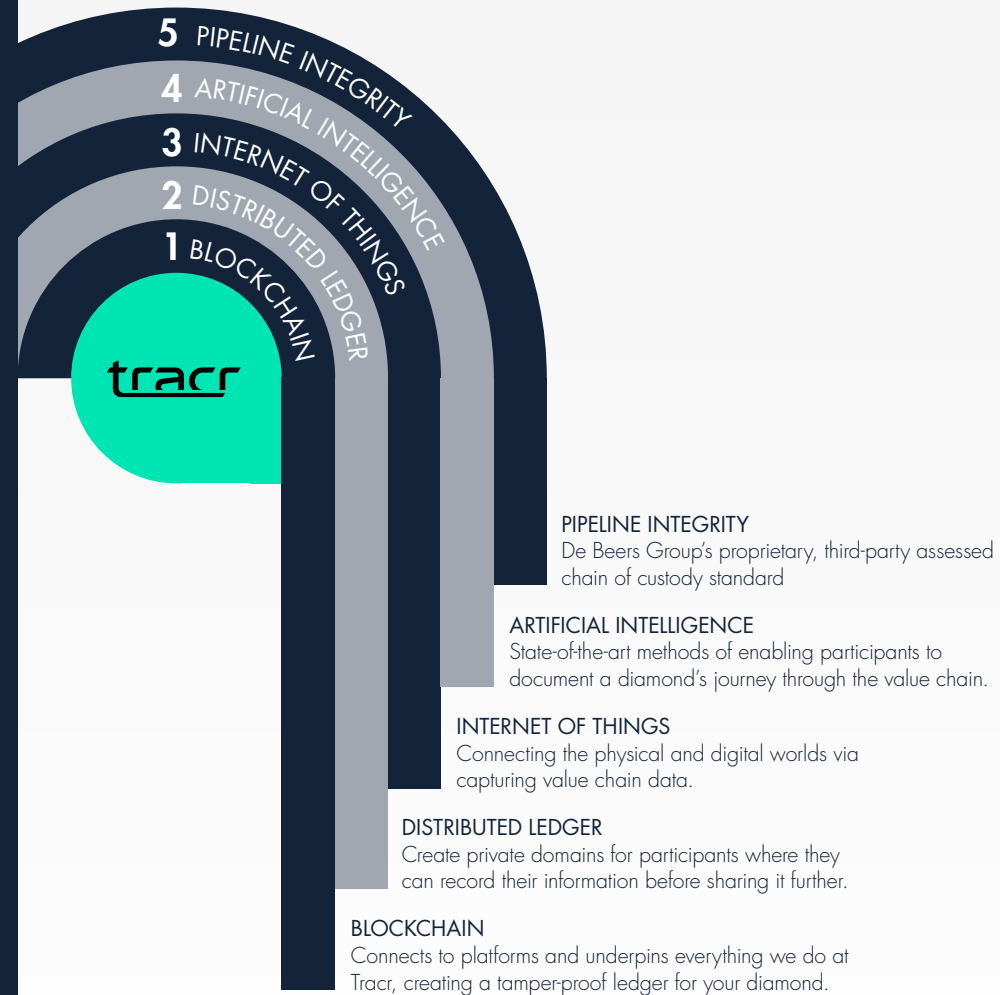
The digital ID can then be passed on to the next stage of the value chain, allowing details to be shared of a diamond’s origin and provenance at every step, right through to the retailer.

The Tracr platform is a first-of-a-kind and includes advanced data security and privacy, ensuring that anyone using it can control the use of and access to their data. The immutable nature of each transaction ensures the digital ID cannot be tampered with.

We have collaborated with companies from every part of the value chain to create a system that holds the data that enables participants to provide provenance assurance.

Our long-term goal has always been to create a platform that can be used industry-wide. The successful development of Tracr this year is of huge significance for De Beers Group and we are ambitious for further developments as we progress.

COMBINING MULTIPLE TECHNOLOGIES



YOUR DIAMOND’S JOURNEY FROM SOURCE TO SALE



TRACR™ is a blockchain solution for natural diamonds. The platform allows for identification and thus traceability of natural diamonds, documenting the positive impact they create along their journey.

ORIGIN SOURCE AT SCALE | SECURE | TRANSPARENT | CHECKED AND BALANCED

A LEAP FORWARD FOR TRACR

For many of our consumers, choosing a diamond is a moment filled with deep meaning and joy. Thanks to Tracr, they will soon be able to see the individual diamond's detailed history and journey – including the qualities of the rough "parent" diamond, confirmation that it came from a De Beers Group mine, and details on who created the final polished diamond.

In 2022, the platform was once again identified by Forbes as one of the world's 50 leading blockchain solutions, after first being selected in 2020.

Tracr has now been rolled out across De Beers Group production and to some Sightholders. At the end of 2022, 43 Sightholders had been onboarded, 25 of which are live on the platform.

At our Botswana facility, we have individually loaded more than 500,000 diamonds onto the platform, representing more than half of our production.

On average, around **100,000** diamonds are being loaded onto the system every five weeks, which equates to more than 50 per cent of our production by value.

So far, the most we have loaded in one day is **5,000**, which shows the potential numbers of stones the Tracr platform can record.

The Sightholders who are on board continue to increase their volumes, and to date, they have registered **70,000** diamonds.

The journey of a diamond is audited by our third-party auditor SGS through the Pipeline Integrity programme. We are also reviewing how the functionality of the Tracr system can be independently audited in depth.

TRACR'S POTENTIAL IN 2023

We aim to see rapid growth in the use of the platform and further evidence of its vast potential. At the current rate of growth, we hope to load more than a million diamonds onto the platform in 2023.

In the year ahead, we are set to onboard retailers, including leading brands, so they can access the data and digital history of a diamond to share details of provenance with the consumer.

This will tell them that the diamond came from a De Beers Group mine that has been certified by the RJC and complies with best practice, such as respect for strong labour rights and environmental protection. Ultimately, we anticipate this technology will help emerging jewellery brands to show their customers that they are using ethically sourced diamonds.

We are also planning to use the Tracr technology on smaller diamonds by introducing Tracr API – an element of blockchain technology that will enable diamond manufacturers to directly interact with the system.

[+ Diamonds Insights Report 2022](#)

THE PROVENANCE IMPERATIVE

According to Agility TrendLens 2021, when given a choice between a natural diamond from a well-known brand that has been produced in line with ESG goals, and one that comes with no sustainability assurance from a well-known brand, nearly of consumers across markets would select the sustainable option.

The Diamonds Insights Report 2022 found that 85 per cent of those willing to select sustainable options are open to paying an average premium of 15 per cent.



“

When Tracr was founded, we had a vision: to create an open, end-to-end platform that creates a digital diamond attribute and transaction ledger, adding the value of confidence to each diamond in the value chain. Today, we are closer to achieving our vision than ever before.

Wesley Tucker
Tracr CEO, De Beers Group

”

TRACR HIGHLIGHTS

100,000

On average, around 100,000 diamonds are being loaded onto the system every five weeks.

5,000

So far, the number of diamonds loaded onto the system in one day.

CASE STUDY

TRACR PLATFORM RECOGNISED BY FORBES

Tracr, our technology platform that records the data to enable participants to provide provenance assurance, has been recognised by Forbes as part of its 'Blockchain 50' for 2023.

It is the third time that Tracr has been included on Forbes' list of leading blockchain applications, reflecting the progress Tracr continues to make in bringing digital traceability at scale to the diamond industry.

The Tracr platform combines the powerful technologies of blockchain, the Internet of Things, artificial intelligence and high-grade security and privacy controls to enable participants to record data which can immutably trace a diamond's journey as it passes through the value chain.

At the end of 2022, Tracr registered over 100,000 diamonds every five weeks, representing more than half of De Beers Group's rough-diamond supply by value. In total, Tracr enabled participants to provide provenance assurance of 600,000 registered diamonds, roughly 15 per cent of the world's production.

100,000
diamonds are registered by Tracr every five weeks.

600,000
diamonds per month with provenance assurance.

“

We are pleased that Tracr has once again been recognised by Forbes as one of the world's leading blockchain initiatives. Tracr enables us to share the origin and impact of the diamonds we discover, and it deepens the connection our clients have to the diamonds they own.

David Prager
EVP, Chief Brand Officer, De Beers Group

”

THE PIPELINE INTEGRITY STANDARD

The Pipeline Integrity standard sets the key criteria for demonstrating segregation and traceability of eligible diamonds from non-eligible diamonds. It assesses each entity in the chain of custody, from the point of rough purchase through to the polished sorting office, to ensure that the management systems, policies and procedures are in place to segregate and reconcile eligible diamonds from non-eligible diamonds. This is supported by the use of digital and Enterprise Resource Planning systems that track diamonds from rough to polished.

In 2022, all De Beers Forevermark Diamantaires and Code of Origin participants were part of the Pipeline Integrity programme, to support the provenance assurance underpinning each of these initiatives.

We conduct ongoing due diligence to ensure that the chain of custody of the diamonds is disclosed. This means that any entity handling eligible diamonds throughout the process, including any assortment activities and contractors, should be disclosed to us.

Each entity participating in the Pipeline Integrity programme must conduct an annual self-assessment and undergo a third-party assessment by our appointed external verifier, SGS.

Following the easing of government Covid-19 restrictions, the majority of the 161 Pipeline Integrity programme audits were conducted on-site, after two years of remote audits during the pandemic. This has been a highly-valued return to pre-pandemic procedure, given the increased practicality of in-person verification.

Across all our provenance programmes, our position is to always work towards improvement and collaboration. We retain the right to terminate a client relationship in a case of serious non-compliance, which unfortunately happened in one case in 2022 for a critical non-conformance to the Pipeline Integrity standard.

A REVIEWED AND ENHANCED PIPELINE INTEGRITY STANDARD

In 2022, we completed a complex review and upgrade of the Pipeline Integrity standard in collaboration with the BSI, which conducted two editorial reviews and one technical review against its own exacting standards. The new Pipeline Integrity standard will be implemented in 2023.

As part of this review, we looked closely at historic performance, consulting with participants in the Pipeline Integrity programme. In particular, we were tasked with looking at the challenge of ensuring the traceability of melee diamonds. For larger diamonds, our Sightholders have strong systems and physical segregation in the factory, which is easier to implement for individual diamonds.

Verifying the provenance of batches of melee diamonds presents more of a challenge, as they are often cut and polished in contractor units and aggregated at the assortment stage. They must meet complex customer requirements, meaning that parcels would generally be mixed with other productions to create bespoke assortments for customers.

We undertook extensive consultation with Sightholders, and visited melee cutting and polishing factories and trading offices in India. Based on our learnings, we established a standard by which the provenance of melee diamonds could be traced back to rough diamonds sold by De Beers Group trading companies.

Our team worked closely with colleagues in De Beers Group's trading companies, Global Sightholder Sales, Namibia Diamond Trading Company and De Beers Consolidated Mines, De Beers Institute of Diamonds laboratories and with our Sightholders, to establish a mechanism that is fit for purpose.

This has included stipulating criteria on batch processing and handling, reconciliation expectations back to original shipments, and storage and handling at assortment facilities. All contractors handling eligible melee must also be disclosed and comply with the requirements of the Pipeline Integrity standard, including the additional section on melee.

The enhanced standard requires all contractors working with Sightholders to participate in the BPP programme ([see more on page 34](#)). This is the case even if the contractor was not originally in the scope of the BPP programme because they were classed as "non-substantial". This helps us not only provide provenance assurance but also verify that they are abiding by the requirements of the BPP programme on issues such as human rights, health and safety, environmental impact, and product security.

The standard has also meant customers who want melee diamonds that have provenance assurance are required to build in longer lead times when sourcing from their suppliers. De Beers Jewellers, for example, has committed to fulfilling all its core melee needs with diamonds of De Beers Group origin over the course of 2023 and is going to provide more time for its suppliers to deliver on their sourcing requests.

We also collaborated extensively with our auditors, SGS, to establish an auditable framework for melee diamonds, which will also be implemented in 2023.

This work has driven us to update our systems to match new requirements and implement this in a user-friendly way. In 2023, we aim to build training programmes and communicate these expectations to our Sightholders.

DE BEERS CODE OF ORIGIN – LOOK AHEAD

The De Beers Code of Origin programme will continue in 2023 and will be supported by the Pipeline Integrity standard. Under De Beers Code of Origin, we inscribe a customised code onto the diamond, providing evidence that the stone is natural and was discovered in one of our four host countries: Botswana, Canada, Namibia or South Africa.

The programme will evolve in 2023, with substantial changes to reflect the ongoing global picture. The De Beers Code of Origin programme will also include provenance details from the data recorded on Tracr.

In 2022, we continued to roll out e-learning for pilot participants to explain the provenance claims of De Beers Code of Origin, with modules focusing on our BPP programme, Pipeline Integrity standard and Building Forever, our blueprint for sustainable impact. In total, approximately 1,776 hours of e-learning were delivered to 444 individuals.

CODE OF ORIGIN E-LEARNING ROLL-OUT

1,776

hours of e-learning were delivered to

444

individuals.

DE BEERS RETAIL BRANDS' COMMITMENTS

As of January 2023, the De Beers Forevermark jewellery brand has committed to only sourcing diamonds originating from De Beers Group's own mining operations. De Beers Jewellers has committed to sourcing all core melee originating from De Beers Group mines, sold via De Beers Group's rough-diamond trading companies, by the end of 2023.

De Beers Jewellers will continue to source all its core diamonds originating from De Beers Group mines and sold by our rough-diamond trading companies. In 2023, all suppliers of eligible diamonds to De Beers Jewellers will undergo Pipeline Integrity audits to support more robust provenance assurance.

Our Responsible and Ethical Sourcing Policy for Diamonds ([see page 36](#)) governs De Beers Jewellers' purchasing of "exceptional" diamonds, using clear criteria to help ensure that all diamonds entering its supply chain are not from any sanctioned sources and that they fully comply with all other applicable requirements.

Brand Ambassador assisting customers in De Beers Jewellers, Shanghai.



OUR 2030 GOALS

ARTISANAL MINING

By 2030, the GemFair programme will generate at least 1,000 supplementary or alternative livelihoods for artisanal mining communities.



It is estimated that over 40 million people worldwide work in the ASM sector, according to Delve, the leading data-gathering platform in this field. It is ethically imperative to create long-term solutions that raise standards and include these miners in secure, well-regulated access to diamond trading.

GemFair is a De Beers Group programme that is designed to support the formalisation of the ASM sector. We achieve this by working directly with ASMs and raising awareness amongst key stakeholders of the importance of engaging with and enabling legitimate ASM.

We believe the GemFair programme has shown what can be achieved in the ASM sector, as it has already made a difference to diamond miners in Sierra Leone. GemFair continues to collaborate with artisanal miners and their communities and encourages other responsible businesses to engage with the ASM sector.

The GemFair team is focused on embedding three core values: ensuring fair value for miners; empowering them through training and upskilling; and enabling access to market through traceability and assurance of ethical working standards to customers.

HIGHLIGHTS

263

sites participating in GemFair. (2021: 221)

121

anti-money-laundering checks. (2021: 413)

375

people were trained. (2021: 563)

2,479

mine site assessments (cumulative since 2018). (2021: 1,509)

OUR PROGRESS IN 2022

- Focused intense efforts on expanding the GemFair mine reclamation and farm creation project from three sites to seven, with the goal of creating more jobs, enhancing food security and helping to mitigate the environmental footprint of artisanal diamond mining in Kono district, Sierra Leone.
- Progressed our understanding of artisanal miners' livelihoods and their income streams, as part of our efforts to raise standards.
- Fully funded 49 mine sites as more members accessed FPA, a De Beers Group finance programme for miners.

2023 LOOK AHEAD

- Continue to explore how we can further support the livelihoods of artisanal mining communities in Kono district, both through mining and their secondary livelihoods such as farming.
- Continue our work in expanding the GemFair programme to more participants so they can benefit from improved pay and working conditions.
- Explore how we can make GemFair more accessible and inclusive to have a positive impact on the widest possible group of participants.

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.

GemFair staff testing out personal protective equipment with a miner onsite.

2030 GOALS

- ✔ Achieved
- On track
- Behind schedule



WHAT IS GEMFAIR?

The GemFair programme in Sierra Leone was announced by De Beers Group to support ASM miners to access responsible international markets through the assurance of ethical working standards and our bespoke digital solution. The programme helps raise the standard of artisanal miners' working practices through training and guidance, aimed at building capacity.

All the artisanal mine sites involved must follow the GemFair ASM Assurance Programme, which aligns with the [OECD's Due Diligence Guidance for Responsible Supply Chains of Minerals](#) and supports the implementation of the Washington Declaration, the Kimberley Process and the Extractive Industries Transparency Initiative.

All important aspects of running a safe, responsible mining operation fall under the GemFair ASM Assurance Programme, including ensuring that mining operations and supply chains are conflict-free, do not contribute to human rights abuses, and provide safeguards and planning for adequate health and safety, environmental management, community engagement and mine site closure.

GemFair aims to ensure artisanal miners have the skills, capacity and market access to sell their diamonds at a fair price. The programme also helps them to upgrade their working standards, contributing to improved incomes, better conditions and stronger communities.

We have a strong ambition to see GemFair-assured diamonds ultimately reaching jewellery customers around the world.



GemFair miner logging a diamond on the dedicated GemFair app.

OUR 2022 PROGRESS

EXPANSION TO MORE SITES

In 2022, we expanded GemFair's reach, taking the cumulative number of member sites in the programme to 263. We continually worked to enhance artisanal mine site standards by undertaking a baseline assessment at eligible mine sites and verifying them against the GemFair ASM Assurance Programme. We devised corrective action plans where needed. For example, we established a project to provide personal protective equipment to miners who do not have the resources to purchase it themselves.

We were also audited by SGS to validate that the due diligence activities aligned with the OECD Due Diligence Guidance. SGS concluded that the GemFair ASM Assurance Programme meets, and in some cases goes beyond, the OECD's guidance.

SCALING UP ACCESS TO FINANCE

In 2022, more members accessed the De Beers Group finance programme for miners, the FPA programme, which provides vital support for miners' operations and livelihoods, and, in turn, increased the volume of diamonds in the GemFair pipeline. We updated the approach on how to identify suitable sites and added new stipulations on worker and miner pay rates to help people adjust to high inflation, which is negatively affecting the artisanal mining sector and Sierra Leone more widely. These rates are highly attractive and exceed what is seen on the wider market, delivering immediate benefits to miners working within the programme.

We fully funded operations at 49 mine sites, across seven diamondiferous chiefdoms in the Kono district. This represents around 25 per cent of GemFair's membership, and we hope to grow this further in the coming years, starting with the upcoming mining season. From research into the livelihoods of artisanal miners, we have seen anecdotal evidence that there is now positive wage inflation at other operators and a change in expectations around wages within the wider economy, especially where GemFair has a higher concentration of member sites.

PROGRESSING OUR UNDERSTANDING OF ASM LIVELIHOODS

In 2022, we were able to gain a better understanding of the livelihoods of the artisanal mining community of Kono, Sierra Leone. GemFair commissioned an independent analysis of the socio-economic conditions of ASM miners and their households to inform the strategy for improving livelihoods in the district.

The researchers surveyed the households of more than 127 participants from GemFair and 61 non-participant miners. The sample included approximately 35 respondents who took part in a baseline assessment in 2018. In particular, the researchers asked questions on food security, living costs and the seasonal nature of work in the region. The data shows 90 per cent of GemFair’s artisanal miners are male, with nine dependents on average. Mining is seasonal because of weather conditions and 82 per cent of respondents work a second job during slower months, mostly in farming.

GemFair’s goal is to ensure that miners get the best price for their diamonds. Additionally, we want to support farming jobs in the area as part of the commitment to increase livelihoods. GemFair’s farming initiatives ensure a greater number of women benefit from the work to improve opportunities in Kono district.

PROGRESSED WORK ON LAND RECLAMATION AND FARMING

In 2022, we focused intense effort on expanding the mine reclamation and farm creation project from three sites to seven. We were proud to mark the first anniversary of the pilot farms on reclaimed land and assist in the responsible closure of more sites.

The team collaborated with village leaders and community members to choose former mine sites that would deliver the most benefit, by reclaiming the pits and converting them into farmland, which provides vital nutrition to local families.

We allocated funding to pay the wages of reclamation workers and the farmers, who can also keep or sell the produce to supplement their income. An agronomist visited the sites to train the field team and make recommendations on cultivating the land, including measures such as irrigation, soil maintenance and seed selection.

RECLAMATION AND FARMING PROJECT IN KONO, SIERRA LEONE: KEY NUMBERS FOR 2022

4
new reclamation sites and farms, across four acres.

1
new fishpond.

648
direct and indirect beneficiaries.

86
pts backfilled.

236kg
of seedlings donated.

9
plant types were harvested.

6
harvests were completed.

72%
are female farmers.

VALUATION TRAINING

In 2022, we expanded the valuation training we offer relating to the diamond trade in Sierra Leone.

Ten people from civil society and the ASM sector came to the GemFair buying office in Koidu, the capital city of Kono district, for training on how to assess the value of a diamond from the rough through to the polished stage, according to the 4Cs (colour, cut, clarity and carat weight). This allowed them to use grading equipment and practise with rough diamonds.

The National Minerals Agency of Sierra Leone asked us to hold a second session with nine participants including an intelligence officer and mines compliance officers. At our London office, in collaboration with the Institute of Diamonds, we invited seven government diamond valuers from the Mano River Union countries (Sierra Leone, Guinea, Liberia and Côte D'Ivoire) for valuation training, including specialist grading skills, which in turn supports efforts to maximise revenue capture from their diamond exports.

STRATEGIC PILLAR

PARTNERING FOR THRIVING COMMUNITIES

OUR VISION

At De Beers Group we recognise the importance of working with a range of stakeholders to help build a sustainable future and contribute to a better quality of life for our host communities.

We have a responsibility to support the national development priorities of where we operate, and through our Building Forever framework, we place particular emphasis on initiatives focused on health and wellbeing, education and skills development, economic diversification, and livelihood support.

Schoolgirls at Acacia Pre-Primary School, Botswana.



OUR 2030 GOALS:

- > HEALTH AND WELLBEING 53
- > SKILLS AND EDUCATION 61
- > LIVELIHOODS 70



OUR 2030 GOALS

> HEALTH AND WELLBEING

+ Read more on pages 53 to 60

GOAL

– By 2030, we will achieve priority UN Sustainability Development Goal 3 (SDG3) health targets in all our host communities.

2022 HIGHLIGHTS

- Marked 20 years of the De Beers Group’s pioneering HIV programme.
- Rolled out a community-orientated primary care partnership in collaboration with healthcare organisation, Right to Care, to strengthen clinics in southern Africa.
- Continued to support community-based organisations that provide gender-based violence prevention and response services for our communities and our workforce.

20 years

of the De Beers Group’s pioneering HIV programme.

> SKILLS AND EDUCATION

+ Read more on pages 61 to 69

GOAL

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

2022 HIGHLIGHTS

- Expanded our child literacy programme in Canada by partnering with Dollywood Foundation, Dolly Parton’s Imagination Library.
- Demonstrated an increased pass rate in final year matriculation exams in the 25 participant schools in our South Africa Schools Programme.
- Secured 12-month internships and work-based learning for 420 students through our partnership with International Youth Foundation.

420

students secured 12-month internships and work-based learning in different sectors.

132

tradespeople upgraded their formal qualifications at the expanding Venetia Mine.

> LIVELIHOODS

+ Read more on pages 70 to 78

GOAL

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

2022 HIGHLIGHTS

- 86 business owners completed the Stanford Seed Transformation entrepreneurship programme across Botswana, South Africa and Namibia, and another 20 are to be enrolled in 2023.
- Supported a further 520 farmers through the Lima Rural Development Foundation (LIMA) Agriculture Development Capacity Building programme, bringing the total support over the last three years to 1,049 farmers employing more than 500 people.
- Increased indigenous spend by 19 per cent through our policy of prioritising indigenous suppliers of goods and services in the Northwest Territories of Canada.

> 1,000

emerging farmers supported through the LIMA programme in Venetia since 2021.

68%

of goods and services were procured locally in 2022.

OUR 2030 GOALS

> HEALTH AND WELLBEING

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



Doctors at Jwaneng Mine Hospital, Botswana.

We integrate measures developed with external partners to support the health and wellbeing of our workforce and our host communities, aligning with the United Nations' SDG3 for Good Health and Wellbeing.

Through collaboration, we aim to help improve the health and quality of life of our host communities.

We partner with the governments of our host countries and other organisations to focus on universal health coverage as the cornerstone of our work in this field. Our flagship hospitals in Namibia and Botswana demonstrate our commitment to this effort.

For more than two decades, we have worked to reduce HIV and TB mortality, working on initiatives that continue to have a significant positive impact on the health of our workforce and host communities. Part of this involves a collective effort to carefully monitor these communicable diseases and reduce stigma to improve testing rates.

We are proud that there have been no cases of mother-to-child HIV transmission among our employees or their partners for 14 consecutive years, but we do not take this for granted and continue our work to prevent the spread of the disease.

In Canada, we are working with the Indigenous Peoples communities with whom we have Impact Benefit Agreements (IBAs) to tackle their most pressing health challenges, which are infant mortality, mental health, obesity and teenage pregnancy. In southern Africa, the priorities are reducing communicable diseases, including TB and HIV (SDG 3.3); and prevention of substance use (SDG 3.5).

Across De Beers Group, our approach is underpinned by quality primary healthcare and proactive measures to help people maintain good health, so that they need fewer medical interventions. A better understanding of social and structural determinants of health is key to improving access to care.

As Covid-19 restrictions have lifted, we investigated how we can help colleagues and community members proactively monitor and improve their health, and how we can work with them to address social and socio-economic challenges that are barriers to good health.

Our experience with confronting HIV has taught us the value of working in partnership with others. Our teams working in the field of education remain a crucial part of work to improve health.

HIGHLIGHTS

340

baby bundles of essential items sent to expectant parents in remote parts of Canada.

US\$2.9M

committed by De Beers Group and partners to a three-year road traffic accident prevention programme in South Africa.

650

estimated lives saved over the course of the De Beers Group's pioneering HIV programme.

100

estimated babies born free of HIV.

OUR PROGRESS IN 2022

- Remained committed to supporting employees and host communities through Covid-19, limiting transmission where we can, and assessing the impact of post-Covid-19 illness.
- Rolled out a community-orientated primary care partnership with Right to Care to strengthen clinics, prioritising areas that lack medical provision in southern Africa.
- Continued to support community-based organisations that provide gender-based violence prevention and response services for both our communities and workforce.

2023 LOOK AHEAD

- Begin rolling out a health screening programme in Musina and Blouberg, aimed at empowering the communities to know more about their health.
- Conclude baseline health assessments of our host communities and work on five-year plans to tackle the most urgent problems in Namibia.
- Await feedback on the contents of baby bundles sent to expectant parents in Canada, as part of a partnership with the Northwest Territories Health and Social Services department to reduce infant mortality in the state.
- Bring an implementation partner on board in Botswana to deliver the priorities highlighted in Orapa and Jwaneng communities.

OUR TARGETS

- Through 2030 and beyond, we will continue to enable access to world-class healthcare for community members through the hospitals at our mining operations in Botswana and Namibia.
- In our host communities in southern Africa, we will collaborate 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 Northwest Territories Indigenous Peoples partner communities. This includes implementing programmes to address youth life skills, mental health and substance abuse, teenage pregnancy, and obesity.



Doctor and young patient in Oranjemund Hospital, Namibia.

2030 GOALS

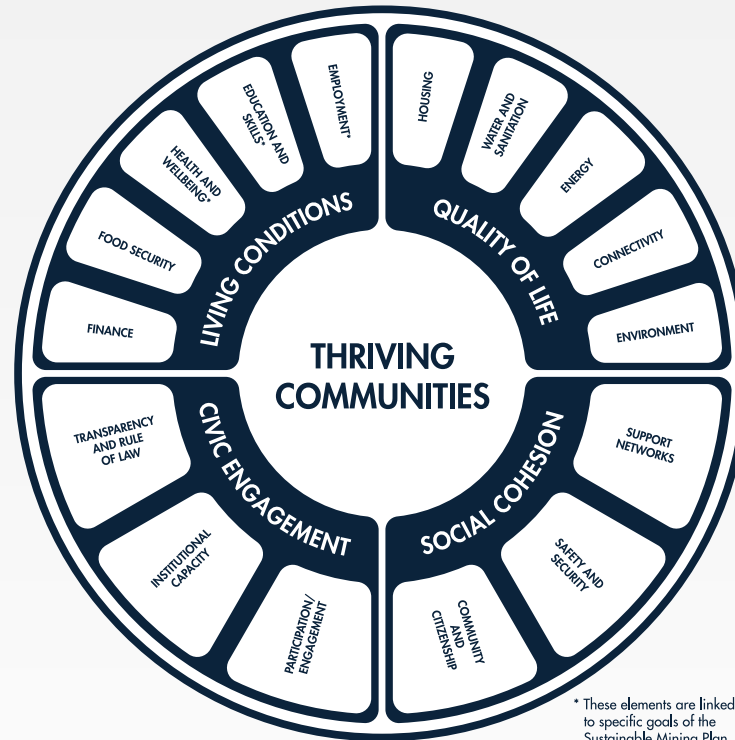
Achieved
 On track
 Behind schedule

OUR APPROACH TO COMMUNITY HEALTH AND WELLBEING

For many years, we have worked with the health authorities in our producer countries to enhance the health and wellbeing of our host communities. Our strategy is built on collaborative partnerships, established to achieve the essential goals of the UN's SDG3 and guided by the [Anglo American Social Way](#), our governing framework for social performance.

In 2021, the London School of Hygiene and Tropical Medicine worked with us to produce baseline health assessments for our host communities, highlighting the most urgent problems and setting out the strategies and resources needed to address them. By the end of that year, all our operations' baselines and five-year plans had been completed, apart from those for Namdeb's land-based operations, which could not take place until the future of those mines had been agreed. An agreement on the continuation of Namdeb's operations was reached – the baseline study and five-year plan are now in progress and will be concluded in 2023.

ELEMENTS OF A THRIVING COMMUNITY



In South Africa and Botswana, we are working from these baseline assessments, which identified that the UN's SDG3 priority targets in our host communities are to: reduce maternal and child mortality; end epidemics of HIV/AIDS, TB and malaria; halve the number of deaths and injuries from road traffic accidents; and strengthen prevention and treatment of substance abuse.

Our approach is tailored on a country-by-country basis. De Beers Group and the Government of the Republic of Botswana's joint venture, Debswana, owns and runs hospitals near its Jwaneng and Orapa mines. Namdeb, our joint venture with the Government of the Republic of Namibia, operates a hospital in Oranjemund, offering high levels of care including key specialist services such as orthopaedics and gynaecology.

At both a national and local government level, we work closely with the health authorities to understand their priorities and ensure our work has the greatest possible impact. In communities, we help coordinate health and wellbeing projects and campaigns, in collaboration with district health departments.

In Canada, we partner with government authorities and six indigenous communities in the Northwest Territories under the IBAs to create and deliver health programmes that meet the priorities of those areas.

By 2025, we aim to have implemented systems and services so that we can identify further improvements needed to reach our 2030 Building Forever goals.

OUR HEALTH INITIATIVES

We work with our host countries and host communities to improve population health, while recognising it is heavily affected by factors we cannot directly control, as illustrated by the Covid-19 pandemic. In collaboration with governments and other partners, we have made good progress in many areas. These health initiatives are highly valued by the people who live in our host communities, including our workforce who are vital to the success of our operations.



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

OUR WORK ACROSS ALL HOST COUNTRIES

COVID-19 RESPONSE

In 2022, we evolved our response to Covid-19 to reflect the shift from pandemic to endemic stage, continuing the return to in-person work where necessary or beneficial, while maintaining a determination to support communities and our employees and mitigate the effects of the virus.

A large part of our work focuses on improving the general health of our workforce and local communities, such as our health screening and primary care. We have also maintained our vaccination programme as well as prevention measures at our operations.

Beyond our permanent workforce, our vaccination programme is also open to contractors and the families of our colleagues, in recognition of the benefits of protecting the wider community against Covid-19, which still threatens the lives of some people and is leaving many others with long-term health problems.

COMBATTING GENDER-BASED VIOLENCE

Tackling gender-based and domestic violence (GBV) has long been a priority for De Beers Group and this continued in 2022 in southern Africa and Canada. During the year, we supported community-based organisations in our producer countries that provide GBV response and prevention services for both our communities and workforce.

Throughout the year, we created opportunities within the organisation for discussions that challenge harmful gender stereotypes and norms that can be linked to GBV.

In 2022, the General Managers from each of our mine site operations renewed their commitment to tackling GBV – underpinned by a deeper understanding of the challenge and effective solutions in workplaces and communities. This work will continue in 2023 and will shape our long-term ambition of reducing incidents of GBV. [See page 172](#) for more information.

CASE STUDY

CELEBRATING 20 YEARS OF HIV AND AIDS COMMITMENT

Our groundbreaking HIV and AIDS policy and HIV Disease Management Programme turned 20 in 2022. Over the last two decades, the programme has saved hundreds of lives through free testing and free anti-retroviral treatment for our employees and their families.

OUR GOALS

The threat of HIV/AIDS remains an everyday fact of life for our employees and people living in the communities around our operations in southern Africa.

Having made progress towards our historical 90-90-90 goals, we have adopted new targets of 95-95-95:

- 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.

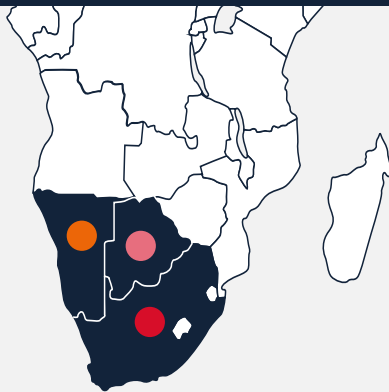
In 2002, AIDS was rife in southern Africa. A significant proportion of De Beers Group employees were living with HIV or losing their lives to the disease, and treatment was prohibitively expensive. To tackle this health crisis, we launched a pioneering approach to bring both awareness and life-saving treatment to our colleagues.

We worked with communities, government and social partners to create our HIV and AIDS policy and HIV Disease Management Programme, the first of their kind. We estimate the programme has saved over 650 lives and prevented over 100 babies from being born HIV-positive. One life saved is that of Nombuyiselo Mapongwana.

Surgeon at Jwaneng Mine Hospital, Botswana.

AIDS is not just a clinical issue, it's a social issue, a psychological issue, an emotional issue.

OUR WORK IN SOUTHERN AFRICA



- South Africa
- Namibia
- Botswana

MARKING 20 YEARS OF OUR HIV PROGRAMMES

In 2022, we marked 20 years of the full roll-out of our first-of-its-kind HIV and AIDS policy and HIV Disease Management Programme. The programme began in Botswana in 2001 through Debswana, offering free anti-retroviral treatment to employees and their spouses. It was then introduced across all our operations in 2002 and has continued ever since.

According to our health monitoring, no babies have been born with HIV to De Beers Group employees or their spouses since 2009, and we are optimistic this will continue, thanks to our health programmes, partners and the collaboration of our workforce. The HIV programme has four pillars – prevention, treatment, care and support – in recognition of the need for early diagnosis and swift treatment to suppress the virus and prevent it from spreading. Combatting HIV has also helped to reduce the spread of tuberculosis because fewer members of the community are immunocompromised.

TACKLING HIV AND AIDS



HIV and AIDS policy unveiled in Botswana.

Programme rolled out across our operations.



No babies have been born with HIV to De Beers Group employees or their spouses since 2009.



We continue to drive for early diagnosis and swift treatment to suppress the virus and reduce its spread and impact to the greatest possible extent.

WORKING IN PARTNERSHIP TO IMPROVE PRIMARY HEALTHCARE

To fulfil SDG3, we need robust health systems, and one of the positive consequences of Covid-19 is that our community health support teams have strengthened relationships with key public health providers. We work closely with district health teams, and, in 2022, we rolled out a community-orientated primary care partnership, implemented by our health partner Right to Care, to strengthen local clinics, particularly in areas with structural health challenges such as poverty.

COMMUNITY WELLNESS HEALTH SCREENING

As we moved on from the Covid-19 pandemic, we realised people would be interested in the state of their health so that they can make any lifestyle changes, if needed, to build their resilience to disease and prevent illness. In many countries, governments had to prioritise Covid-19 patients and so other healthcare has lagged behind, leaving some people with worsening, untreated conditions.

In 2022, we co-funded an initiative with delivery partner Afrocentric to develop a community wellness health screening programme in Musina and Blouberg in South Africa, to be rolled out in the first quarter of 2023. This will support people to understand their health status, including measures such as blood pressure and cholesterol levels, and then connect them to health interventions to reduce their risk levels, address underlying diseases and increase their long-term quality of life.

REDUCING ROAD TRAFFIC ACCIDENTS

In 2022, our road safety pilot to reduce the number of traffic accidents continued in South Africa, in the Limpopo province 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 – 11.9 per cent of South Africa’s total road traffic fatalities.

The pilot project implemented the Safe System approach, which is at the heart of the UN’s global road safety plans and 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 are to 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.

12,000

children to be trained in road traffic safety.

OUR PARTNERS:

Anglo American

Exxaro

World Vision

South Africa’s National Department of Transport



At De Beers Group we Put Safety First, with the theme of ‘Choose Life, We Care on Roads’ at Venetia Mine Road Safety Campaign during the 2023 Easter weekend.

OUR WORK IN CANADA



Our work in Canada focuses on addressing the health conditions of most concern to our Northwest Territories partner Indigenous Peoples communities – specifically mental health, substance abuse, teenage pregnancy and obesity.

De Beers Group partners with the government and the Northwest Territories Health and Social Services department to provide all expectant parents, regardless of economic status, with essential items for all the family.



CASE STUDY

PROVIDING BABY BUNDLES TO NEW PARENTS

There is a comparatively high mortality rate for babies aged from zero to three months across the Northwest Territories.

De Beers Group partners with the federal government and the Northwest Territories Health and Social Services department to provide all expectant parents in our partner Indigenous Peoples communities with essential items, regardless of economic status.

Incorporating traditional knowledge of the area with additional education materials, the bundle contains around 35 essential products ranging from pre-natal vitamins to clothing for the baby up to six months, a winter suit and a fleece layer to keep them warm in the extreme cold. It also includes written resources such as advice on how to breastfeed, and alternative options.

35

essential products sent out in each baby bundle.

340

baby bundles sent out by the end of 2022.

The hope is that this offering will also help foster the relationship between medical providers and parents, building families' awareness of the help available to them. This is currently a challenge as many of the recipient communities are in very remote areas where there are barriers to accessing maternal and infant care, such as long journeys and extreme weather conditions.

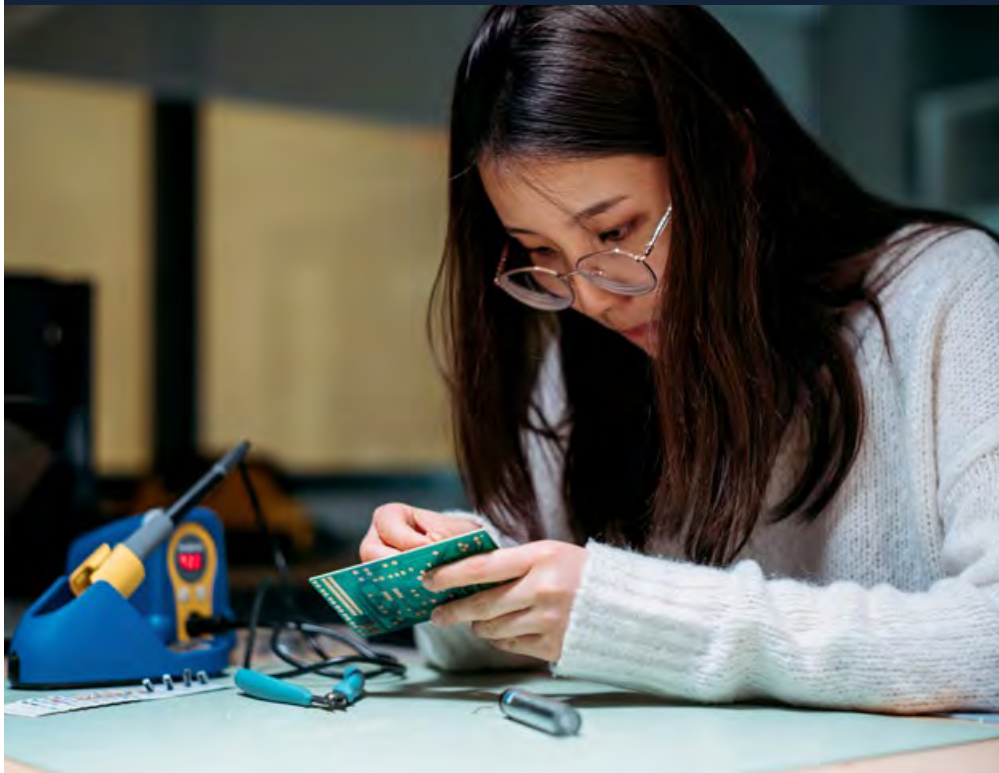
We also offer online resources to help parents, such as advice on caring for babies when they are ill and identifying the symptoms that should trigger a visit to a healthcare provider, if possible.

We have already sent out 340 bundles and are now awaiting feedback on the contents so that we can make improvements to best suit the needs of families in the future.

OUR 2030 GOALS

> SKILLS AND EDUCATION

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



Female electrical engineering student and STEM scholarship recipient, University of Calgary.

At De Beers Group, we recognise the critical importance of supporting education and skills training in our host communities.

Working in collaboration with government authorities, schools, technical colleges and other private sector organisations, we want to help children benefit from high-quality schooling and prepare young people for employment, developing the kind of skills that are needed by local businesses now and in the future world of work. We also strive to upskill adults. The overall goal of our programmes in this field is to help create sustainable livelihoods in diversified local economies.

In 2020 and 2021, some of our education programmes were negatively affected by Covid-19, due to school closures and restrictions on gatherings. The progress made in getting these programmes back on track in 2022 is a testament to the efforts of all the partners involved.

HIGHLIGHTS

54

schools in host communities assessed as part of the education baseline in Botswana.

420

students from the Limpopo area of South Africa were supported into 12-month work experience or work-based learning placements.

132

people upgraded their qualifications in a range of trades through our Changing Lives Forever programme.

18,000+

learners, 500 teachers, 25 schools and 18 Early Childhood Development centres supported across two districts in Venetia.

OUR PROGRESS IN 2022

- Supported a significant positive impact in our 25 participant schools in South Africa, as phase one of our Schools Programme achieved an increased pass rate for the final year matriculation exams.
- Started our Building Forever five-year plan in Namibia and undertook a pilot scheme to renovate and extend a school under an infrastructure development plan.
- Completed a baseline study in Botswana to assess educational needs in host communities around Debswana’s operations.
- Expanded our literacy programme and outreach work in Canada to encourage more women into trades careers.

2023 LOOK AHEAD

- Begin to implement all interventions planned through our South Africa Schools Programme in our phase two schools.
- Conduct a baseline assessment of the demand and supply of skills in Namibia in partnership with International Youth Foundation.
- Undertake a detailed analysis of the status of education at both national and local levels in Namibia to develop suitably impactful interventions.
- Continue to expand our literacy and outreach programmes in Canada, including a partnership with Dollywood Foundation, Dolly Parton’s Imagination Library.

OUR TARGET

- 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.

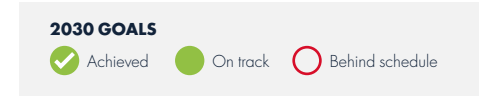
“

I’m happy because my qualification is opening doors for me in the construction industry. I’ve had a lot of challenges in my life but am looking forward to building a bright future for my life and family.

Lungisa Balasana
Bricklayer for 20 years, South Africa

”

Student participating at a GirlEng workshop, Venetia Mine in partnership with WomEng, in South Africa. The workshop provided an opportunity for girl students to explore the exciting career opportunities that exist specifically in science, technology, engineering and mathematics (STEM).



OUR APPROACH TO SKILLS AND EDUCATION

Our holistic approach to skills and education is guided by our Building Forever sustainability framework and Anglo American's governing framework for socio-economic development, the *Social Way*.

SPEND ON COMMUNITY EDUCATION AND TRAINING

We invested a total of

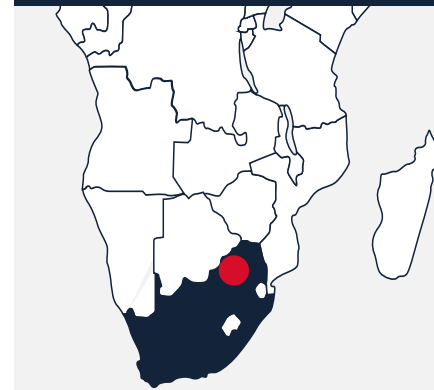
US\$6.4M

in community education and training in 2022, an increase of

121%

compared to 2021.

OUR WORK IN SOUTH AFRICA



● Capricorn and Vhembe West Districts

RAISING ATTAINMENT IN SCHOOLS

Improving access to education and skills training is crucial to reducing inequality, and investing in children and young people pays social dividends in future years. This is why we are committed to helping to raise attainment levels and widen access to education and training opportunities, through collaboration with local and national stakeholders. We work across all age ranges – from early childhood to high school and beyond – to help provide a comprehensive education for the children in our host communities.

SOUTH AFRICA

One of our key skills and education initiatives is Anglo American's pioneering South Africa Schools Programme.

In phase one, the programme worked across two districts, Capricorn and Vhembe West, reaching 25 schools, all of which now benefit from up-to-date ICT and devices. The schools are located in economically disadvantaged areas, including rural communities with no internet connectivity or electricity in their homes.

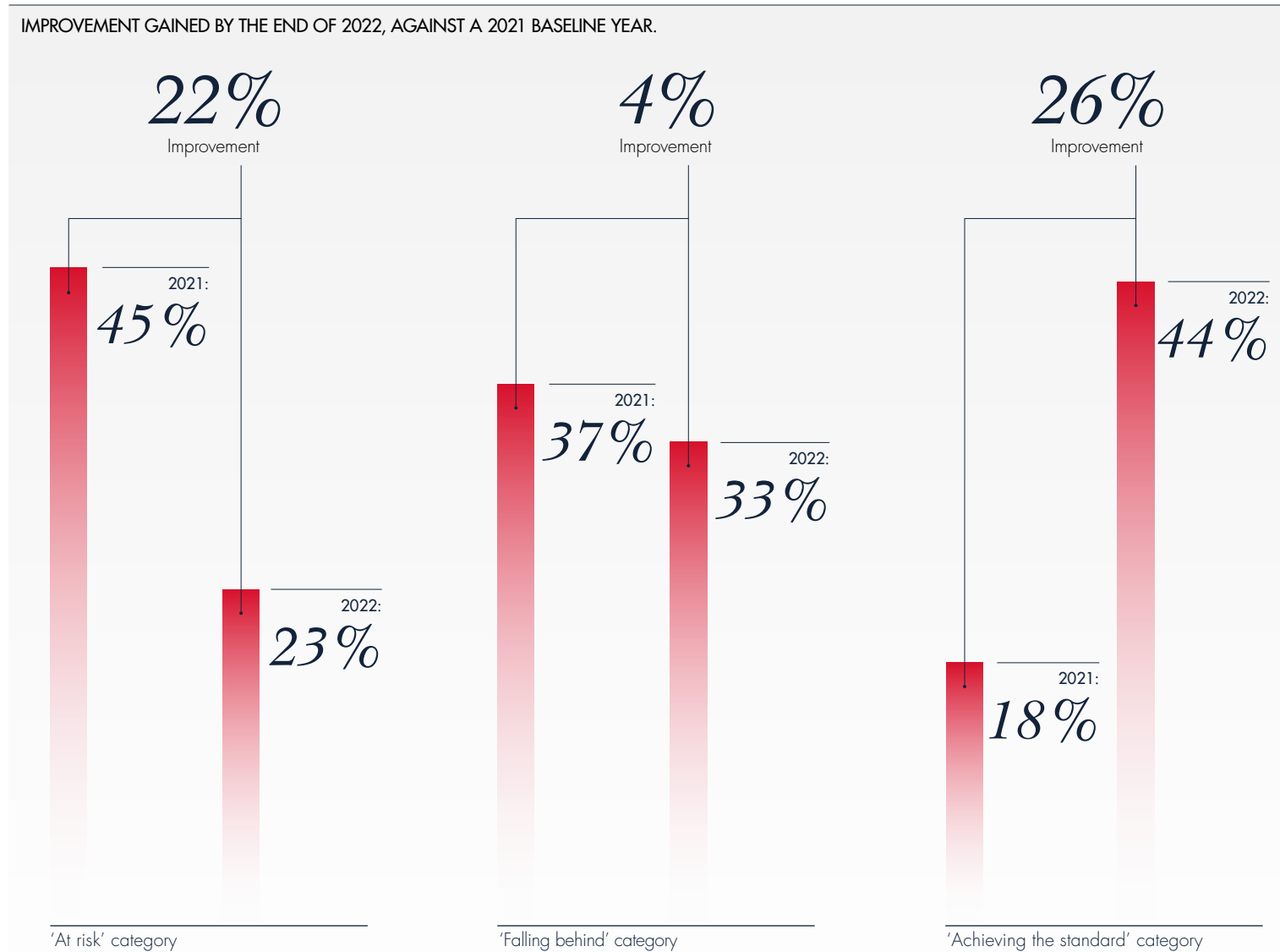
Pupils were heavily impacted by school closures at the height of the Covid-19 pandemic as they generally did not have access to digital learning. Despite the unprecedented challenge, this group of schools is showing signs of recovery and improvement. Their pass rate for the final year matriculation exams climbed from 74.7 per cent in 2021 to 77.3 per cent in 2022 (compared with a national pass rate of 80.1 per cent, up from 76.4 per cent in 2021).

Thirteen of the schools are benefiting from an infrastructure programme to improve safety, sanitation and the classroom environment. More than 500 teachers and 18,000 learners have been supported so far, and our work has facilitated after-school programmes and career guidance support. Schools are provided with training and resources, and we routinely gather stakeholder feedback to improve the quality of what we deliver.

In 2022, a career development programme for teachers provided training materials and ICT workshops on the use of educational tools such as word processing packages, video calling, YouTube, and Jamboard for class teamwork. The roll-out of a career development programme for students is proposed for 2023. There were also initiatives to boost parental involvement; improve fitness and nutrition through physical activity and sports programmes; and develop food and nutrition gardens in schools. These projects were delivered with partners including Alladin Learning Solutions.

Early years education is another focus of the South Africa Schools programme. Eighteen early childhood development centres were supported in phase one, including the complete renovation of four centres and upgrades to a further eight, which are now awaiting the construction of new facilities such as toilets or storerooms. Guided by the “Thrive by Five” ethos, De Beers Group has also invested in play equipment, staff training, technology and nutrition, contributing to a significant increase in the numbers of young children deemed “school ready” by the age of five.

Our target for early childhood development is that 90 per cent of the children meet their age-expected developmental goals for school readiness and are deemed to be “achieving the standard”. These children are likely to succeed with the curriculum content at the next level, Grade R, when they are five- to six-year-olds, and are set up for a successful education as they grow up.

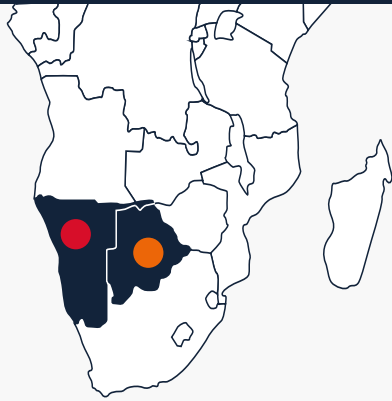


We have already seen highly encouraging results.

The percentage of children deemed “at risk” in 2022 almost halved compared with 2021. The “at risk” category covers children who are falling far behind the expected standard for their age and need support to achieve their developmental goals for school readiness. The percentage deemed to be in the next category up – “falling behind” – also reduced.

The South African Schools Programme has also boosted the local economy, supporting more than 30 local suppliers and creating 38 direct jobs and over 120 short-term job opportunities.

OUR WORK IN BOTSWANA AND NAMIBIA



- Namibia
- Botswana

In Botswana, we completed baseline studies to assess the educational needs across 54 schools in our host communities around the Debswana operations, and the resultant data is now informing the design of an educational support programme.

In Namibia, the Building Forever five-year plan was signed off in May 2022. In 2023, we will undertake a detailed analysis of the status of education at both national and local levels in order to develop high-impact interventions.

Through our Debswana-Namdeb Foundation, we have delivered a school infrastructure programme pilot at Awas Primary School in Katutura, Windhoek, which was selected after consultation with the Ministry of Education. The school has 1,500 learners from Grade One to Grade Seven, in a densely populated area.

The project has added a block of four classrooms, a storeroom, and sanitation facilities for learners, teachers and people with disabilities, with a focus on access to quality education, health and safety, and improved hygiene provision. The extra classrooms will accommodate 200 Grade One learners, and, for the first time, the school has enrolled a child who uses a wheelchair and can now access the facilities.

The Debswana-Namdeb Foundation aims to complete the project in 2023 and is currently on track to achieve this. The Awas Primary School pilot will inform the development of similar projects in future.

The Debswana-Namdeb Foundation, along with the Anglo American Namibia Foundation and the Directorate of Education, jointly sponsored the 2022 IJkharas Regional Science Fair, which took place in September 2022 in Keetmanshoop. Sixty-eight learners from 12 schools across the IJkharas Region took part. Thirteen projects got through to the finals and will compete at the National Science Fair in 2023.

HIGHLIGHTS

We completed baseline studies across

54

schools in Botswana.

1,500

learners from Grade One to Grade Seven at Awas Primary School in Katutura, Windhoek, benefited from improved school infrastructure.

200

extra learners can be accommodated in the additional classrooms constructed at Awas Primary School.

TACKLING YOUTH UNEMPLOYMENT

Young people in our host communities experience high rates of unemployment and increasingly face the challenges of adapting to rapid technological change and an evolving labour market.

While academic and vocational qualifications remain essential, it is vital that colleges are flexible and emphasise the development of “behavioural” life skills that will enable young people to navigate the world of work.

In South Africa, De Beers Group is committed to supporting college students’ employability and enterprise skills through the enhancement of their educational experience and performance.

We support two Technical and Vocational Education (TVET) colleges in Venetia Mine’s host communities in Limpopo – Vhembe TVET and Capricorn TVET – in collaboration with the Department for Higher Education and Training, and the International Youth Foundation (IYF).

The goal of this collaboration is to boost the capacity of young people to secure gainful employment or start a business. This partnership helps students tackle challenges and identify opportunities, through the development and successful implementation of programmes such as the IYF’s Skills 4 Life (S4L) programme.

The S4L programme provides lecturers with the tools and training to improve student learning through enhanced course content and the use of engaging, interactive teaching methods to increase participation. Greater student engagement and participation improves educational outcomes and skills retention.

In 2022, through the S4L programme, 420 students were placed in 12-month internships or learnerships (work-based learning) in a variety of sectors, including hairdressing, local municipalities, engineering, agriculture, education and tourism.

As part of IYF’s work to encourage youth enterprise, it hosted a stand at the Capricorn TVET Youth Month Roadshow in June 2022, which was visited by more than 2,000 students. Of these, 407 applied for the Critical Thinking course, and so far, 58 students have been approved. In July 2022, and following the success of this initiative, IYF joined the stakeholder committee for the new TVET National Entrepreneurship Competition, for which IYF volunteered as a judge and offered an online course in “Elevator Pitching”.

Another key IYF project has been the development of the Incubator programme proposal for the Vhembe and Capricorn TVETs. This programme is aimed at offering additional opportunities to learners who require practical work experience or work-integrated learning to complete their technical studies. The successful implementation of this Incubator programme will further connect students with the world of work, providing valuable experience and networking opportunities.

HIGHLIGHTS

As part of IYF’s work to encourage youth enterprise, it hosted a stand at the Capricorn TVET Youth Month Roadshow in June 2022, which was visited by more than

2,000
students.

407
of these students applied for the Critical Thinking course.

58
of these students have been approved.

IYF’s partnership with De Beers Group has also enabled the introduction of the Skills 4 Success (S4S) initiative in Limpopo, which complements S4L and delivers additional training opportunities.

In partnership with Google.org, S4S aims to equip historically disadvantaged young people, particularly women, with internationally recognised technical and life skills.

In 2022, S4S enrolled 224 people from Limpopo, with 76 per cent completing a Google.org Career Certificate, and 42 per cent being placed on an internship or learnership, contributing to South Africa’s objective to build a strong digital skills base so the country can capitalise on the “fourth industrial revolution”.

IYF is also an ambassador for the Brand SA “Play Your Part Ignite” (PYP Ignite) project. This national mentorship programme, run by South Africa’s official marketing agency, Brand SA, is designed specifically to provide additional training and mentorship opportunities to young entrepreneurs. One of the PYP Ignite pilot mentorship masterclass and pitching sessions was held at Polokwane in August 2022 where Busisiwe Chabalala, a Capricorn TVET student introduced through IYF, won first prize of a ZAR8,000 investment for her clothing company start-up.

The lessons that we have learned from our work in South Africa will help inform our future approaches in Botswana and Namibia.

In Botswana, we will partner with the IYF to conduct a baseline study in 2023 to evaluate the challenges and opportunities for skills development in the country. This will help us determine how we can effectively support young people to enhance employability and entrepreneurship skills.

HIGHLIGHTS

224
people from Limpopo enrolled by S4S.



CHANGING LIVES FOREVER SKILLS PROGRAMME IN SOUTH AFRICA

As the Venetia Underground Project developed, we needed more high-quality accommodation for the expanding workforce at the mine. At De Beers Group, we realised there was a construction skills gap in the area and so our Changing Lives Forever skills development programme began in mid-2021. The programme is designed to equip local construction teams with recognised certifications to help De Beers Group build employee housing and enable local tradespeople to progress in their chosen profession. The programme delivers formalised training through our partner, BMH Africa, with certification for participants across three skill levels – entry-level, trade and artisan.

The training focuses on trades such as bricklaying, painting and plastering, but also covers literacy, health and safety. Between the launch of the programme and the end of 2022, 87 people completed basic skills training, 31 gained recognition for prior learning, 14 received trade certificates, and nine underwent in-service training, meaning that 132 people in total upgraded their formal qualifications. By boosting productivity, building quality and pride in their achievements, our programme is supporting the workforce of the future.

“

The health and safety portion of the course is particularly valuable as it's standing trainees in excellent stead for future work. It's influencing and making people more aware of health and safety, like how to use power tools and how to work at heights. And if you can say you worked on Venetia housing projects and have multiple health and safety certificates, any contractor would hire you.

Ryan Fleet
Principal Project Manager for the Venetia Underground Project

”



Participant receiving certificate at the Changing Lives Forever graduation ceremony.

“

Having a piece of paper that sets you apart from someone else with a similar skill makes you employable, and it's a portable skill, meaning these individuals can work anywhere in the country.

Cecilia Pretorius
from our delivery partner BMH Africa

”



De Beers Group’s skills and education work in Canada focuses on training and employability, business enterprise development, and maintaining cultural heritage in the Northwest Territories ([see page 167](#)).

We have IBAs with six indigenous communities in the Northwest Territories, some of which are based in such remote rural locations that extreme weather can be a barrier to engagement with projects.

APPRENTICESHIP PROGRAMMES

Under various agreements, we aim to employ 55 per cent of our workforce, including contractors, from the region in which we operate, predominantly the Northwest Territories, and under the IBAs we prioritise hiring indigenous people.

We also committed to providing 30 training opportunities over the life of Gahcho Kué Mine, including apprenticeships. The programmes aim to address the trade skills shortage in the region, which in turn builds capacity in remote communities. By creating a pool of local tradespeople, such as mechanics, electricians and welders, De Beers Group can reduce its dependency on tradespeople from outside the province.

WOMEN’S PRE-TRADES PROGRAMME

We continued with the Women’s Pre-Trades programme, which was launched in 2021 and aims to encourage women to pursue careers in technical trades like plumbing. Trades pay well and provide a source of long-term income security, but the percentage of women in apprenticeships is historically low.

The programme, which is a partnership between the Government of the Northwest Territories, Gahcho Kué Mine, De Beers Group and the Native Women’s Association of the Northwest Territories, offered occupational trade placements to six women at Gahcho Kué Mine and funded two apprenticeship positions.

The paid placements focused on trades available in the Northwest Territories, for example, working as an electrician, millwright, carpenter, heavy equipment mechanic, plumber, machinist, cook, parts technician, instrument technician, or crane and hoisting operator. The programme also funded the participants’ meals and accommodation, and each woman had a mentor to provide guidance and ensure they felt safe and accepted on-site.

HIGHLIGHTS

Committed to providing

30

training opportunities over the life of Gahcho Kué Mine.



TRAINING FOR LOCAL BUSINESSES

In 2022, we continued our work to grow procurement opportunities for local businesses by providing training to local suppliers of goods and services on how to bid for contracts at our operations. We also offer advice on how they can diversify their businesses so they are not solely reliant on the mining industry. In 2023, we plan to train several of our host communities on how to use drones for filming, which is a transferable skill across different businesses, including the film industry.

IMPROVING INTERNET CONNECTIVITY IN REMOTE AREAS

Given the remote nature of the areas we work in, we continue to trial how we can help with internet connectivity. In 2022, we piloted the Galaxy Project satellite, which uses low Earth orbit satellites combined with Citrix infrastructure, with the goal of radically improving download speeds. However, satellite technology has developed quickly, so we are exploring whether Starlink would provide better coverage. Improving connectivity remains a priority for us, because of its power to transform opportunities for education, health services and business opportunities.

EARLY CHILDHOOD DEVELOPMENT

A key focus in the Building Forever framework is creating a strong foundation for babies and young children, and this has been a priority at Gahcho Kué for many years.

Several programmes were co-designed with regional partners. We partnered with Aurora College to offer US\$2,000 scholarships for women working towards qualifications in early childhood education. This was rolled out for the first time in 2022 and will run until 2030. Using funding from the Anglo American Foundation, we are also planning to build an early childhood learning centre, in partnership with the Northwest Territories Indigenous Peoples and the local government. It is hoped that increasing high-quality childcare provision will enable more professionals to live and work in the area. The centre also provides local employment and enables the students to work in their home community upon graduation.

US\$2,000

scholarships offered in partnership with Aurora College for women working towards qualifications in early childhood education.

LITERACY PROGRAMMES

We continued our established programme to increase literacy levels, marking the 19th year of our Books in Homes programme, which provides three books to all children, from Pre-K (aged five to six) through to the end of high school, in partnership with Northwest Territories Literacy Council. The programme aims to:

- improve the literacy skills of youth in the region, focusing on indigenous communities that have limited access to books;
- increase quality of life through enhanced knowledge, including expanding vocabularies;
- promote healthy families by promoting positive parenting through reading in the family environment; and
- provide materials at an early age, creating a culture that highlights literacy as critical to future success.

In 2022, we partnered with the Dollywood Foundation, Dolly Parton’s Imagination Library, to provide all children under the age of five with a free book every month, along with a fun pack to help parents read with their babies and toddlers. We will continue this work and enhance the current literacy programme by including children under five years old.



The Yellowknife Social Performance team attending a Books in Homes engagement at Elizabeth Mackenzie elementary school in Behchoko, Northwest Territories, Canada.

OUR 2030 GOALS

> LIVELIHOODS

By 2030, we will have supported four jobs across our host countries in southern Africa for every one job at our operations.



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

Our mining operations deliver many direct benefits to the countries in which we operate through taxes, royalties and jobs.

Working with partners, we strive to help local people and businesses build their skills and capacity to maximise the diamond wealth retained within our countries of operation. Our livelihoods strategy also places an emphasis on support for economic diversification away from sectors linked to mining, to ensure lasting benefits and a smooth transition when a mine eventually closes.

The economic profiles of our areas of operation vary hugely, so our development approach is based on research and community engagement to build an understanding of local skills and business opportunities. We also evaluate whether the building blocks that underpin a thriving community are in place, such as food security, connectivity, water and sanitation.

In collaboration with host communities, our partner governments and development organisations, we then identify and fund programmes that match local needs. When selecting these projects, we scrutinise whether they are sustainable and have the potential to make a lasting difference to our communities. This means designing projects with key socio-economic development principles in mind, such as sustainability, collaboration, inclusivity and diversity. In addition, projects should be participatory, aligned with public development plans and focused on risks, opportunities and outcomes.

HIGHLIGHTS

US\$1.7Bn

spent on inclusive procurement from local suppliers; 71 per cent of our total procurement spend in 2022 was through inclusive procurement.

3,342

jobs supported in 2022, through various socio-economic development projects and initiatives.

OUR PROGRESS IN 2022

- Completed analysis of what is needed to meet the 2030 target and planned how this will be achieved on a project-by-project basis.
- Rolled out the Anglo American Livelihoods factsheet across De Beers Group, which defines consistent criteria for determining whether an intervention can be considered as supporting a job.
- Launched phase three of the enterprise and youth development programme Tokafala in Botswana, and will put more emphasis on supporting small, medium and micro-sized enterprises (SMMEs) and youth-owned businesses.
- Enabled more beneficiation businesses based in southern Africa to access De Beers Group rough diamonds, which can then be cut and polished, boosting job creation and our host countries' economies.

2023 LOOK AHEAD

- Continue our work to start a new project in South Africa called the Agri Services Hub. This project aims to help small-scale potato and crop farmers expand their businesses.
- Complete the CRD spatial analysis study in Namibia.
- Define the CRD priorities in Botswana for Debswana and other stakeholders, following stakeholder feedback sessions in 2022.
- Continue our plans to commission a local business in Botswana to produce oxygen for use in our mines under the Citizen Economic Empowerment Programme (CEEP).



Tree and Tebb Manufacturers, a female-owned co-operative involved in the Zimele programme.

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. For each of our employees, we will support the creation and maintenance of four jobs off-site.

2030 GOALS

✔ Achieved
 ● On track
 ○ Behind schedule

OUR APPROACH TO LIVELIHOODS

Two key approaches help shape De Beers Group’s strategy for supporting livelihoods – the [Social Way](#), which is our governing framework for Social Performance, and the [CRD model](#). Under this model, we engage in collaborations with various stakeholders such as community representatives, businesses, governments, academics, faith groups and NGOs. The goal is to support development programmes that do not depend on the continuation of mining, can be scaled up and are financially viable and owned by a diverse range of stakeholders.

Our Building Forever targets for livelihoods include a requirement to assess our impact on job creation beyond the mines. Initiatives fall under the umbrella of directly and indirectly supporting the creation and maintenance of jobs, including mentoring, capacity building, access to finance, skills development or business start-up assistance and help for existing firms to grow.

OUR PROGRESS IN 2022 – HIGHLIGHTS

To meet our targets for supporting livelihoods, we reviewed our existing programmes and incorporated stakeholder feedback to develop them further. We also applied more emphasis on economic diversification and projects that do not rely on mining, given its finite nature. Covid-19 restrictions hindered some of our key programmes in 2020, but in 2022 we were able to get these back on track.

We aim to design projects that deliver on more than one goal – for example, the Okavango Eternal partnership is driven by conservation and biodiversity considerations, but also improves livelihoods. We report on the benefits of our environmental work in Biodiversity on [pages 99 to 108](#) and Waste Management and Circularity on [page 134](#).

HIGHLIGHTS

Total investment spend on community development in 2022, including enterprise development, was

US\$6.7M

3,342

jobs supported in 2022, through various socio-economic development projects and initiatives.

UPDATE ON COLLABORATIVE REGIONAL DEVELOPMENT

In 2021, we completed a CRD spatial analysis study in Botswana, which uses techniques such as mapping and data visualisation to create a full picture of the area’s physical and human environment. These studies are used to understand the dynamics of a particular area and identify high-potential development opportunities. In 2022, we shared the findings with key stakeholders through a course of workshops in Jwaneng and Orapa. At the end of 2022, we also conducted a feedback session in Gaborone to engage stakeholders who can assist at a national level.

In 2023, we will define priorities for Debswana and stakeholders, which will entail testing possible collaborations with specialist partners and financiers and defining working protocols. We will also develop an independent entity to apply the CRD model and implement high-impact projects on behalf of Debswana and its partners. To set this up, we are in the process of engaging a consultant.

In Namibia, our teams have been working on the CRD spatial analysis study, which we expect to be completed in 2023.



Training and development class, Orapa Mine, Botswana.

INCLUSIVE PROCUREMENT

To create as much direct economic benefit as possible for our host countries, we procure products and services from citizen-owned companies and local traders whenever we can. As well as sharing the financial benefits and creating jobs in those countries, this builds capacity and can act as a springboard for further economic development.

In 2022, we spent US\$1.7 billion on procuring goods and services from local suppliers in our host countries. This represented 71 per cent of our procurement spend. The figure was 86 per cent in Botswana and 65 per cent in South Africa.

Compared to 2021, our Inclusive Procurement Policy in Canada resulted in a 19 per cent increase in indigenous spend and an 18 per cent increase in local spend in 2022. We also procured 80 per cent of goods and services locally in 2022, exceeding the commitment of 60 per cent set out in our socio-economic agreement with the Government of 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 aims to build local capacity through the implementation of programmes that promote sustainability in the region.

HIGHLIGHTS

Spent on procuring goods and services from our suppliers in host countries:

US\$1.7Bn



SUPPORT FOR ENTERPRISE DEVELOPMENT

TOKAFALA

This Enterprise, Supplier and Youth Development programme is a partnership between the Government of the Republic of Botswana, Debswana, Anglo American and De Beers Group. In phase two of the programme, 828 businesses graduated, supporting a total of 9,379 jobs (as of the end of 2022). 40 per cent of the businesses that have graduated through the Tokafala programme in 2022 are owned by women.

Phase three, named Tokafala III, began in May 2022, building on the lessons of the first two phases.

The three-year programme will put more emphasis on supporting SMMEs and youth-owned businesses to capitalise on opportunities in the high-value sectors of mining, manufacturing, agro-processing and tourism.

By building the capacity of these SMMEs to become part of these value chains, we aim to unlock greater levels of entrepreneurship and socio-economic development in Botswana.

Tokafala III will work across seven locations – Francistown, Gaborone, Jwaneng, Letlhakane, Maun, Orapa and Selebi-Phikwe – and support will be delivered through a mix of online and in-person training sessions. Digitisation has now become central to Tokafala III’s strategy because it reduces the cost per client and means we can reach entrepreneurs over larger distances. The digital content and approach can also be tailored to the participants.

RESPONSIBLE SOURCING

A BROADER VIEW OF RESPONSIBLE SOURCING

While upholding rigorous sourcing policies, controls and compliance is central to our responsible sourcing approach, we also take a broad view of what responsible sourcing means. It must mean having a positive impact on all those involved with or affected by our sourcing. This links to inclusive procurement, ensuring communities near mining operations benefit as much as possible.

De Beers Group follows the [Anglo American Local Procurement Policy](#), which is the framework across the group designed to create a resilient supply chain and contribute to the economic development of the areas in which we operate.

Applying this policy, we have a tailored strategy at Venetia Mine in South Africa that begins with identifying what could be delivered by local suppliers. Expressions of interest are created for these opportunities, and our Corporate Affairs and supply chain teams work together to provide support to applicants so that their bids provide all the necessary information to be easily evaluated. Their applications go through our standard Requests for Quotations process and are evaluated as normal before a supplier is selected.

Our Venetia team was partly driven to review the accessibility of our processes, as feedback from local communities showed that people wanted more opportunities to join our supply chain. In 2022, we were able to implement plans to better publicise our work in person, hosting community engagement sessions in regions around Venetia Mine. Here, we discussed what sorts of

businesses could apply for contracts at the mine, set out the opportunities available and fully explained the application process.

The areas around Venetia in the Limpopo region of South Africa are generally remote, and many of the settlements do not yet benefit from amenities such as tarmac roads or running water. In order to run these procurement engagement sessions, our Corporate Affairs teams had to first gain the permission of the Leaders of the different districts in our host communities.

As part of this engagement, we offered a digital tool to enable host community suppliers to register on Ariba Discovery, a platform dedicated to connecting companies with potential suppliers. The tool asks suppliers to fill out their contact details and explain what service they can offer, so the procurement team at Venetia Mine can easily include them.

While some host community suppliers do have their own smartphones and access to 3G, many do not, and internet connectivity can be sporadic in remote areas. At each community engagement session, we used iPads and provided a Wi-Fi connection to allow as many people as possible to register, or provided support on how to use the system on their devices.

We also have a Wi-Fi-connected facility at the Venetia site to allow potential suppliers to register. We anticipate that the use of digital tools, such as Ariba Discovery, will help De Beers Group contract small suppliers efficiently, and have the potential for a positive impact across our operations.

This is the first time the supply chain teams have been involved in such an exercise. We believe that this is an opportunity for our teams to support the growth within local communities.

SOUTH AFRICA

65%

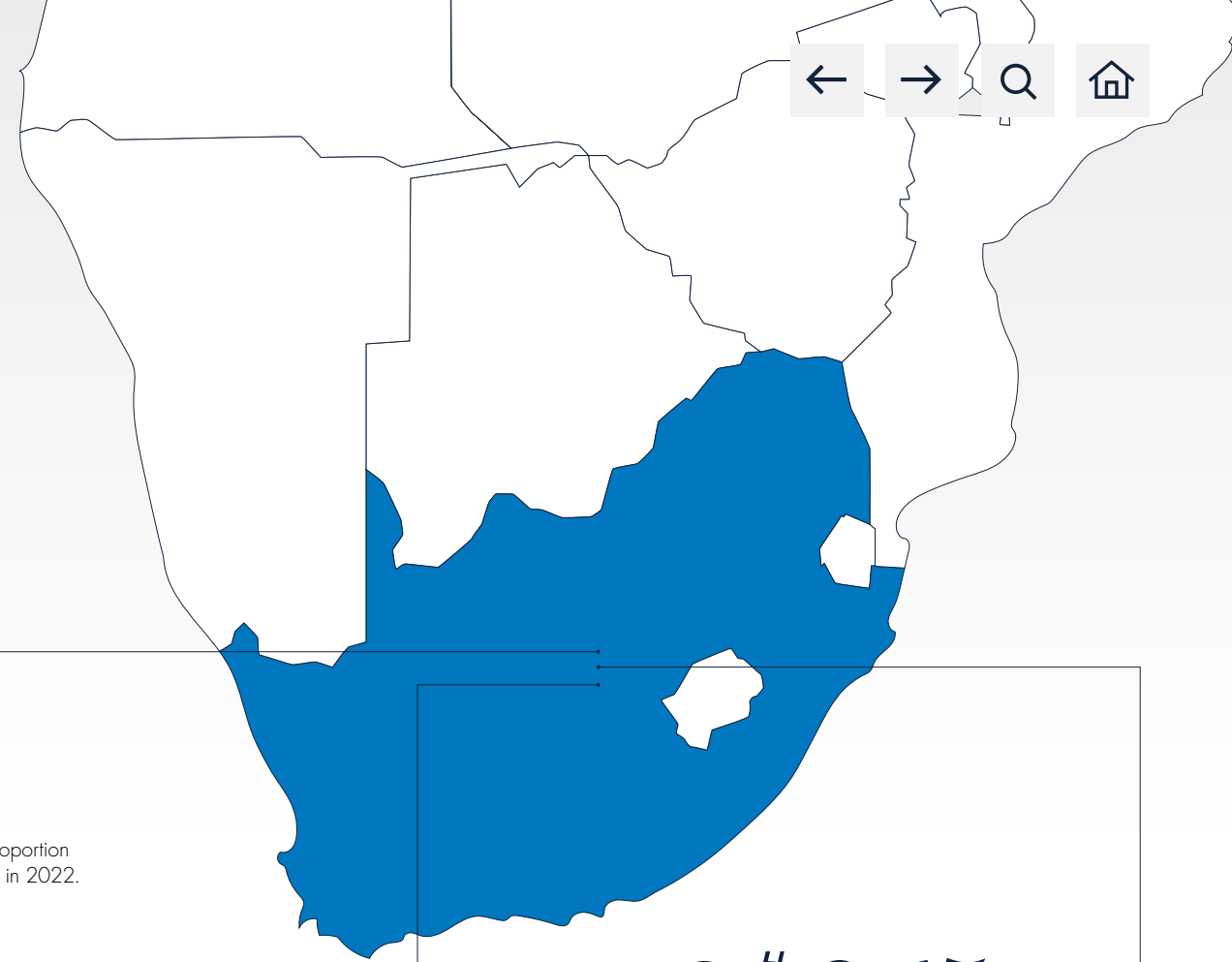
Inclusive procurement as a proportion of total spend in South Africa in 2022.

US\$865M

Total tax and economic contribution to South Africa in 2022.

US\$7M

Social investment spend in South Africa in 2022.



ZIMELE

This enterprise and supplier development programme in South Africa has, in previous years, provided access to finance. However, we are now enhancing our livelihoods programmes to go beyond finance provision, expanding into capacity building, mentorship and coaching, economic diversification, and skills development to support unemployed young people.

AGRICULTURAL PROGRAMMES

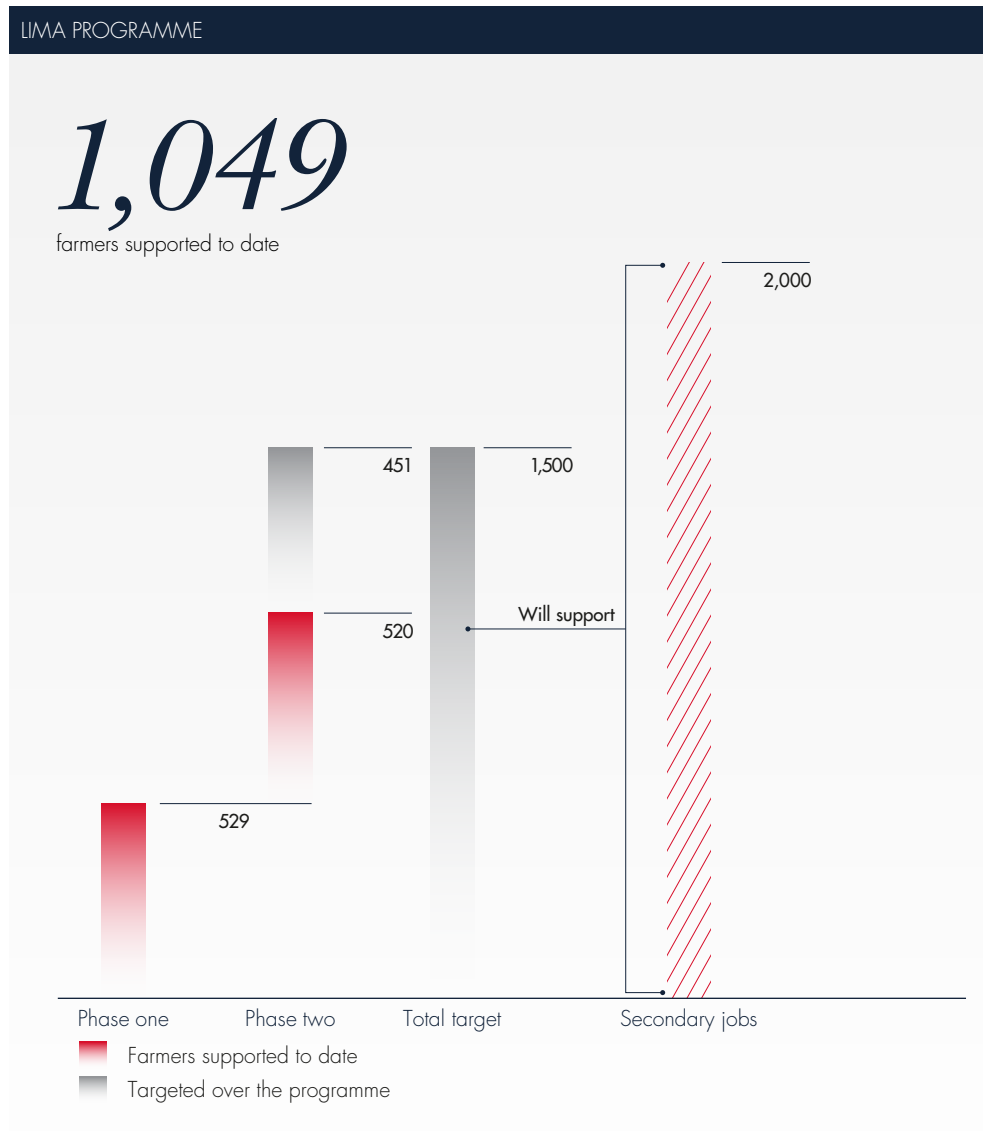
The LIMA programme helps implement Venetia Mine’s socio-economic development plan, supporting agricultural businesses to grow. The second phase of its capacity-building programme for small-scale rural farmers will run from 2021 to 2025 and is targeting 1,000 farmers who will support 2,000 additional jobs. So far in this phase, a total of 520 farmers have been supported, with 16 receiving micro-loans and 11 acquiring water licences.

To date, the programme has supported 1,049 farmers (phase one: 529, phase two: 520).

In 2023, we plan to start a new project in South Africa called the Agri Services Hub. We will collaborate with a number of industry leaders to establish the hub, which will provide mechanisation support, training, capacity building, harvesting and marketing services to hundreds of emerging farmers. We anticipate this will result in 800 jobs.

The facility will, in the first instance, support small-scale potato farmers to market and sell their potatoes around South Africa, which is currently not possible because they cannot harvest, wash and package them. All services of the hub will also be extended to more than 500 farmers who are currently supported by LIMA but are unable to expand due to the lack of facilities available.

We are also looking at supporting between 40 and 50 potato farmers to upscale from about 200 hectares to almost 1,000 hectares of farming, which will have a significant impact on production.



CASE STUDY

BRINGING ENTERPRISE DEVELOPMENT TO NAMIBIA

The launch of the new Namibia Diamond Trading Company (NDTC) programme will support businesses in Namibia in line with our existing programmes in South Africa and Botswana.

In November 2022, the NDTC, our joint venture with the Government of Namibia, launched the Namibia Diamantaire Enterprise Development Programme at an event in Windhoek, Namibia.

“

Speaking at the launch event, Hon. Tom Alweendo, Minister of Mines and Energy, said, “Training, skills development and capacity building are the bedrock of enterprise development. When implemented appropriately, skills development has immense potential to unlock opportunities, advance diversity of access and respond to our national development objectives. We especially take note of the strategic connection between vocational and technical education and mineral exploration. And our commitment in human development programmes narrates a deliberate country focus in this direction.

Hon. Tom Alweendo
Minister of Mines and Energy

”

On the 3 November 2022, NDTC launched the Namibia Diamantaire Enterprise Development Programme in Windhoek, Namibia.



DEVELOPING ENTREPRENEURS – STANFORD SEED PROGRAMME

Across southern Africa, we have a long-running partnership – the Stanford Seed Transformation Programme – with the Stanford Graduate School of Business. It works with established and early-stage entrepreneurs in emerging markets to build strong enterprises. This highly regarded leadership programme takes place over a year, providing management training, leadership team workshops and networking support to help CEOs and founders grow their businesses.

In November 2022, 18 southern African companies completed the programme, and another 20 are to be enrolled in 2023. The southern African businesses that participate in the programme consistently outperform local benchmarks and create a positive impact in the region. These businesses work across various sectors including transport and logistics, health, energy, information technology, agriculture and finance.

Since the Seed programme was launched in 2018, it has so far created more than 2,116 new jobs, by partnering with 56 SMEs from 2018 to 2021 in Botswana, Namibia and South Africa. In recent years during the Covid-19 pandemic, as economies in southern Africa have experienced stagnant or declining employment, the companies on the Seed programme have retained existing staff and created new roles, with jobs supported totalling 8,028 since inception. Women made up just over a fifth of the leaders on the programme.

An annual survey suggests the southern African businesses on the Seed programme are outperforming local rates of growth over three years in terms of both revenue and jobs, which points to resilience during Covid-19 pandemic measures.

Fifty-four per cent of the firms have also secured debt financing since being involved in the Seed Programme, vastly outpacing success rates for local small and medium-sized enterprises.

In 2022, the businesses involved in Seed came from different sectors, including transport and logistics, tourism and property development, healthcare, food and drink, agriculture, and wellness. In 2023, the programme will again be a mix of online and in-person events, so that our southern African participants can easily network in person with other entrepreneurs from countries in west and east Africa.

“

The programme has equipped us with business management skills to grow into a profitable venture and has given us an opportunity to network and learn how different things can be done by fellow business leaders.

Tebogo Nhlatho
The Doctors Inn Pty Ltd.

”



Graduation ceremony of participants (Cohort 4) of the Stanford Seed Transformation Program, Botswana.

“

The programme is a powerful diagnostic tool that forces you to confront and better understand your business using strategic tools. The Stanford Seed Transformation Programme has given me a great confidence booster... to know what I am doing and not just winging it.

Lembie Tlharelwa
Kwenanle Farmers (Pty) Ltd, a crop-farming enterprise in Botswana.

”

CASE STUDY

CITIZEN ECONOMIC EMPOWERMENT PROGRAMME

CEEP in Botswana aims to increase citizen participation in the supply chain to retain greater economic benefits from diamond operations in the country. Debswana has partnerships with different financial institutions, and together, they have committed BWP4.2 billion in funding to the CEEP programme.

In 2019, we set five-year targets for CEEP. By 2024, we want to add value worth BWP20 billion to citizen-owned companies, and support 20,000 jobs.

We have a local manufacturing programme for companies that are producing goods used directly in our mines. This includes an oxygen manufacturer that we will be commissioning in 2023.

BWP20Bn

2024 target to add value to citizen-owned companies.

BENEFICIATION

Diamond beneficiation refers to the process of adding value to rough diamonds by cutting and polishing them for onward sale to jewellery manufacturers and retailers. Enabling beneficiation businesses based in our host countries to access De Beers Group rough diamonds boosts job creation and those countries' economies.

BOTSWANA

At the beginning of 2022, there were 21 term-contract customers of De Beers Group with a base in Botswana, and during the year this number grew to 31. These companies employ 3,865 people, 77 per cent of whom are citizens of Botswana.

Our Global Sightholder Sales division supported these Sightholders by providing them with "economically cuttable" rough diamonds, which refers to stones that can be profitably processed (mostly gem-quality diamonds of two carats and over), to be cut and polished in Botswana. The performance of these Sightholders was monitored through indicators including employment creation and skills transfer.

SOUTH AFRICA

De Beers Group's Enterprise Development Project for Diamond Beneficiators supports historically disadvantaged South African businesses to prosper in diamond beneficiation. It was launched in 2016 in partnership with the South African Government and the diamond-cutting industry.

Small, medium and micro enterprises must go through a rigorous process to be selected for the three-year programme, which is run in

partnership with business incubation experts, Raizcorp. The key topics on the programme are strategy, entrepreneurship, sales, marketing and personal development. The overall objective is to overcome barriers to doing business in the diamond sector – for example, by enabling access to finance, a consistent supply of rough diamonds, and local and international consumer markets.

To ensure beneficiaries have access to rough diamonds, we specifically allocate a portion to them as part of our "Sight" sales in South Africa. To support the project participants to access local and international consumer markets, De Beers Group enables them to attend various international trade shows, so they can network with global buyers, wholesalers and jewellery brands.

Our De Beers Forevermark jewellery brand has also piloted a project to give South Africa-based cutters and polishers access to key De Beers Forevermark business partners and to sell their jewellery through the brand.

NAMIBIA

In late 2022, the Namibia Diamond Trading Company, a joint venture between De Beers Group and the Government of the Republic of Namibia, launched its Enterprise Development Programme with the objective of enabling citizens to participate meaningfully in the country's diamond value chain. The programme currently has two participants who are Namibian citizens that have previously worked in the cutting and polishing segment of the diamond pipeline with established Sightholders. Raizcorp is providing the business development aspect of the incubation programme, which is similar to the service they deliver in South Africa.

BOTSWANA HIGHLIGHTS

10

new term-contract Sightholders in Botswana in 2022.

These companies employ

3,865

people.

77%

ARE CITIZENS OF BOTSWANA

STRATEGIC PILLAR

PROTECTING THE NATURAL WORLD



OUR 2030 GOALS:

- > CLIMATE CHANGE 81
- > WATER 92
- > BIODIVERSITY 99

OUR VISION

The unique characteristics of a natural diamond are the brilliant result of the forces of nature. We understand that for our business and our host communities to thrive, we must protect the natural world as the source of our existence.

When we recover diamonds, we do so with a deep respect for the earth and its creations, ensuring that our approach to land and sea management minimises our impact and continually rehabilitates and restores the world around us.

At every stage of an activity, we follow best practices for biodiversity and water management, air quality, carbon and other GHG emissions, waste, and mine closure. In doing so, we support initiatives, in partnership with communities and stakeholders, to leave a lasting positive impact wherever we operate.

Giraffe and zebra at sunrise in Orapa Game Park, Botswana.



OUR 2030 GOALS

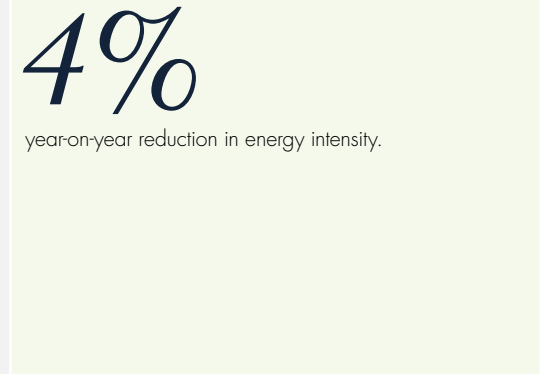
> CLIMATE CHANGE

GOAL

– De Beers Group commits to being carbon neutral for Scope 1 and Scope 2 GHG emissions by 2030.

2022 HIGHLIGHTS

- Completed a full inventory of our Scope 3 (indirection emissions) and set an absolute reduction target of 25 per cent by 2030 from a 2021 base year (well below 2°C).
- Invested US\$2 million in Kelp Blue, an innovative start-up focused on growing underwater kelp forests to lock away CO2 and produce sustainable products for the agricultural industry.
- Started the development of over 70 MW of renewable energy projects in southern Africa in collaboration with Envusa Energy™, a partnership between Anglo American and EDF Renewables.



+ [Read more on pages 81 to 91](#)

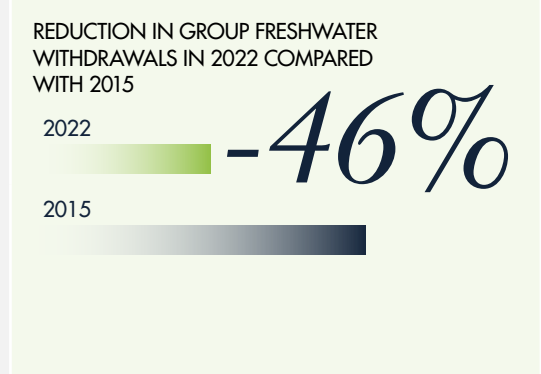
> WATER

GOAL

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

2022 HIGHLIGHTS

- Achieved a 14 per cent reduction in freshwater withdrawals compared to 2021, with Venetia Mine and Orapa Letlhakane Damtshaa Mine achieving a 22 per cent and 28 per cent reduction respectively.
- Developed a group-level Integrated Water Management Plan to further identify and progress opportunities to achieve our goal.



+ [Read more on pages 92 to 98](#)

> BIODIVERSITY

GOAL

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

2022 HIGHLIGHTS

- Continued to progress each operation’s Biodiversity Management Programme, in pursuit of our net positive impact ambition.
- Continued to work with National Geographic in the Okavango Basin, building the foundational work needed to strengthen conservation, support alternative livelihoods and to protect the source waters of the Okavango Delta for generations to come.
- Established a Seabird Response Unit through the Debmarine-Namdeb Foundation.



+ [Read more on pages 99 to 108](#)

OUR 2030 GOALS

> CLIMATE CHANGE

De Beers Group commits to being carbon neutral for Scope 1 and Scope 2 GHG emissions by 2030.

At De Beers Group, we understand the urgency of the climate crisis and are committed to responding to rising expectations for greater actions that deliver tangible outcomes.

We recognise that we are only one part of the worldwide response to this challenge. As a global business operating across the diamond pipeline from exploration to retail, we have the potential to be an important player in encouraging industry best practice to create a lasting positive impact. This is necessary not only for the future of the planet but also for the long-term sustainability of our business.

In December 2022, a Debswana/De Beers Group delegation visited Mogalakwena Mine (Anglo American mine) to look at the First Mode Hydrogen truck.



HIGHLIGHTS

8

sites across our operations installed solar panels on the rooftops of car parks.

70+ MW

of renewable energy (solar and wind) is being developed throughout De Beers Group in collaboration with Envusa Energy, a partnership between Anglo American and EDF Renewables.

100%

carbon neutrality achieved for our Maidenhead offices **eight years ahead of schedule.**

CASE STUDY

VENETIA MINE

At Venetia Mine in South Africa, we are exceeding our targets to become more energy efficient.

Our Throughput Optimisation and Advanced Process Control projects in the Processing Plant have enabled an improved energy intensity per head-feed tonne by 18 per cent against a 2020 baseline – equivalent to 15,000 MWh of energy savings in 2022.

This comes on top of a total of 21,594 MWh of energy savings for projects delivered in 2020 and 2021, as validated through our Measurement and Verification body.

Meanwhile, the closure of open-pit operations in 2022 has enabled Venetia Mine to improve its energy efficiency by 21 per cent. We are exploring a partnership opportunity with Envusa Energy to reduce our carbon footprint at the mine through the provision of renewable energy by 2025.

As we transition to underground operations going forwards, our 'ventilation-on-demand' system, which dynamically provides air and cooling only in required areas, is expected to improve overall site energy efficiency by as much as 6 per cent.



OUR PROGRESS IN 2022

- Set Scope 1, 2 and 3 targets and submitted them to the SBTi, along with our roadmap to achieve them.
- Developed and adopted a fossil fuel replacement strategy, which sets out a way forward to reduce our Scope 1 emissions through the potential use of hydrogen fuel trucks and battery-operated vehicles, as well as alternative fuels at operations.
- Progressed our partnership with Kelp Blue, our first nature-based climate solution pilot, through the Giant Kelp Project in Lüderitz
- Exploring a partnership with Envusa Energy™, a partnership between Anglo American and EDF Renewables, to deliver renewable energy to Venetia by 2025 to reduce the mine’s emissions.
- Completed our Scope 3 inventory and added a Scope 3 target to our corporate climate strategy.

2023 LOOK AHEAD

- Continue to work towards our Scope 1, 2 and 3 targets, after receiving Official Target Validation from the SBTi in early 2023.
- Finalise carbon metrics in the procurement selection process and update contracts to include emission reduction clauses. We will also seek to ensure that suppliers track and report their carbon emissions data annually.
- Develop more nature-based climate solutions within our countries and landscapes of operation to offset hard-to-abate emissions following the mitigation hierarchy while supporting our other Building Forever goals: creating jobs and skills and enhancing biodiversity.
- Implement fossil fuel replacement strategy and progress with feasibility studies for renewable energy, hydrogen, storage and alternative fuels for our operations, in partnership with Anglo American.
- Advance renewable energy projects for our operations in Namibia, Botswana, South Africa and Canada.

OUR TARGETS

- By 2030, we will be carbon neutral across our operations for Scope 1 and Scope 2 GHG emissions.
- Scope 3: By 2030, we will work with our suppliers, Sightholders and clients to reduce our Scope 3 emissions across our entire value chain by 25 per cent (well below 2°C) using our Reduce, Replace, Remove framework.

REDUCE, REPLACE, REMOVE

- REDUCE**
Energy use via the pioneering FutureSmart Mining™ programme, which supports greater efficiency and a lower environmental footprint.
- REPLACE**
By converting our fleet from diesel and replacing nearly all our fossil electricity by building new renewable power plants.
- REMOVE**
Remaining hard-to-abate emissions through our own nature-based solutions.

2030 GOALS

- ✔ Achieved
- On track
- Behind schedule

INTRODUCING OUR CLIMATE ACTION MANIFESTO

We strongly believe that our employees have an important part to play in our climate change action journey. To engage, inform and guide our actions, we have created the Climate Action Manifesto.

The Manifesto has been created as a set of guiding principles and thought starters to help us all be part of the solution, and to help influence positive change in both our personal and professional lives.

The information in this Manifesto aims to help individuals gain a better understanding of the carbon emissions relating to some of our regular activities. It provides action-based guidance that can be applied by our employees to reduce their personal carbon footprint. It can also help to reduce our Scope 3 emissions, which includes business travel and employee commuting.



KEY CHALLENGES AND OPPORTUNITIES

One of our main challenges in bringing down our corporate carbon emissions is that it takes time. Achieving the low-carbon transformation that is needed in the countries and regions where we operate is complicated.

In many cases, we must work with a wide range of stakeholders to develop initiatives such as renewable energy projects, nature-based climate solutions and fossil fuel replacement technology from scratch. This involves developing infrastructure and building local capacity within regulatory environments that are in many cases still under development.

This takes time, but the positive impact is greater and more sustainable. It is sometimes hard to communicate this, as our efforts do not immediately result in a net reduction of our GHG emissions. In addition, since we operate across the diamond pipeline with large and complex supply chains, collecting data can be challenging and is compounded by other factors such as data quality issues, security concerns, coordination challenges and resource constraints.

However, we will be addressing these challenges through an active approach to stakeholder engagement and innovation to ensure that we refine our efforts and reduce our Scope 1, 2 and 3 emissions. This also provides us with a great opportunity to improve best practices across the industry, which we are focused on doing.

IMPLEMENTATION OF OUR ENERGY AND FOSSIL FUEL REPLACEMENT STRATEGY

The potential for renewable energy is enormous in southern Africa. However, there is currently limited infrastructure to support the supply. To succeed with our target to 'replace' fossil-based electricity with renewable energy, and realise our carbon neutral strategy across De Beers Group, we need an enabling policy and regulatory environment, as well as the associated infrastructure and local capacity.

So, in 2022, we built on our work from the previous year to lay the foundations for future reliable provision of renewable energy. We continued supporting capacity development across the renewable energy ecosystem, from research at academic institutions to community engagement. We also engaged in conversations with the relevant government institutions, to make sure our priorities were aligned.

We also continued our technical and feasibility assessments to prepare for renewable energy projects with Debswana and, in partnership with Envusa Energy, progressed with developing a 34 MW wind energy project at Namdeb's land-based operations in Namibia. We are also on the pathway to partnering with Envusa Energy to provide Venetia with renewable energy by 2025.

At some of our operations, 100 per cent electrification is not yet possible, so alternative fuels are required to make up the difference. When we begin a mining process redesign or expansion project, such as the Venetia Underground project, we can effectively plan the implementation of mobile equipment electrification. This is key, as the electrification of mobile equipment not only supports our fossil fuel replacement strategy but also enables the supply and demand of green electrons from renewables to be matched.

As a critical step, De Beers Group and Anglo American have commenced engagements with manufacturers and fuel suppliers to align with their fossil fuel replacement roadmaps. In 2022, our work included monitoring the rapidly growing alternative fuels industry and exploring options that may help us meet our Scope 1 emission targets in the short term. These will be further expanded upon in 2023.

This complements our scoping analysis of already-identified potential fossil fuel replacements such as biodiesel (with small-scale trials underway at Debswana), renewable fossil fuel and synthetic diesel from operational waste and other potential cultivated or recovered feedstocks.

Solar panels on roof of De Beers Group Industry Services Building, Surat.



CASE STUDY

VALIDATION OF OUR SCIENCE-BASED TARGETS

In 2022, we set near-term science-based emission reduction targets for our Scope 1, 2 and 3 emissions. In 2023, both the targets and roadmap were accepted and validated by the SBTi, the leading global body that defines and promotes best practice in science-based target setting for business.

Based on existing plans, we expect our absolute reductions to be significantly deeper than 42 per cent by 2030, with 42 per cent representing the minimum reductions required to align with a 1.5°C pathway.

In announcing the targets, De Beers Group is furthering its climate ambition by setting science-based targets for Scope 1, 2 and 3 emissions, over and above an existing commitment to be carbon neutral across Scope 1 and 2 emissions by 2030.

WHAT IS THE SBTi?

The SBTi is a partnership between CDP, the United Nations Global Compact, the World Resources Institute and the World Wide Fund for Nature. The initiative drives ambitious climate action by enabling organisations to set science-based emissions reduction targets that are in line with the latest climate science and what is deemed necessary to meet the goals of the Paris Agreement.

This means limiting global warming to well below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C.

HOW DOES IT WORK?

Setting a science-based target is a five-step process:

1. Commit: submit a letter establishing your intent to set a science-based target
2. Develop: work on an emissions reduction target in line with the SBTi's criteria
3. Submit: present your target to the SBTi for official validation
4. Communicate: announce your target and inform your stakeholders
5. Disclose: report company-wide emissions and track target progress annually.

“

Our 2030 science-based targets for Scope 1 and 2 are set to a 1.5°C trajectory in line with the Paris Agreement. They represent the most ambitious designation available through the SBTi process – a minimum of 42 per cent reductions. However, based on current plans, we expect our actual absolute reductions for Scope 1 and 2 emissions to be significantly lower than 42 per cent by 2030.

Kirsten Hund
Head of Carbon Neutrality, De Beers Group

”

42%

commitment to reducing absolute Scope 1 and 2 emissions by 2030 from a 2021 baseline year.

25%

commitment to reducing absolute Scope 3 emissions in the same time frame.

Net Zero by 2050

committed to set net-zero targets.



OUR PATHWAY TO CARBON NEUTRAL

De Beers Group has set a course to be carbon neutral for Scope 1 and 2 across our operations by the end of this decade.

To successfully play our part in limiting global warming to 1.5°C above pre-industrial levels by 2050, we must reduce our Scope 1 and 2 emissions by 42 per cent before the end of the decade. This target has been validated by the Science Based Targets initiative (SBTi), along with our roadmap to achieve it.

Based on our current projections, however, we are proud to say we are on track to exceed this ambition by some margin. And we continue to investigate new ways to further reduce our emissions.

As with many businesses around the globe, our direct greenhouse gas emissions from sources we own and control (Scope 1 and 2) rose during 2021 and 2022 as production recovered from the Covid-19 pandemic. However, we calculate that these emissions have peaked and are now in decline, due in part to improvements at Venetia Mine in South Africa, where optimisation of our processes, coupled with the closure of open-pit operations, have led to dramatic energy savings.

From the middle of this decade, we anticipate Scope 1 emissions will fall as we begin to reap the rewards of our fossil fuel replacement strategy. This will involve converting our diesel fleet to battery-operated vehicles, replacing diesel with alternative, renewable fuels and, potentially, hydrogen fuel trucks, in partnership with Anglo American.

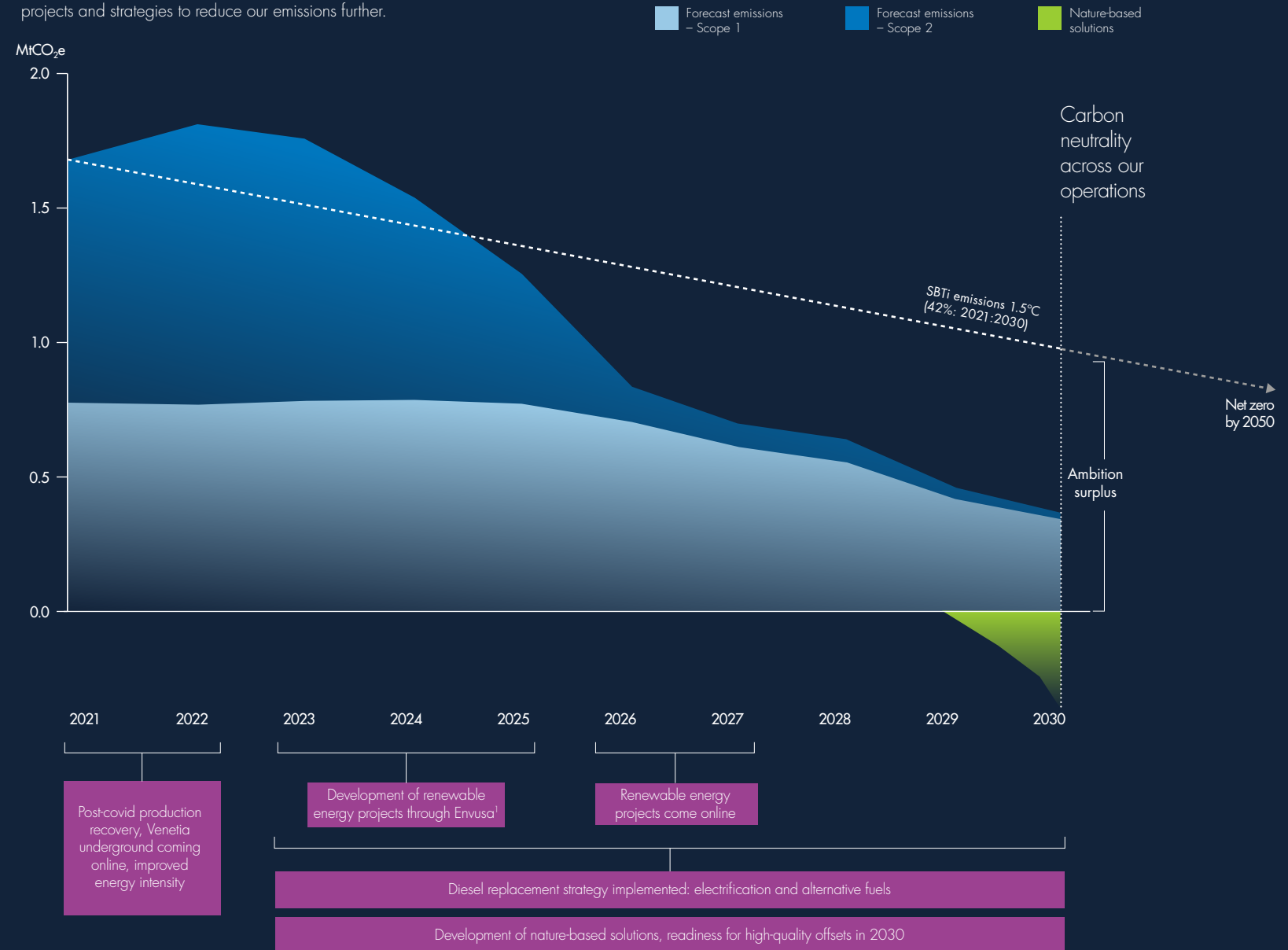
In tandem, we expect Scope 2 emissions from purchased electricity to decline sharply as two renewable energy projects, developed in partnership with Envusa Energy, come online. Venetia is on course to secure the majority of its energy needs from solar and wind power by 2025, and we are progressing with a 34 MW wind energy project at Namdeb's land-based operations in Namibia. Plans to develop large-scale solar projects at the Debswana mines are also under development.

Meanwhile, we will tackle the small percentage of hard-to-abate emissions likely to remain at the end of the decade by developing and supporting nature-based solutions for sequestering carbon, such as the Kelp Blue project to grow and manage kelp forest off the coast of Namibia.

By bearing down on all these fronts, we are confident we can go far beyond honouring our commitment to align De Beers Group with the 1.5°C pathway and accelerate our progress towards a net zero future.

FORECAST EMISSIONS

Current view, and we are actively identifying additional projects and strategies to reduce our emissions further.



¹ Envusa case study, page 8Z

OUR SCOPE 3 EMISSIONS

In 2022, we fully quantified our Scope 3 emissions to be included in the group’s total GHG reduction target. We also set an SBTi-aligned Scope 3 emissions reduction target of 25 per cent by 2030. This target was set against our 2021 baseline of 2.88 million tCO₂e and is aligned to well below 2°C.

Scope 3 emissions are the indirect emissions within our value chain. They currently account for approximately two-thirds of our total footprint,

and we are committed to reducing this by 25 per cent by 2030, in line with goals set using the guidance provided by the SBTi.

With the support of the Carbon Trust, we completed our Scope 3 baseline and developed a detailed strategy, which includes intensive engagement with stakeholders across our value chain through our BPP programme (see page 34). We encouraged Sightholders to focus on carbon reduction at their operations.

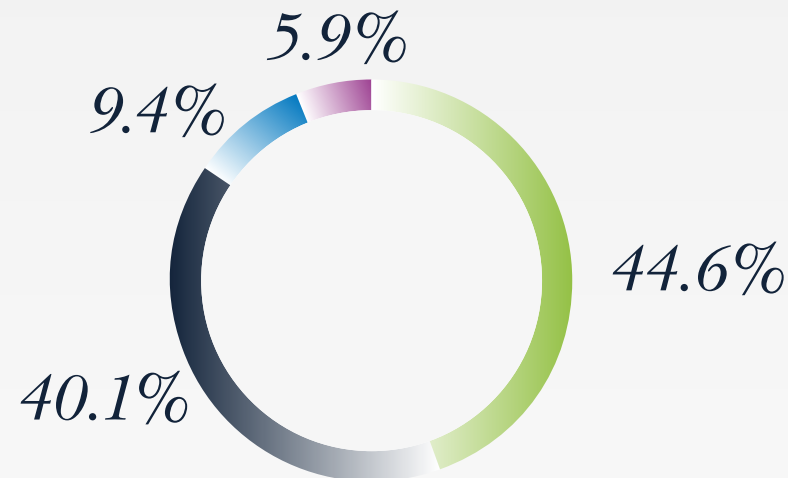
“

As one of the first carbon-neutral natural diamond polishing and cutting manufacturers in India, we found the training sessions conducted by Carbon Trust very relevant and informative. Moreover, the Carbon Footprint Template Questionnaire and guidance material provided by De Beers Group gave useful insights into the full carbon footprinting scope coverage. We, Shairu Gems Group, are very excited about this initiative as it supports active climate action from the De Beers Group, and we look forward to working with them further to reduce our collective environmental impact on the world.

Shairu Gems Group

”

KEY RESULTS – SCOPE 3 FOOTPRINT OVERVIEW



- Category 1: Purchased goods and services
- Category 2: Capital goods
- Category 3: Fuel and energy-related activities
- Categories 4 – 14

FOOTNOTE: CATEGORIES 4-14

- 4: Upstream transport and distribution
- 5: Waste generated in operations
- 6: Business travel
- 7: Employee travel
- 8: Upstream leased assets
- 9: Downstream transportation and distribution
- 10: Processing of sold products
- 11: Use of sold products
- 12: End-of-life treatment of sold products
- 13: Downstream leased assets
- 14: Franchises

INSIGHTS:

- Total Scope 3 footprint is 2.88 million tCO₂e
- Scope 3 emissions contribute ~63 per cent of total De Beers Group emissions
- Categories 1, 2 and 3 contribute ~94 per cent to the Scope 3 footprint resulting in a strong drive to work with suppliers to reduce their emissions impact on our Scope 3 footprint.

BUILDING ROOFTOP SOLAR PANELS TO REDUCE EMISSIONS

We completed the refurbishment of our Maidenhead Innovation Hub (Ignite UK) building in 2022. During the project, we implemented various carbon-saving initiatives, such as installing rooftop solar panels and removing the natural gas supply. The building was independently audited by the BSI and was able to declare carbon neutrality eight years ahead of schedule.

We have installed solar panels on the rooftops of car parks across our operations in Botswana, Namibia, South Africa, the UK and India. These installations at 8 sites will annually deliver 6,990 MWh of energy, reducing our emissions by 7,400 tCO₂e per year. Currently, another four installations are under construction, and these will annually deliver another 4,770 MWh of energy, further reducing our emissions by 5,060 tCO₂e per year. In addition, we will continue our efforts to further reduce emissions at a site level, in alignment with our targets.

CASE STUDY

CREATING A REGIONAL RENEWABLE ECOSYSTEM

Anglo American has partnered with EDF Renewables to develop a regional renewable energy ecosystem in southern Africa.




In 2022, Anglo American announced its partnership with EDF Renewables to form a new jointly owned company: Envusa Energy.

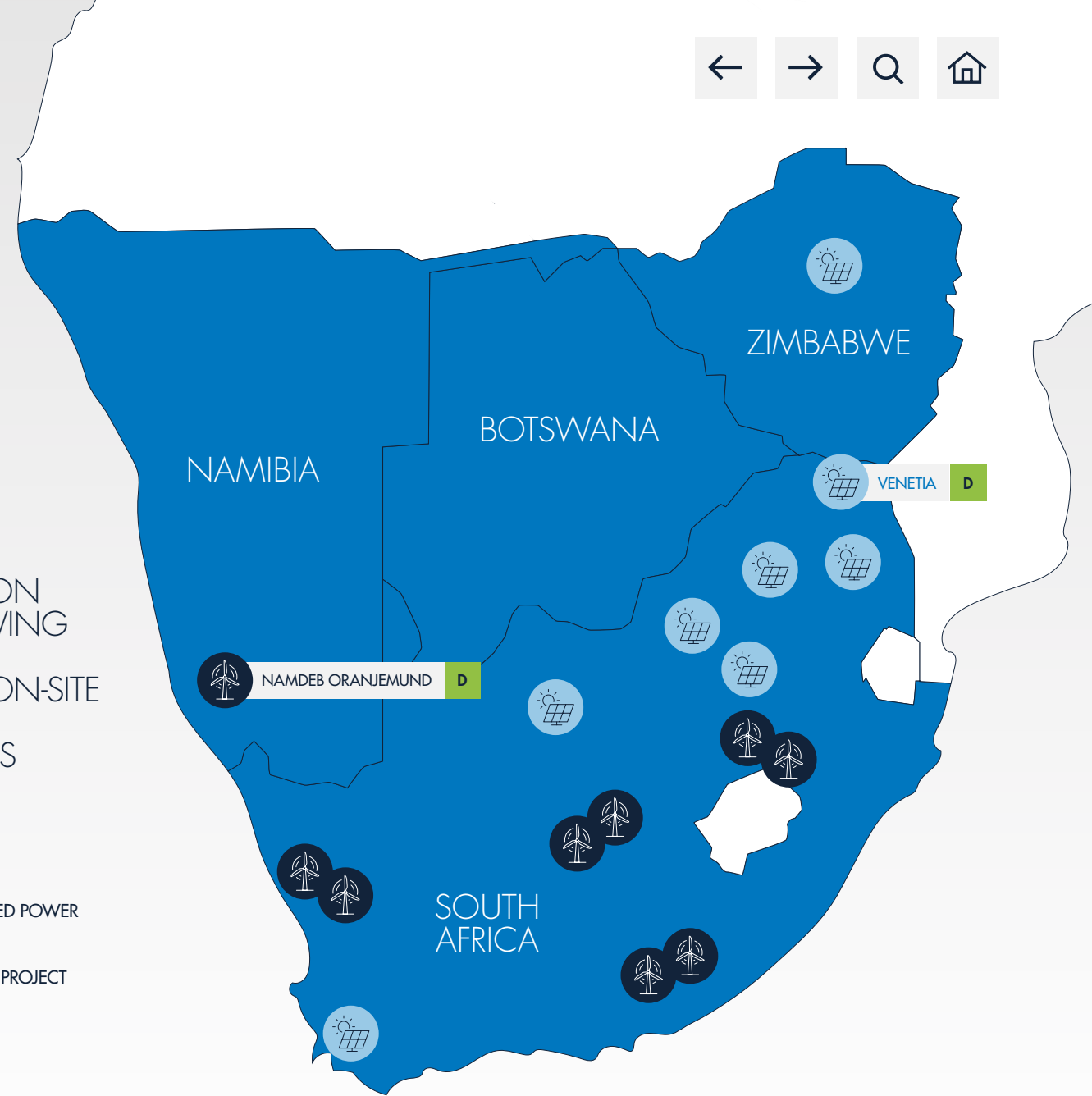
The company will launch a mature pipeline of wind and solar as the first step towards developing an ecosystem that will meet Anglo American's power requirements in the area.

The Regional Renewable Energy Ecosystem is also intended to support the resilience of local electricity supply systems and will contribute to the wider decarbonisation of energy in southern Africa, with construction beginning in 2023.

De Beers is partnering with Envusa Energy in developing a wind project at Namdeb's land-based operations in Namibia, and on the pathway to supplying Venetia with renewable energy by 2025. Together this will provide over 70MW of renewable energy.

AN ILLUSTRATION OF OUR EVOLVING STRATEGY, BALANCING ON-SITE AND OFF-SITE OPPORTUNITIES

-  WIND POWER
-  SOLAR-GENERATED POWER
-  DE BEERS GROUP PROJECT



CASE STUDY

INVESTING IN SEAWEED TO TACKLE CLIMATE CHANGE

We are supporting Kelp Blue, an innovative start-up focused on growing and managing large-scale giant kelp forests. These underwater forests have the potential to permanently lock away vast amounts of CO₂ in the ocean while the harvested kelp is used to produce sustainable agricultural products.

In line with our Building Forever sustainability goals, our US\$2 million investment in Kelp Blue will help the development of a pioneering nature-based solution for sequestering carbon and supporting biodiversity. Research has shown that kelp forests have carbon sequestration properties exceeding those of terrestrial forests. They also help to sustain healthy marine ecosystems by providing food and shelter for countless species.

Another priority of our sustainability framework is to partner with communities in our host countries on sustainable development opportunities.

In 2021, Kelp Blue was awarded a licence to cultivate giant kelp off the coast of Namibia. Our investment will accelerate research and understanding of the potential of this novel solution, as well as supporting the local community by creating employment and upskilling opportunities.

This initiative will also drive our goal of being carbon neutral across our operations by 2030, as our investment in Kelp Blue will potentially generate carbon credits which will help us remove our last, hard-to-abate emissions, respecting the mitigation hierarchy.

A close-up view of underwater Kelp, which holds potential to boost ocean health and safely lock away CO₂.

Photo credit: Kelp Blue.

“

We are committed to being carbon neutral across our operations by 2030. We will need nature-based solutions for the very last, hard-to-abate part. Our investment in Kelp Blue will bring potential benefits, in terms of jobs and skills, to Lüderitz and elsewhere in Namibia, while the giant kelp also sequesters an extraordinary amount of carbon from the atmosphere.

Kirsten Hund
Head of Carbon Neutrality, De Beers Group

”



OUR NATURE-BASED CLIMATE SOLUTIONS

Nature-based climate solutions support our work in removing the small percentage of emissions that remain after having maximised our efforts to reduce and replace, respecting the mitigation hierarchy.

While the focus of our carbon neutral strategy is to bring down our absolute carbon emissions as much as possible, it is also clear that we will not reach our ambitious 2030 goal without removing our remaining, hard-to-abate emissions from the atmosphere. Bearing in mind the reputational risks of offsetting emissions as well as our Building Forever goals, De Beers Group developed a high-level Carbon Offsets Strategy in 2022. For De Beers Group, carbon offsets need to satisfy a number of criteria, including:

- they need to be a matter of last resort
- projects must be in our host countries
- they must be nature based
- they need to be carbon removal projects
- they need to have strong co-benefits for people and planet
- they need to be certified by a reputable carbon certification mechanism.

Carbon credits with these credentials can either be bought from the Voluntary Carbon Market, or De Beers Group will partner with others to develop these projects.

As a first step, we have committed US\$2 million to help Kelp Blue plant an underwater kelp forest off the coast of Namibia, to boost the health of the oceans and lock away CO₂ forever. Kelp Blue harvests the kelp canopy to locally produce biostimulant.

As part of our work with Kelp Blue, De Beers Group is supporting the development of a scientific methodology to measure the amount of carbon that is being sequestered by giant kelp.

Further to our collaboration with Kelp Blue, we have also started, in partnership with GemFair and Solidaridad, an assessment to review the possibility of generating carbon credits by rehabilitating artisanally mined land in Sierra Leone. This is still in the very early stages but will continue in 2023. We will also continue to work on identifying and developing nature-based carbon removal projects with our host countries in 2023.

In 2022, we also continued our efforts to finalise the series of research projects that together form Carbon Vault™, our innovative project to investigate the potential of kimberlite rock to sequester carbon.

In 2023, we aim to collect all research completed by the consortium of Canadian and Australian universities, in collaboration with De Beers Group, and make a final publication available to the wider scientific and tech community.

The challenge is to identify ways to make mineral carbonation through kimberlite technically, environmentally and economically feasible in the long term, and we are keen to engage a wider stakeholder community in finding that solution.

US\$2M

We have committed US\$2 million to support Kelp Blue, an innovative start-up company that is planting an underwater kelp forest off the coast of Namibia, to boost the health of the oceans and lock away CO₂ forever.

LOOKING AHEAD

To further reduce our Scope 3 emissions, we will continue actively engaging with our suppliers, our people, our brands and our Sightholders to help them reduce their emissions, providing advisory support where possible. We will also encourage carbon reporting throughout our supply chain to track progress and initiatives within our value chain.

Under our fossil fuel replacement strategy, we will expand our trials, investigating the use of cultivated and recovered feedstocks such as organic waste, biogenic by-products and plant material to make bio and synthetic diesel.

Our strategy also includes developing a detailed impact assessment of the mobile equipment currently in use across our whole value chain. The result of this assessment will allow us to create a group-wide fossil fuel replacement solution for our mobile and stationary equipment.

We will continue to increase our emission reduction through innovative efficiency measures throughout every step of the diamond value chain.

With regard to our renewable energy strategy, we will continue to collaborate with Anglo American and work alongside the regional renewable energy strategy, under its partnership with EDF Renewables, Envusa Energy. This will help to develop renewable energy projects for Venetia and Namdeb. In Botswana, we will continue to identify and develop reduce and replace projects.

TCFD REPORTING

Through our majority shareholder Anglo American, we comply with the reporting requirements of the Task Force on Climate-related Financial Disclosures (TCFD).

CLIMATE RESILIENCE AND ADAPTATION IN OPERATIONS AND COMMUNITIES

Climate change resilience and adaptation in operations and communities was prioritised as a material topic during our refreshed materiality assessment in 2022. It focuses on how we promote solutions, manage disruptions and enhance resilience against climate change impacts, as well as how we support the broader transition to a green economy.

The scientific evidence is clear that anthropogenic climate change is happening. Like many across the world, our operations and host communities are increasingly experiencing the physical effects of global warming, such as heat stress, flooding, drought, ice melt and volatile extreme weather.

De Beers Group is committed to enhancing our understanding of the climate-related risks and opportunities that could impact our business. These include ‘acute’ physical risks, such as extreme weather events, and ‘chronic’ physical risks resulting from longer-term shifts in climate patterns. We also consider the transition risks associated with the shift to a lower-carbon economy, such as changes in policy, legislation, technology and market conditions as well as customer sentiment and reputation.

We recognise that our responsibilities extend beyond the mine gates to our host communities and the ecosystems that support the planet. By working with our stakeholders, we strive to adapt to the realities on the ground and to support the transition to thriving and resilient economies.

ASSESSING PHYSICAL RISK: A NEW GROUP-WIDE APPROACH

Climate risk and adaptation assessments, based on climate change scenarios, were carried out at Venetia Mine in South Africa in 2014, and at Gahcho Kué Mine in Canada in 2022. At Venetia, we identified flooding as a result of excess rainfall as one of the key risks.

At Gahcho Kué, we found that the increase in winter temperatures reduces the winter road ice thickness and utilisation window, resulting in both physical safety risks to transport drivers and disruption of critical supply lines. For mines planning for closure, operational quantitative risk assessments are among the many tools used to ensure the engineered closure designs incorporate climate change models of expected temperatures and precipitation over multiple decades.

To date, our climate change assessments have been conducted on a site-by-site basis. However, we are now moving towards Anglo American’s Physical Climate Change Risk and Resilience framework, a standardised group-wide strategy. It uses multiple Global Climate Model projections to provide a top-down view of key physical climate change hazards for each of our sites over the period 2020 to 2100, according to different warming scenarios.

The estimates will be based on three of the Shared Socioeconomic Pathways (SSP) used in the Intergovernmental Panel on Climate Change Sixth Assessment report on climate change – SSP1-2.6, SSP2-4.5 and SSP5-8.5 – which project warming of ~1.8°C, ~2.7°C and ~4.4°C respectively by 2100.

Complementing the modelling will be a bottom-up approach to understanding the climate context at a local and regional level. Overall, the model will enable us to analyse past, present and emerging weather trends and climate-related impacts while also factoring in the particular vulnerabilities and adaptive capacity of each operation, host community, region and ecosystem.

MANAGING PHYSICAL RISK

The findings of the Physical Climate Change Risk and Resilience assessments feed into two key management processes. The Operational Risk Management programme guides operations on the assessment and integration of climate risk management across all functions. The Investment Development Model ensures that physical and market-related climate change risks and opportunities are embedded in project design.

Where significant risks or impacts are identified, we carry out more detailed issue-based risk assessments, backed by in-depth studies where necessary, to improve our understanding and help us explore adaptation mechanisms. Where response actions are identified, these are built into the operation’s business plans to ensure resources and responsibilities are allocated appropriately.

By moving to this standardised, systematic process across De Beers Group, we aim to improve our response to climate-related impacts, risks and opportunities, including those emerging over long timescales.

[+ Read more on Water on pages 92 to 98.](#)

MANAGING TRANSITION RISK

Our ongoing efforts to manage transition risk include projects to move away from fossil fuel electricity, for example through our renewable energy projects in southern Africa ([see page 87](#)).

These initiatives will reduce our GHG emissions and our sensitivity to changes in carbon prices. As well as exploring options for our own operations, we continue to work with governments, academic institutions and communities to support capacity development for renewable energy as a means of transitioning to a low-carbon world.

Through Anglo American, we are aligned with the TCFD recommendations for voluntary reporting on climate-related risks and opportunities. We are also evolving our disclosure to meet the requirements of the UK's Transition Plan process.

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



A HOLISTIC APPROACH TO RESILIENCE

As climate change intensifies, we are taking a holistic approach to resilience and adaptation that takes into account the interdependencies between climate, water, people and nature. Many of our ongoing activities come under the heading of 'nature-based solutions' – actions to protect, manage and restore healthy ecosystems in ways that benefit biodiversity while securing food, water and sustainable livelihoods.

For example, Okavango Eternal, our partnership with National Geographic, helps secure the health of one of the world's largest, most biodiverse wetlands, the Okavango Delta in Botswana. Our efforts are supporting the protection of the Okavango Delta's critical source waters in Angola, but our work is multifarious – empowering communities, safeguarding wildlife corridors, researching water quality and supporting sustainable development. Through the partnership, we aim to co-create livelihood opportunities, in collaboration with the local communities, for around 10,000 people and help ensure water and food security for over a million people, while also supporting increased local community and ecosystem resilience.

Another example of this holistic approach is our investment in Kelp Blue, an innovative start-up growing and managing kelp forest habitats off the coast of Namibia. As well as sequestering carbon, enhancing biodiversity and improving ecosystem resilience, the business is creating jobs and skills development in the green economy.

We are mindful that rural communities in less-developed countries and Indigenous Peoples, particularly women and girls, can be disproportionately impacted by climate change due to their reliance on local ecosystems and exclusion from decision-making. The findings from our Physical Climate Change Risk and Resilience assessments on community impacts will inform the evolution of our social performance management system to build in safeguards for vulnerable groups. The lessons learned will also be embedded in our CRD approach, through which we work in partnership with regional stakeholders to foster the 'just transition' and create long-term economic growth.

Besides extreme flooding and ice melt, water scarcity is a priority for De Beers Group as our operations and host communities seek to adapt to increased drought conditions. As part of Building Forever, we have targets for reducing water withdrawals and increasing community access to water and sanitation.

10,000

We aim to develop livelihood opportunities for around 10,000 people and help ensure water and food security for over a million people.

OUR 2030 GOALS

> WATER

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



Environmental scientist overlooking watering hole at Orapa Game Park, Botswana.

Water is an essential requirement for life, and our operations rely on a secure source of water.

The sustainability of our operations is increasingly dependent on issues relating to shared water resources in the broader catchments in which we operate.

We recognise the need to go beyond reducing our water use and managing water quality, to deliver a positive impact by meaningfully contributing to healthy catchments and resilience in water-stressed communities. We understand that water access and quality challenges are expected to increase with climate change.

HIGHLIGHTS

14%

total reduction in freshwater withdrawals compared with 2021.

89%

average compliance with Anglo American Water Management Standard across De Beers Group.

2.8 megalitres per day

of potable water made available to the Musina Municipality for provision to the communities through the drilling of boreholes by Venetia Mine.

OUR PROGRESS IN 2022

- Compiled a group-level Integrated Water Management Plan, which draws on the modelling of water-saving opportunities at all our operations in water-scarce areas to provide a pathway to achieve the reduction of water withdrawals by 50 per cent by 2030.
- Completed site-specific Water Management Plans and progressed the Integrated Water Management Plan at Venetia Mine to mitigate water management risks.
- Realised freshwater savings, predominantly at our Venetia and Orapa, Letlhakane and Damtshaa operations, through the implementation of projects to reduce freshwater withdrawals and increase the reuse of water.
- Progressed our strategy to contribute to addressing shared priority water challenges in the catchments where we operate.
- Improved our performance against the Anglo American Water Management Standard by 8 per cent in 2022 to an average of 89 per cent conformance at a group level.

2023 LOOK AHEAD

- Continue to implement our Water Management Plans, delivering projects to mitigate water risks and further reduce our dependency on freshwater.
- Further research shared priority water challenges, existing targets and preferred catchment conditions.
- Investigate collaborative approaches and partnerships to contribute to healthy catchments and building resilience in water-stressed communities in areas where we operate.

OUR TARGETS

- By 2023, we will have developed a water stewardship strategy to inform the development of targets to meaningfully contribute to healthy catchments and resilience in water-stressed communities.
- By 2030, we will have reduced freshwater withdrawal by 50 per cent and increased community access to water and sanitation.

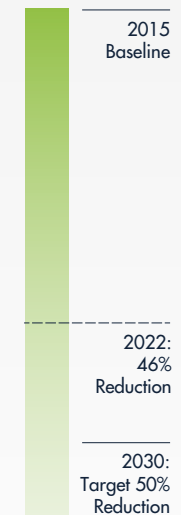


Group of male pupils drinking water with hands in Renaissance Secondary School, South Africa. De Beers Group has had a long relationship with Renaissance Secondary School, having contributed to the construction of 12 new classrooms, upgrades to facilities and donations of equipment. The secondary school now caters for nearly 1,000 pupils from local communities around Musina, which is close to our Venetia Mine in South Africa.

2030 FRESHWATER WITHDRAWAL TARGET

50%

reduction in freshwater withdrawal by 2030



2030 GOALS

- ✓ Achieved
- On track
- Behind schedule

OUR APPROACH

We recognise the value of water as a shared resource and the need for sound stewardship of water for the sustainability of our mines, neighbouring communities and ecosystems. Increases in the intensity and frequency of droughts and extreme weather events, driven by climate change, deepen the challenges associated with access to freshwater resources. It is imperative that our strategy goes beyond managing our own water footprint to meaningfully contribute to healthy catchments and resilience in water-stressed communities.

While our Canadian mine is located in water abundant areas, most of our mines are located in semi-arid, water-stressed environments in Botswana, Namibia and South Africa. We are committed to reducing freshwater withdrawals, optimising water efficiencies and minimising discharge.

All our operations have water balances, which are reviewed on a regular basis. Water inputs and outputs are metered, monitored, analysed and reported by the appointed Water Competent Person at each operation. Water Management Plans are developed and reviewed on an annual basis.

We continued to meet our obligations related to water management at our operations entering closure.

Physical, regulatory and reputational water risks are identified and managed through the De Beers operational risk management process.

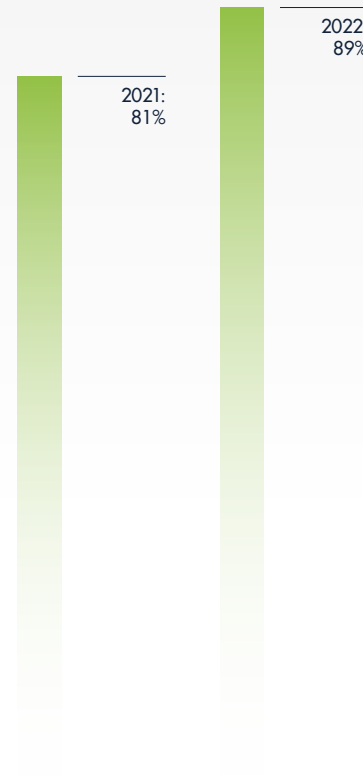
The implementation of the Anglo American Water Management Standard and [Anglo American Mineral Residue Facilities and Water Management Structures Standard](#) are foundational to water management practices across our operations. In 2022, we improved our performance by 8 per cent to an average of 89 per cent compliance at group level. In addition, we abide by the requirements of the environmental, health and safety standards ISO14001 and ISO45001. These provide the framework for risk management, operational control and working transparently and collaboratively with our stakeholders to deliver sustainable water management.

In 2022, we aligned our freshwater definition to the Minerals Council of Australia's Water Accounting Framework Category 1 definition of freshwater. Our definition does not include precipitation and run-off, which cannot reasonably be prevented from entering our operational processes.

WATER MANAGEMENT PERFORMANCE

8%

increase in compliance at group level.



WATER STEWARDSHIP DEFINITION

“

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

The Alliance for Water Stewardship. March 2019.

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REDUCING FRESHWATER WITHDRAWALS

During 2022, we reduced our freshwater withdrawals by 14 per cent (or 2,928 megalitres) at a group level when compared with 2021. This reduction was mainly the result of increasing the reuse of water in our Venetia Mine and the Orapa, Letlhakane and Damtshaa operations, which resulted in freshwater withdrawal reductions of 22 per cent and 28 per cent, respectively.

Compared with our 2015 levels, in 2022 our we reduced our freshwater withdrawals by 46 per cent. This was driven by a 24 per cent reduction at our active managed and non-managed operations in addition to the closure of our Victor, Snap Lake and Voorspoed mines.

This year, we developed a group-level Integrated Water Management Plan to determine how we will achieve our target to reduce freshwater withdrawals by 50 per cent by 2030 from a 2015 baseline year. The proposed method is based on previously completed water balance modelling from our operations in water-scarce areas and was developed by identifying and predicting outputs from realistic water-saving opportunities. Our 2030 target is aligned with the Anglo American target.

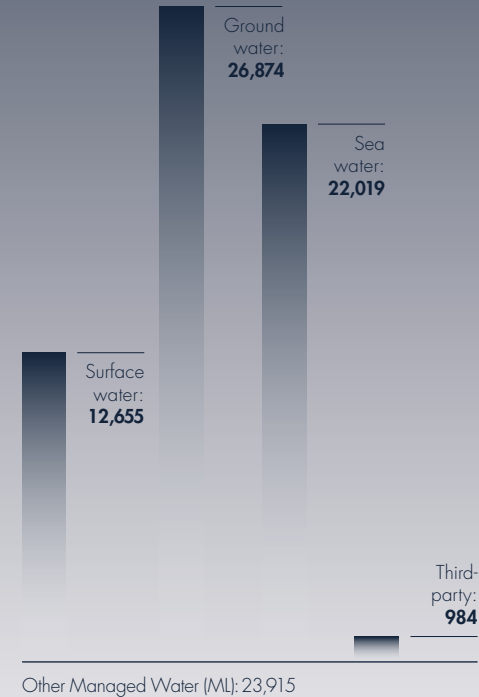
WATER WITHDRAWN (MEGALITRES)

Total withdrawals

62,532

Freshwater withdrawals

17,824



FRESHWATER WITHDRAWALS

80%

of our operational mining sites are in areas with medium to high water stress.

-15%

When compared to 2021, we reduced the freshwater withdrawals at these sites by 15 per cent.

¹ Category 1 defines freshwater as “Water of a high quality and may require minimal and inexpensive treatment, such as disinfection and pond settlement of solids, to raise the quality to appropriate drinking water standards”.

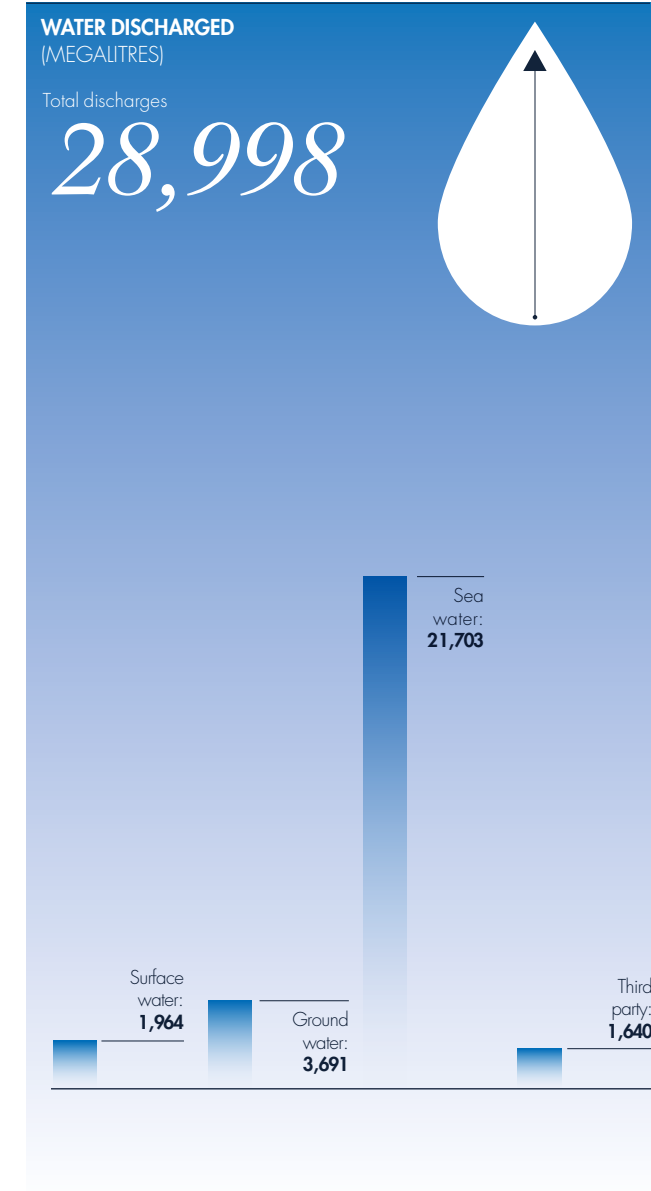
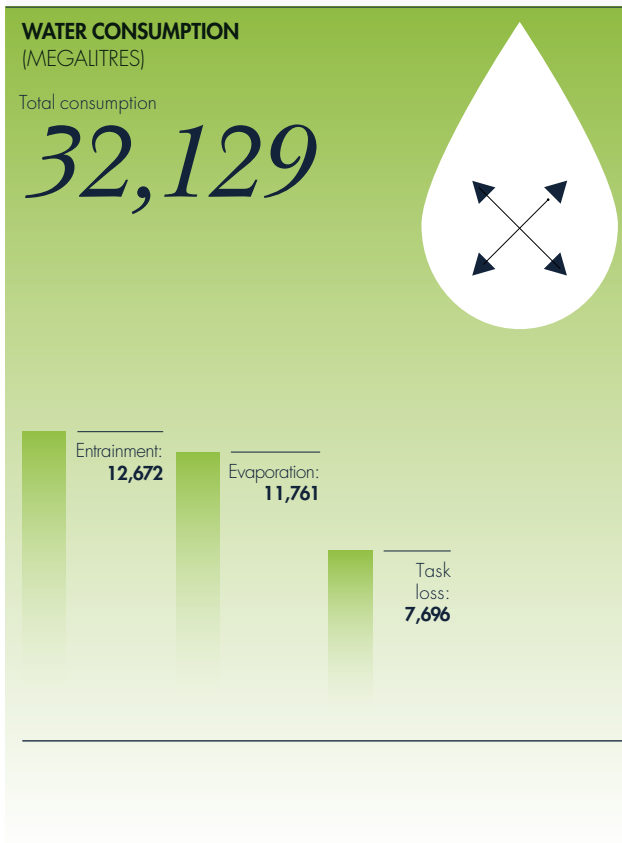
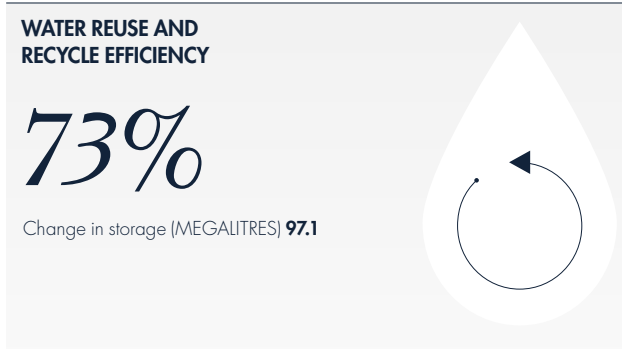
WATER CONSUMPTION AND DISCHARGES

At a group level, our most significant water outputs are through entrainment and evaporation, which resulted in losses of 12,672 megalitres and 11,761 megalitres respectively, during 2022. However, our discharges to surface water (1,964 megalitres) decreased by 80 per cent from reduced precipitation at Gahcho Kué Mine and the use of surface water during the rainy season at our Orapa, Lethakane and Damtshaa operations. There was, however, an associated increase in discharges to groundwater at group level, which amounted to 3,691 megalitres.

Gahcho Kué Mine initiated a trial project to reduce nitrate emissions from our operations. High nitrate levels in the ground and in aquatic environments are harmful to animals and plant life. This innovative project demonstrated a reduction in nitrate loading in our water management pond by 50 per cent.

REUSING AND RECYCLING OF WATER

During 2022, our Venetia Mine, Gahcho Kué Mine and the Orapa, Lethakane and Damtshaa operations increased their water efficiencies (the reuse and recycling of water) when compared with 2021. However, at a group level, these efficiencies decreased by 2 per cent, from 75 per cent to 73 per cent. This was as a result of an update to our water balance model used at Jwaneng Mine.



FOCUS ON WATER STEWARDSHIP AT THE CATCHMENT LEVEL

We will seek to set water stewardship targets that address shared priority water challenges in the catchments for our active operational assets in water-scarce areas. These targets will consider water, sanitation and hygiene, water quantity, water quality, water-related ecosystems, water governance and extreme weather events.

We continue to contribute to healthy catchments and building resilience in water-stressed communities through various projects. These are executed and monitored and their impacts are tracked in terms of key metrics that align with the methodology provided by the [World Resources Institute's Volumetric Water Benefit Accounting](#). Most of our projects provide access to water to the communities around our operations, predominantly through supporting infrastructure for water supply.

Key projects in 2022 included:

- **South Africa:** Ongoing assistance by Venetia Mine to the Blouberg, Musina and Vhembe municipalities through water provision, reticulation, purification and storage infrastructure or infrastructure upgrades to increase the provision of potable water to communities. Providing water to game parks at our Venetia operations.
- **Botswana:** At our Debswana operations, we handed over water rights for wellfield boreholes to the Water Apportionment Board for transfer to the Water Utilities Corporation for community water supply. We continued assessing and developing joint management systems to prevent potential contamination of the wellfield. We continued to assist with providing water to communities where we operate and to our game farms.
- **Canada:** Independent environmental and traditional knowledge monitoring of the aquatic environment by the indigenous community members of Ni Hadi Xa (NHX).



Supporting municipalities to provide portable water to communities in need.

CASE STUDY

PROTECTING THE SOURCE WATERS OF OKAVANGO DELTA

More than one million people depend on the food and water security that the Okavango Basin provides. Protecting the source waters of the Okavango Delta is one of the most critical conservation challenges in the continent of Africa. 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.

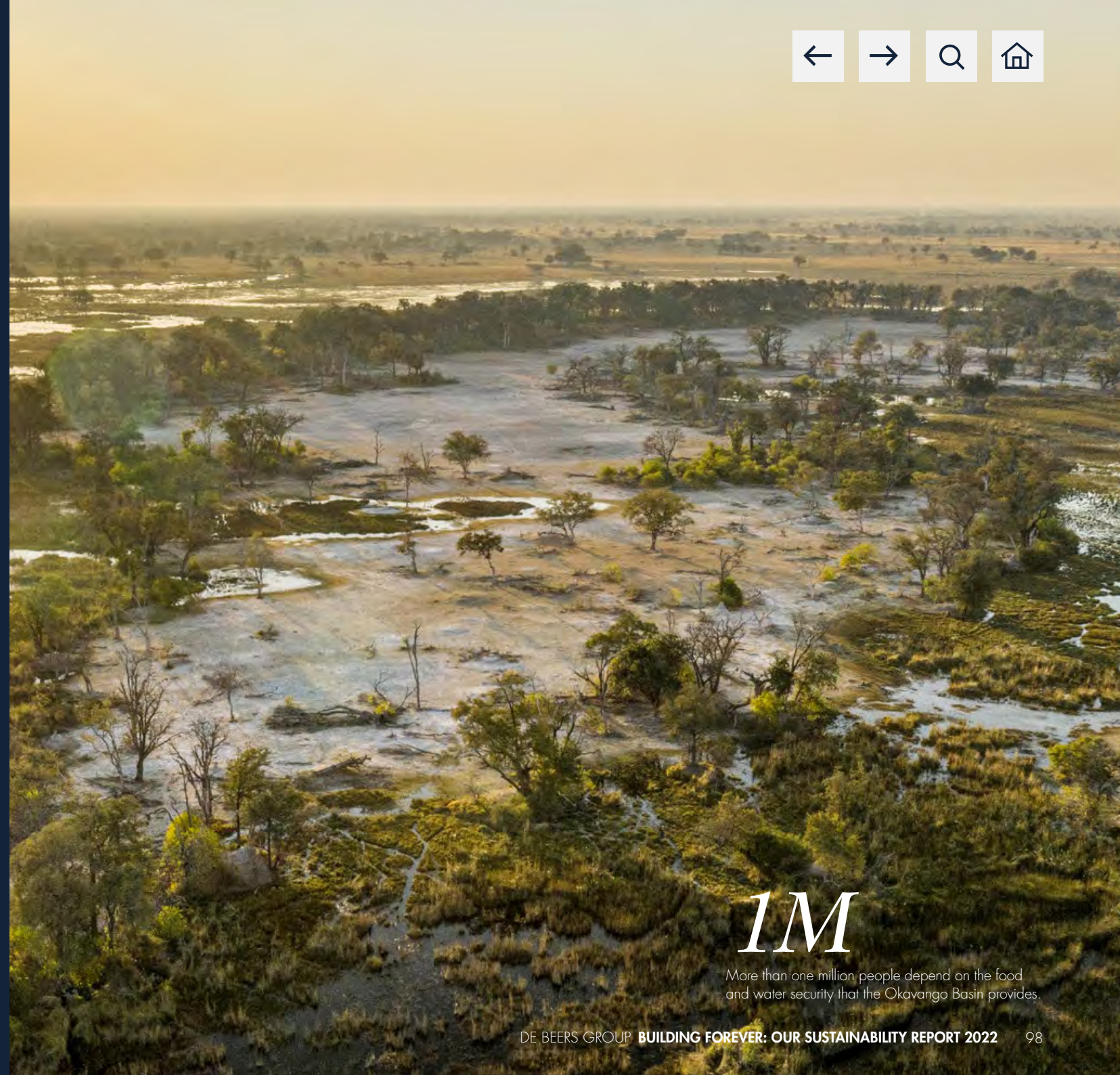
Through our involvement, we are helping to support long-term hydrological and meteorological monitoring to inform collaborative decision-making in Angola, Botswana and Namibia. In 2022, the Okavango Eternal partnership expanded the hydrological and meteorological monitoring network with three new monitoring stations in Angola and Botswana, which included the first-ever monitoring station on the Cuito River. Data from these stations is fed into an online dashboard, launched by the National Geographic Okavango Wilderness Project in 2019, where near real-time water and climate data from these automated monitoring stations is collated and evaluated.

This monitoring tool has already proved useful to inform the management of flood waters, providing data that shows where the flood waters are originating from, the intensity of the flow and where water is flowing towards. Looking forward, this data will identify long-term trends across the entire Okavango Basin and build a greater understanding of the threats to its source waters.

The Okavango Eternal partnership continues to build on the knowledge and understanding of this unparalleled waterway, including support for expeditions to survey the furthest reaches of the Okavango Basin, wetland bird monitoring surveys and environmental DNA (eDNA) sampling. [See page 107](#) for more information.

The Okavango Delta is recharged from waterways that begin over 1,600 km away in the Okavango-Zambezi Water Tower area.

Photo credit: Chris Boyes/National Geographic.



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More than one million people depend on the food and water security that the Okavango Basin provides.

OUR 2030 GOALS

> BIODIVERSITY

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

Natural diamonds are the product of the processes that shape our world. When we recover diamonds, we both depend upon and impact the surrounding environment, becoming inseparably linked to its future.

At De Beers Group, we want to help protect nature and all its awe-inspiring creations for future generations. This starts at the source of our diamonds, where we are committed to having a lasting positive impact on biodiversity.

Biodiversity, or the diversity of life and its relationship with the natural world, has the potential to unlock sustainable socio-economic development opportunities. So beyond managing our impacts on biodiversity, we integrate biodiversity considerations in achieving our carbon neutrality, water management and skills and livelihoods goals.



Zebras in Jwana Game Park, Botswana.

HIGHLIGHTS

~500,000 acres

of land protected for biodiversity through the Diamond Route in 2022.

50+

mammal species protected on our Diamond Route properties.

101

elephants translocated to Zinave National Park, Mozambique.

OUR PROGRESS IN 2022

- Celebrated the achievements of the first year of Okavango Eternal – our five-year partnership with National Geographic to help protect the source waters of the Okavango Delta.
- Celebrated the 20th anniversary of the Diamond Route in southern Africa, refreshing our conservation and sustainable impact strategy across the entire network.
- Established two Seabird Response Units through the Debmarine-Namdeb Foundation.
- Implemented Biodiversity Management Programmes work plans at all operations, aligned with the new Biodiversity Standard that was released in 2022.
- Continued to develop clear reporting metrics on our leading best practice approach to biodiversity management.
- Continued to support the community-led anti-poaching programme at Zinave National Park, Mozambique. 101 elephants were translocated from our Venetia Limpopo Nature Reserve and continue to thrive.

2023 LOOK AHEAD

- Progress our Biodiversity Management Programmes by completing biodiversity baseline assessments for each operation managed by De Beers Group.
- Continue to support and share the achievements of Okavango Eternal, our partnership with National Geographic, to protect the source waters of the Okavango Delta.
- Continue to support rewilding and conservation management across southern Africa, working with key partners such as Peace Parks Foundation through our Moving Giants initiative.
- Commence our enhanced monitoring programme to understand the interactions between caribou and the Gahcho Kué Spur Road (ice road).
- Share the results of our eDNA benthic monitoring in Namibia with the scientific community to develop skills and capacity in this innovative area of application.

“


With a new, shared global goal to halt and reverse the trend of biodiversity loss, a variety of actions are needed across all sectors to protect and regenerate nature. The longstanding work of De Beers Group to actively manage biodiversity across approximately 500,000 acres of protected land in southern Africa guides our strategy going forward. We will extend our positive lasting contributions to biodiversity by working together with partners to address conservation challenges at scale.

Erin Parham
Head of Biodiversity and Environmental Partnerships, De Beers Group

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OUR TARGETS

- We will continue to undertake active conservation management and safeguard vulnerable species across nearly 500,000 acres of protected land (almost five times the area of land we use for mining) in southern Africa.
- We will continue to partner with research institutions and Fauna & Flora International on capacity building and will secure opportunities to support the development of young conservation leaders.

 [Please see our videos on the Moving Giants initiative for more information](#)

2030 GOALS

✔ Achieved
 ● On track
 ○ Behind schedule

OUR APPROACH TO PROTECTING BIODIVERSITY

An operational priority in protecting the natural world is to apply the best practice principles of biodiversity management. We use a mitigation hierarchy to first avoid impacts on biodiversity and then ensure we minimise any direct and indirect biodiversity impacts through planned and monitored mitigation measures. Following this, we commit to restoring the impacted biodiversity and ecosystems where we operate. Finally, and only after these steps are demonstrated, we seek to offset any remaining negative impacts through actions that leave a net positive impact on biodiversity.

We are guided by the [Anglo American Biodiversity Standard](#), which reflects leading principles for biodiversity management. The Biodiversity Standard is aligned with the RJC requirements and is mapped against our BPP programme. We are also a member of the Business for Nature coalition and the Mining Association of Canada, which has developed the Towards Sustainable Mining protocols adhered to by several of our operations.



Elephants roaming the Venetia Limpopo Nature Reserve, part of the Diamond Route in South Africa.

We use the Anglo American Biodiversity Value Assessment to understand the significance of biodiversity and the ecosystems where we operate. This tool informs how we monitor our progress towards our commitments and examines the status of biodiversity and the pressures that threaten the natural world. We consider the benefits that our businesses, communities and society receive from nature and the potential responses necessary for effective biodiversity management.

It takes time for ecosystems to regenerate and for conservation programmes to secure long-term positive impact, and along our journey, we work with a range of stakeholders to inform our actions. We use scientific and ecological metrics that are underpinned by empirical evidence and

aligned with our BPP programme. These metrics are a combination of site-based indices, national or regional targets, and contributions towards shared goals identified by the Post-2020 Global Biodiversity Framework. As the Science Based Targets Network biodiversity initiative develops, we will seek to align with it and contribute to the development of frameworks.

The Taskforce on Nature-related Financial Disclosures (TNFD) aims to reallocate global financial flows towards nature-positive investments. The TNFD comprises 40 nominated members across financial services, corporate and market sectors. We are represented on the Taskforce through Anglo American, and our principles and experience of biodiversity management will be shared through this collaborative platform.

“
Biodiversity and conservation has always been firmly at the heart of Venetia Mine. Our biodiversity goal has helped Venetia to sharpen our focus to go beyond just compliance or even a net positive impact, and instead to truly work towards building forever with our key stakeholders, to achieve our closure vision of sustainable conservation and eco-tourism.

Nirvana Ramlal
 Environmental Manager, Venetia Mine

”

[Read more about biodiversity in the Anglo American sustainability report here.](#)

COP 15: REFLECTIONS ON THE 2022 UNITED NATIONS BIODIVERSITY CONFERENCE



*Q&A with Erin Parham,
Head of Biodiversity and
Environmental Partnerships,
De Beers Group*

Leaders from 196 nations came together in December 2022 to seek a deal on halting and reversing the worldwide decline of biodiversity.

The United Nations Biodiversity Conference ended in Montreal, Canada, with a landmark agreement to guide global action through to 2030.

To find out more, we spoke to Erin Parham, De Beers Group’s Head of Biodiversity and Environmental Partnerships.

WHAT WAS ACHIEVED AT COP 15 AND WHY DOES IT MATTER?

The United Nations Biodiversity Conference ended with the adoption of the Kunming-Montreal Global Biodiversity Framework, which aims to address biodiversity loss, restore ecosystems and protect indigenous rights.

Leaders set four goals and 23 targets to achieve by 2030. In summary, this means they agreed to:

- Protect 30 per cent of Earth’s lands, oceans, coastal areas and inland waters
- Restore ecosystems, halt species extinction and clamp down on invasive alien species
- Ensure species and habitats can provide food and clean water for humanity and that natural resources are shared fairly, while protecting Indigenous Peoples’ rights
- Require large and transnational companies and financial institutions to monitor, assess and disclose their risks, dependencies and impacts on biodiversity
- Reduce annual harmful government subsidies and mobilise public and private biodiversity-focused funding, especially to the least developed countries
- Halve food waste, excess nutrients and the risk posed by pesticides and hazardous chemicals.

The deal has been described as “a peace pact with nature” and the stakes could not be higher. Nature is at a tipping point. With one million plant and animal species at risk of extinction, the ecosystems upon which humans depend for food, water, health and climate regulation are under threat.

HOW DID DE BEERS GROUP PARTICIPATE IN COP 15?

This was the first time that businesses were represented at the summit.

De Beers Group made its voice heard as a member of Business for Nature, a global coalition of some 70 influential organisations working together to protect, restore and advocate for nature. Business for Nature called on the governments at COP 15 to require all large transnational companies and financial institutions to monitor, assess and transparently disclose their risks, dependencies and impacts on biodiversity by 2030 – a target that was successfully adopted. It will help organisations better understand how nature impacts their business performance and the financial risks that may arise from how they impact nature.

Organisations will report their nature-related risks with guidance provided through the newly formed Task Force for Nature-related Financial Disclosures. Through our parent company Anglo American, we are one of only 40 organisations with a seat on the taskforce, which aims to promote a shift in global financial flows towards activities that are positive for the natural world.

HOW DOES THE COP 15 AGREEMENT ALIGN WITH DE BEERS GROUP’S EXISTING EFFORTS TO PROTECT NATURE?

Protecting the natural world is one of the pillars of our Building Forever framework and we have set ourselves the ambitious goal of achieving a net positive impact on biodiversity by 2030. Our goals to achieve carbon neutrality across our operations and halve our water footprint by 2030 also complement the aims of COP 15. Find out more about our work in this area from [pages 81 to 91](#).

We have long recognised the importance of promoting the rights of Indigenous Peoples, who are custodians of biodiversity around the world. [See page 167](#). We also already work closely with governments in our host countries and look forward to making an impactful contribution as they work towards the target of protecting 30 per cent of their land and waters by 2030.

We are fully supportive of the COP 15 target for large companies and financial institutions to make mandatory disclosures on their nature-related risks, impacts and dependencies on biodiversity by 2030. We are already working on our readiness to report these and are looking for opportunities to work with our government partners and other stakeholders on best practice.

WAS COP 15 A SUCCESS?

Yes, absolutely. In previous years, the UN Biodiversity Conference has been overshadowed by its sister summit, the United Nations Climate Change Conference (COP 27 in 2022). But the scale of participation and level of global exposure given to COP 15 was unprecedented, which has raised much-needed awareness of the biodiversity crisis.

Just as the Paris Agreement was a gamechanger for the climate, I’m optimistic that we will look back and see the 2022 UN Biodiversity Conference as a historic turning point when the globe committed to collective action for biodiversity.

NEW BIODIVERSITY STANDARD RELEASED

The Anglo American Biodiversity Standard was updated in 2022 in consultation with leading practitioners and conservation organisations. To reach our goal of net positive impact by 2030, each operation requires an active Biodiversity Management Programme. The Biodiversity Management Programme documents include all the mitigation measures and the plan for delivering positive biodiversity impacts. The activities described within the Biodiversity

Management Programme meet the requirements of our BPP programme.

Each operational team is developing its Biodiversity Management Programme with the support of independent environmental experts and our partner, Fauna & Flora International. While each operation is at a different stage of its Biodiversity Management Programme, progress is reviewed on a regular basis through targets that set the objectives for the yearly Biodiversity Management Programme work plans.

THE DIAMOND ROUTE CELEBRATES 20TH ANNIVERSARY

The Diamond Route is a network of eight conservation and heritage properties in southern Africa, all sharing a strong natural diamond-related legacy. Unsurprisingly, our diamond mines along this route are some of the most secure areas in the world. But what is little known is that for every acre of land we use for mining, almost five are dedicated to the conservation of nature. This creates the perfect environment for many threatened and keystone animal and plant species to thrive in pristine habitats.

In 2022, the Diamond Route celebrated its 20th anniversary. While the important work to protect these large reserves continued as usual, this occasion was marked by sharing the stories of the passionate and dedicated people that work on the ground close to nature. Throughout the year, we continued to host scientific research and educational outreach programmes and welcomed tourists and local communities to enjoy these natural spaces.



Drive at sunset on the Diamond Route, South Africa.

SEABIRD EMERGENCY UNITS

Our operations along the coastline of Namibia are located in a dynamic ecosystem that supports many seabirds, including penguins, flamingos, gulls and cormorants, to name a few. Many of these seabirds are threatened, such as the endangered African penguin, or endemic to the coastline, such as the Cape cormorant, and all serve an important ecological role. Working within this ecosystem means that the Namdeb team have often been the first to sight injured or distressed seabirds, relying on guidance from a network of experts to inform their response. Due to limited facilities and specialised skills needed to respond to these incidents, birds often had to be sent to Cape Town, over 800km away, for treatment, resulting in a loss of precious response time.

To address this gap, Namdeb partnered with the Debmarine-Namdeb Foundation and inaugurated two Seabird Emergency Units in Oranjemund and Lüderitz in 2022. Selected staff were trained by the South African Foundation for the Conservation of Coastal Birds (SANCCOB) as first responders. They have the skills, knowledge and equipment to treat injured or ill birds on-site, providing care quickly and efficiently, potentially saving the lives of many birds from 30 of the most dominant species in the area.

“

When you live along the coast, you get used to the sounds of birds and can't always tell that they might be injured or sick. We were taught how to give a sick, injured or oil-slicked bird emergency treatment so it can then be transported to a rehabilitation centre. I now feel hugely positive that I can spot the signs and intervene early.

Julien Vumazonke

Environmental Management Co-ordinator at Namdeb

”

Handover of the seabird emergency response unit in Oranjemund, Namibia.



REINTRODUCING WILDLIFE TO ZINAVE NATIONAL PARK

Work under our pioneering Moving Giants elephant translocation programme continued in 2022, after two years of challenges and restrictions due to the Covid-19 pandemic. The programme supports the Peace Parks Foundation in its anti-poaching and rewilding programme in Zinave National Park, Mozambique, through a US\$500,000 grant delivered by the Anglo American Foundation.

To date, 101 elephants have been successfully translocated from the Venetia Limpopo Nature Reserve in South Africa to Zinave National Park. These elephants are thriving, creating new family groups protected through an extensive anti-poaching and conservation management initiative. The translocated elephants are among a total of 223 elephants that have been translocated to Zinave National Park from South Africa and within Mozambique, with their numbers naturally increasing to an estimated 250.

The intensive rewilding programme started in 2016 and, over the years, the return of elephants to Zinave National Park has accelerated the natural regeneration of habitat. This has transformed the ecosystem and allowed Peace Parks Foundation to facilitate the reintroduction of more than 2,300 animals from 14 species, including buffalo, leopards and white rhinos, many of which have been absent from the landscape for over 40 years. We are working closely with Peace Parks Foundation and key stakeholders to identify opportunities to translocate the remaining elephants from the Venetia Limpopo Nature Reserve in the coming years, so they can continue to play a critical role in supporting broader rewilding efforts and unlocking sustainable community development.

“

The support from the Anglo American Foundation, through De Beers Group, has enabled us to not only genetically strengthen the existing elephant population of the region, but also significantly escalate our counter-poaching services in the park at a tempo and scale necessary to effectively protect the vast wild spaces of Zinave National Park, while at the same time providing vital livelihoods to rangers and their families.

Antony Alexander

Programme Manager: Great Limpopo and Lubombo Transfrontier Conservation Areas Peace Parks Foundation

”

MOVING GIANTS

101

elephants have been successfully translocated from the Venetia Limpopo Nature Reserve to Zinave National Park to date.



Please see our video, [filmed at the Venetia Limpopo Nature Reserve, Behind The Scenes – Portraits Of Nature campaign.](#)

RESEARCH CONDUCTED IN OPERATIONAL ENVIRONMENTS

The research undertaken by students and experts at our operations provides new information on biodiversity patterns and ecological processes that helps us understand more about the natural world and the ways we can protect it.

At our Gahcho Kué Mine in the Northwest Territories, Canada, caribou are a central figure in the surrounding landscape, where large herds migrate long distances across historic ranges. Known as barren-ground caribou due to the predominantly treeless tundra habitat that supports them, caribou have a significant ecological and cultural role in the ecosystem. Monitoring the population of caribou, their movements and habitat use provides vital information that will help inform a landscape-wide management strategy.

Each January, Gahcho Kué cooperates with other industrial operators in the region to construct a temporary ice road across the barren grounds to our sites. This temporary ice road cuts across the range of some caribou herds and therefore has the potential to affect migratory movements. Gahcho Kué is committed to minimising any impact of the ice road on animals and has a strong mitigation and monitoring programme in place.



Environmental scientists in laboratory at Gahcho Kué Mine, Canada.

To further strengthen our monitoring, and to gain an improved understanding of the interaction between caribou and the ice road, Gahcho Kué has developed an enhanced monitoring programme in preparation for 2023, involving weekly distance transect surveys and remote cameras to collect data, which will be studied in collaboration with regional biologists. The results of this work will be shared with local Indigenous Peoples who depend on caribou for their health, social and spiritual wellbeing and traditional cultural values.

This initiative is part of a broader strategy of integrating traditional knowledge and scientific studies for caribou management, designed and executed by community stakeholders and researchers across the wider landscape.

Debmarmine Namibia continues to undertake an annual biomonitoring programme, which provides insight into the diversity and abundance of species as they respond to mitigation measures and environmental conditions. To complement this scientific monitoring programme, environmental eDNA measuring technologies are utilised. Using novel and innovative sampling techniques, animal DNA is captured from water bodies and sediment, naturally deposited through skin shedding and bodily fluids as the animal moves through the water.

Samples are tested in the laboratory, and species can be identified through specialised DNA barcoding. This application of eDNA complements the biomonitoring programme with efficient and effective results. For the first time, bacteria and small invertebrates known as meiofauna have been assessed, which has increased our understanding of these species that live on the sea floor. The Debmarmine Namibia team has integrated eDNA monitoring into their work plans and will share results with the scientific community while building the skills and capacity of early-career conservationists in this innovative field of application.

OKAVANGO ETERNAL ACHIEVEMENTS

The Okavango Delta is a 22,000km² freshwater oasis in the Kalahari Desert, Botswana, one of the driest ecosystems on Earth. The Okavango Delta’s health is dependent on its source lakes and rivers whose waters originate from the rains of Angola’s highlands, winding through Namibia and into Botswana. The Delta is one of the richest centres for biodiversity in the continent of Africa and supports the world’s largest remaining elephant population as well as lions, cheetahs, wild dogs and hundreds of species of birds. While the Delta itself holds protected status, the Okavango Basin in Angola and Namibia that feeds it does not. More than one million people who reside in the Basin depend on this

ecosystem for water and food security; however, the effects of climate change, deforestation, water diversion and upstream commercial agriculture are putting the source waters, a critical lifeline, at risk.

Our five-year Okavango Eternal partnership with National Geographic, created in 2021, aims to help protect the source waters of the Okavango Delta, one of the most critical conservation challenges in the continent of Africa. In doing so, the partnership extends the work of the National Geographic Okavango Wilderness Project to help establish sustainable local livelihoods in harmony with the Okavango Basin’s

conservation. Education and awareness raising will help to bring the wonder and importance of the Delta and its source waters to a wider audience, which in turn will support lasting positive outcomes for the people and environment of this landscape.

Throughout the first year of the partnership in 2022⁴, our collaborative efforts with National Geographic and key stakeholders have laid the foundations to support the people, protect the ecosystem and celebrate the culture and heritage of the Okavango.

OKAVANGO DELTA



In Angola, we:

- conducted agricultural resource assessments and soil sampling and engaged with the local community about regenerative farming methods
- completed a baseline socio-economic assessment of 10 communities in Moxico Province to help link conservation goals with community perceptions
- conducted an academic study investigating the role of peatlands⁵ in maintaining ecological health and exploring how nature-based carbon solutions can help secure sustainable ecosystems.

Across the Okavango Basin, we:

- established a tertiary-level scholarship programme, supporting six post-graduate students across the Okavango Basin
- expanded the hydrological and meteorological network by three monitoring stations to provide near real-time updates to inform collaborative decision-making across the region
- continued and expanded expedition surveys to better inform scientific understanding of the species, the ecosystem and the changing conditions of the Okavango Basin.

In Botswana, we:

- held engagements with key stakeholders and local leaders in the eastern panhandle to raise awareness and support the planning of the programmes to be run from the Nkashi Knowledge Centre hub
- launched Backyard Educators Expeditions, linking local leaders with over 30 teachers through field visits to learn more about Indigenous botany
- completed baseline skills and resource assessment with government stakeholders for craft and artisan and natural resource use in the eastern panhandle.

“

Protecting the Okavango Basin is one of the most critical conservation opportunities this decade. In De Beers Group, we’ve found a partner to join us in our Basin-wide mission to stimulate positive change; measure the health and heartbeat of this ecosystem so it thrives for generations to come; and support local communities in building a prosperous future, while celebrating their home, traditions and natural heritage.

Dr Steve Boyes

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

”

+ [Read more online in the Okavango-Eternal – First Year Progress at National Geographic.](#)

+ [An article on the importance of the Angolan peatlands can be found here.](#)

TRAINING THE NEXT GENERATION OF CONSERVATION LEADERS

In 2022, we sponsored eight Conservation Leadership Programme (CLP) alumni to attend an in-person training programme in South Africa. The programme was delivered in collaboration with Fauna & Flora International, the Wildlife Conservation Society and BirdLife International.

Participants in the programme came together to extend their skills and knowledge in conservation methods and built on the leadership, project management and communication lessons from the training curriculum. Post-course evaluations from the trainees indicated that the lessons were well received and provided skills that supported their own work. The CLP provides practical skills that support early-career conservation practitioners, roles which we see as vital to help to preserve our natural world.

“

The training provided by the CLP team was exceptional, and I could not wait to return to work to implement some of what I have learned. I am grateful for the skills I have been equipped with through the CLP trainings but more so to be part of the CLP community of conservationists.

Cherilee Van Rensburg
Senior Environmental Officer, Namdeb

”

LOOKING AHEAD

By the end of 2023, all our De Beers Group managed operations will aim to deliver the core components of their Biodiversity Management Programme, in turn progressing their journey towards our net positive impact ambition. These will be supported by external biodiversity experts and our longstanding partner, Fauna & Flora International. We will continue to work closely with National Geographic in the Okavango Basin through our Okavango Eternal partnership,

collaborating with local communities and key stakeholders to better understand the needs and opportunities in the region. We remain committed to supporting rewilding efforts across southern Africa and will lean into our network of partners to identify opportunities for our contribution to species and habitat protection, aligned with shared national and global development goals.



Springbok in Jwana Game Park, Botswana.

OUR 2030 GOALS: BIODIVERSITY

> LANDSCAPE IMPACTS AND MANAGEMENT

We recognise that all elements of landscapes and seascapes are interconnected. The health of water basins, habitat and wildlife, forestry, community settlements, fishing, agriculture, and culture and heritage are all essential for maintaining the integrity of the landscape.



Environment and Permitting Manager testing the camera used as part of the Wildlife Management and Monitoring Program for Gahcho Kué Mine, Canada.

Whether we are proposing an entirely new activity, or a development at an existing site, we gain a deep understanding of the environment and the local community’s relationship with the landscape, through planned stakeholder engagement and in-person expert visits.

Using an interdisciplinary approach, independent scientific reviews and rigorous monitoring, we assess the potential positive and negative implications of a development, then work to create a beneficial legacy guided by our Building Forever ambition.

We aim to minimise the extent to which an operational development will alter a landscape – or seascape in the case of Namibia – and maximise environmental protection and conservation opportunities.

From the point of exploration through to mine closure, our environmental experts work with colleagues across all business units to continually assess, avoid and mitigate our impact on the landscape.

An ethos of respect and consideration for the local landscapes, seascapes and environment is ingrained in our approach throughout the lifetime of a project, so we can adhere to a range of international standards and our own long-standing protocols.

ANGLO AMERICAN SOCIAL WAY

How we collaborate is key to minimising impacts on the landscape. The Social Way is our management system for social performance and sets out the principles of how we approach projects and engage with stakeholders. It provides detailed procedures, guidelines and standards, backed by an assurance framework, to minimise or avoid adverse impacts and create an environment where stakeholders affected by our operations can prosper sustainably.

[+ Read more about group standards and legal compliance on pages 173 to 174.](#)

HOW WE APPROACH NEW DEVELOPMENT

As part of the planning process for any new development, we need to demonstrate that we have thoroughly considered ESG factors at every point before a project can transition to the next phase.

Using the Anglo American Investment Development Model, our site selection process involves local engagement and scrutinising cumulative impacts, indirect impacts and landscape-level impacts, which are important considerations for scoping the right location.

We commit to independent studies on any proposed activity in a protected or high-biodiversity area, to assess any impact on the special values or integrity of the landscape as part of our due diligence procedures.

Environmental experts are integral to our project and operational teams during the permitting process and beyond, to make sure we understand the potential risks to the environmental values in the landscape.

Venetia Mine is located in a culturally and biologically rich landscape, which contains a World Heritage Site, a National Park, a Biosphere Reserve, and our Venetia Limpopo Nature Reserve. As we scope out site selection for the proposed solar plant, we want to make sure we avoid and minimise the effects on this sensitive and important landscape.

Supporting a mine’s transition to green and secure energy is central to our Building Forever carbon neutrality goals. At our Venetia Mine, we have explored and screened several options and are busy with feasibility assessments for a solar plant on possible sites.

This project reflects that we do not select potential sites for purely operational reasons, such as proximity to the mine. Instead, De Beers Group’s philosophy and compliance with standards on landscape impacts are central to these decisions.

PREVENTING HARM

Pollution prevention and response are managed in an integrated manner within each of our standards.

When assessing the level of severity of an environmental incident, we use a matrix to classify the impact based on the scale of the impact relative to the receiving environment, the sensitivity of the receiving environment, as well as the complexity and effort required to remediate the impact. In 2022, all our incidents have been classified as insignificant or minor in severity.

Ongoing monitoring is key to ensuring the health of the ecosystem and maintaining the confidence of local communities. For example, part of De Beers Group’s environmental commitment to the Gahcho Kué Mine in the Northwest Territories in Canada is an Aquatic Effects Monitoring Programme.

This was a traditional knowledge programme in partnership with NHX, a collaborative environmental monitoring agency that includes the mine and six signatory communities.

Traditional knowledge is defined by the United Nations Educational, Scientific and Cultural Organization as the knowledge, innovations and practices of indigenous and local communities, developed from experience gained over centuries and adapted to the local culture and environment.

Part of this programme includes fish-tasting events with Elders from six indigenous communities.

In August 2022, Elders represented DeninuKué First Nation, North Slave Métis Alliance, Northwest Territory Métis Nation, Tłı̨ch̨õ Government, Łutsel K’è Dene First Nation, and Yellowknives Dene First Nation. These indigenous communities, together with Gahcho Kué Mine, have formed NHX.

The day before the event, two Elders caught 11 lake trout from nearby Kirk Lake, which is downstream from the mine. They were flown to the monitoring cabin and examined the fish, looking at their skin health, colour and the condition of their internal organs. The fish was also cooked so the Elders could taste them to assess the health of the fish.

“

It was fantastic to be able to bring everyone together so that we can continue to learn from the Elders. It is essential that the water remains safe to drink and the fish are safe to eat.

Lyndon Clark
General Manager of Gahcho Kué Mine

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CONSERVING THE LANDSCAPE

In 2022, we celebrated two milestones. First, the year marked 20 years of the Diamond Route, a network of eight nature reserves and heritage sites in South Africa and Botswana managed by De Beers Group that are collectively the size of around two-thirds of Yosemite National Park.

Secondly, at De Beers Group's Dronfield Nature Reserve in the Northern Cape, South Africa, a team of conservationists marked 30 consecutive years of a monitoring project that has seen a significant increase in the number of breeding pairs of white-backed vultures.

Vultures are often viewed as unappealing scavengers, but a healthy population signals a flourishing landscape below. They play a crucial role in cleaning the natural landscape, preventing disease and maintaining a healthy ecosystem.

Some species are indicators of landscape integrity and are critical to maintaining the health of ecosystems. The critically endangered white-backed vulture is one such species, and at Dronfield, the vulture population is benefiting from a resurgence, while also playing a crucial role in maintaining the health of the ecosystem.

The vulture monitoring programme shows there are 100 breeding pairs that use Dronfield to raise their chicks. This is equivalent to one breeding pair per 80 hectares, an extremely high density when compared with another similar monitored site in the Masai Mara in Kenya, where there is a density of one pair per 1,500 hectares.

A contributing factor is the preservation of the large trees that vultures need for nesting and the prohibition of the use of poisons and harmful practices across the reserve. De Beers Group's efforts in Dronfield help protect the vultures, who in turn help maintain a healthy landscape overall.

[+ You can read more about our Conservation work on pages 99 to 108.](#)

MILESTONES

20 years

In 2022, we celebrated 20 years of the Diamond Route.

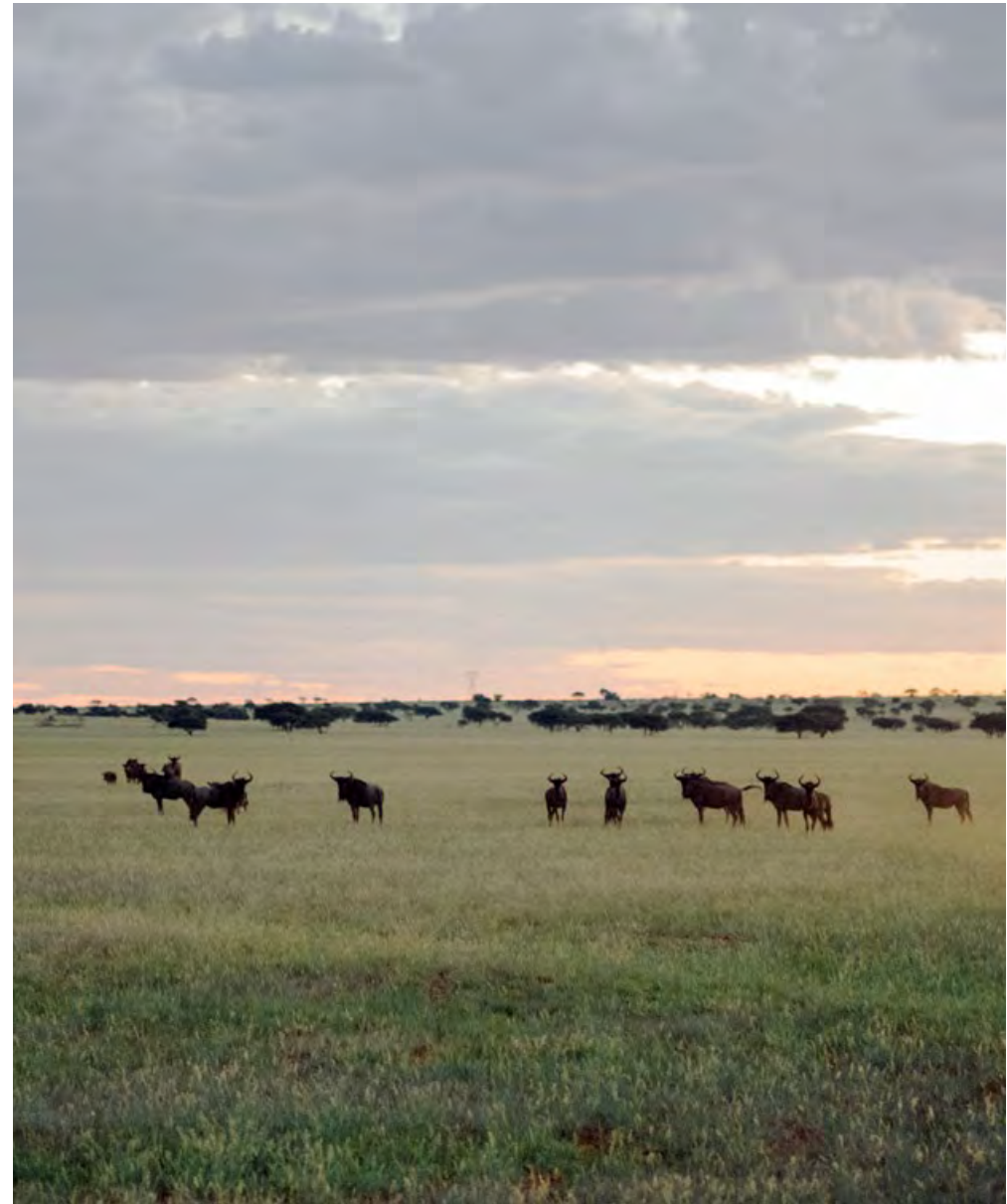
8

The Diamond Route consists of eight nature reserves and heritage sites in South Africa and Botswana.

30 years

of consecutive conservation monitoring at Dronfield Nature Reserve in the Northern Cape.

Wildebeest at Dronfield Nature Reserve, Kimberley, part of the Diamond Route in South Africa.



STRATEGIC PILLAR

ACCELERATING EQUAL OPPORTUNITY



OUR 2030 GOALS:

- INCLUSIVE WORKPLACE 114
- WOMEN IN BUSINESS AND TECHNOLOGY 122
- DIVERSE TALENT IN DIAMOND JEWELLERY 127

OUR VISION

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

Globally, we see growing and positive movements for social change. At De Beers Group, we recognise that action is required from us all to create that change.

We continue to develop our approach and culture by bringing broader perspectives into decision-making, technical fields and jewellery design.

We know that we must support a diversity of talent to lead and shape De Beers Group and the diamond industry. We need to ensure we are creating equal access to opportunity within De Beers Group, addressing the historical under-representation of women in our talent pipeline, especially in technical roles, and encouraging fresh and diverse talent into the diamond jewellery sector.

Students participating in a WomEng workshop in South Africa.



OUR 2030 GOALS

> INCLUSIVE WORKPLACE

GOALS

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

2022 HIGHLIGHTS

– Established our Equality, Diversity and Inclusion (EDI) Council and conducted colleague listening focus groups to strengthen the influence of colleague voices in how we shape our approach to inclusion and diversity.

33.3%
women's representation in senior management.

+ [Read more on pages 114 to 121](#)

> WOMEN IN BUSINESS AND TECHNOLOGY

GOALS

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

2022 HIGHLIGHTS

– Provided 84 scholarships since 2018 to women studying STEM subjects at universities in Canada in partnership with UN Women, the University of Calgary and Scholarships Canada.
– Reached more than 3,730 students since 2019 through STEM workshops in partnership with the social enterprise WomEng, including expanding the programme to Canada for the first time in late 2022.

84
scholarships provided to women studying STEM subjects since 2018.

3,730
students reached since 2019 through STEM workshops.

+ [Read more on pages 122 to 126](#)

> DIVERSE TALENT IN DIAMOND JEWELLERY

GOALS

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

2022 HIGHLIGHTS

– Supported students through our sponsorship of the Kick-start apprenticeship programme at MasterPeace Academy in Birmingham, UK, and via the De Beers Group: Jewellery Scholarships at Morley College London UK.
– Exhibited The Radiance by COUTURE, a partnership with COUTURE's Diversity Action Council (DAC).

123
emerging jewellery designers aged 18–35 applied to our 2021/22 Shining Light Awards competition.

+ [Read more on pages 127 to 132](#)

OUR 2030 GOALS

> INCLUSIVE WORKPLACE

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



At De Beers Group, we believe that all our colleagues, whoever they are and whatever their background, should feel included and valued at work – confident that they belong.

We know that achieving this improves our performance as a business. It means we are more representative of our customers and the communities in which we operate. In addition, it makes us a better employer, attracting talent from across the world.

We also recognise the potential we have to positively influence inclusion and diversity outside De Beers Group by sharing our experience and what we learn through platforms like HeForShe and encouraging others to establish commitments and follow best practice.

+ [For more information on our involvement in the HeForShe movement, please see page 122.](#)

De Beers Group employee at viewing point, Venetia Mine, South Africa.

HIGHLIGHTS

26.8%

overall representation of women within De Beers Group.

22

mentor-partner pairs participated in our Reciprocal Mentoring Programme.

72%

positive responses to questions in our colleague inclusion survey.

OUR PROGRESS IN 2022

- Established our EDI Council to strengthen the influence of colleague voices in our approach to inclusion and diversity.
- Conducted listening focus groups across the group to understand colleagues' experience of inclusion and identify priorities for action in 2023.

2023 LOOK AHEAD

- Focus on psychological safety and inclusive leadership to create an organisation in which all colleagues feel consistently safe to speak up.
- Develop an integrated action plan to address the priorities and issues raised through the focus groups and colleague survey, including transparency in access to career development opportunities.
- Pilot an Emerging Leaders programme for young women in STEM-related roles to extend learning and development opportunities earlier into career development.
- Review progress and update plans with the EDI Council, increasing mechanisms for colleagues to speak up and share their perspectives as we strengthen our culture of listening.

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 our Inclusion Index and employee Sustainable Engagement Score to demonstrate that all teams are committed to inclusive leadership, innovation and wellbeing.
- By 2030, we will achieve equal opportunity, including gender parity, for employees across our workforce.

WOMEN REPRESENTATION IN WORKFORCE TARGET BY 2025



INCLUSION INDEX AND SUSTAINABLE ENGAGEMENT SCORE TARGET BY 2025



2030 GOALS

- ✔ Achieved
- On track
- Behind schedule

OUR PROGRESS IN 2022 – HIGHLIGHTS

We know that our business, like our diamonds, relies on many unique facets working together. By valuing diversity of thought, skills and experience, we can create a stronger, more sustainable business. So, we make a deliberate and focused effort to improve diversity and inclusion across De Beers Group.

Throughout 2022, we continued our journey to better understand the colleague experience at De Beers Group. We offered programmes designed to support a listening culture, raise awareness of the importance we place on inclusion and diversity, and provide opportunities for colleagues to access mentoring and learning opportunities.

EQUALITY, DIVERSITY AND INCLUSION COUNCIL

We understand that listening to and learning from each other drives the positive changes we want to see. In 2022, we strengthened the voices of our colleagues by forming an EDI Council. It aims to highlight the experiences and insights of our more junior employees directly to the group’s Executive Management. In this way, we can ensure key decisions relating to inclusion and diversity consider the views of diverse employees from across De Beers Group.

The EDI Council brings together 16 volunteers who reflect our diverse value chain and geographies. Ultimately, the EDI Council is helping draw attention to the issues that matter to our workforce and develop our working environment into one that is truly inclusive.

At the end of 2022, the EDI Council and Executive Committee came together to review the themes emerging from the feedback through the listening focus groups. Subsequently, three priorities were identified to strengthen our approach to an inclusive workplace in 2023 and 2024:

- Inclusive leadership and psychological safety
- Increase awareness and understanding of anti-discrimination across De Beers Group and improve transparency in accessing career development opportunities
- Increase sharing across the organisation and emphasise a One Team culture between teams and across De Beers Group’s value chain.

“

I feel I can bring some unique perspective to the table. Living half a world away, there may be different points of view that have never been encountered.

Joshua Garza

Supply chain specialist, Element Six and EDI Council Member

”

RECIPROCAL MENTORING

We recognise that training and mentoring provide support and guidance to colleagues from diverse backgrounds, which helps us increase the diversity of our workforce.

After Covid-19 delays, we relaunched our Reciprocal Mentoring programme. This helps senior leaders to better understand colleagues' challenges, as well as providing support to those that take part.

Twenty-two pairs took part and explored a variety of topics, from building confidence and managing conflict to developing cross-cultural insight. Colleagues also learned about De Beers Group more broadly, which encouraged people to think differently about potential career paths.

The feedback from the programme was positive, with participants recommending it be continued as an ongoing rolling programme. We will be seeking to build on this in 2023.

22

colleague pairs trained in a pilot programme to support people new to leadership roles.



Employees in meeting in innovation hub, De Beers Group Cornerstone Building, Johannesburg, South Africa.

“
I feel like we have developed a respectful and meaningful relationship that has led to useful insights for both of us.

Mentoring Partner
Reciprocal Mentoring Programme 2022

”

CASE STUDY

OUR COMMITMENT IN ACTION

Working with WomEng is a key part of our goal to engage 10,000 girls and women in science, technology, engineering and mathematics subjects by 2030.

On International Women's Day 2022, we extended our partnership with multi-award-winning WomEng for three more years, with a focus on supporting women and girls to engage in sustainability-related fields. We have also expanded the programme beyond southern Africa to the UK and Canada and incorporated training for vocational and skilled trades.

3 years

The extended partnership will go beyond southern Africa to the UK and Canada.

Students participating in a WomEng workshop in South Africa.



GENDER DIVERSITY IN THE WORKFORCE

In 2022, we relaunched our partnership with WomEng on women and girls in STEM, which is a critical enabler in creating a gender-diverse talent pool in southern Africa.

We hosted virtual 'share and learn' sessions to re-engage colleagues on how they can support the WomEng partnership. We also piloted GirlEng in Canada, now supporting girls in engineering careers across our four producer countries.

We continue our commitment to being deliberate in gender parity in appointments to senior roles. This means a commitment to ensuring gender diversity in developing our talent and candidate selection. This has led to significant change in the gender representation of our leadership.

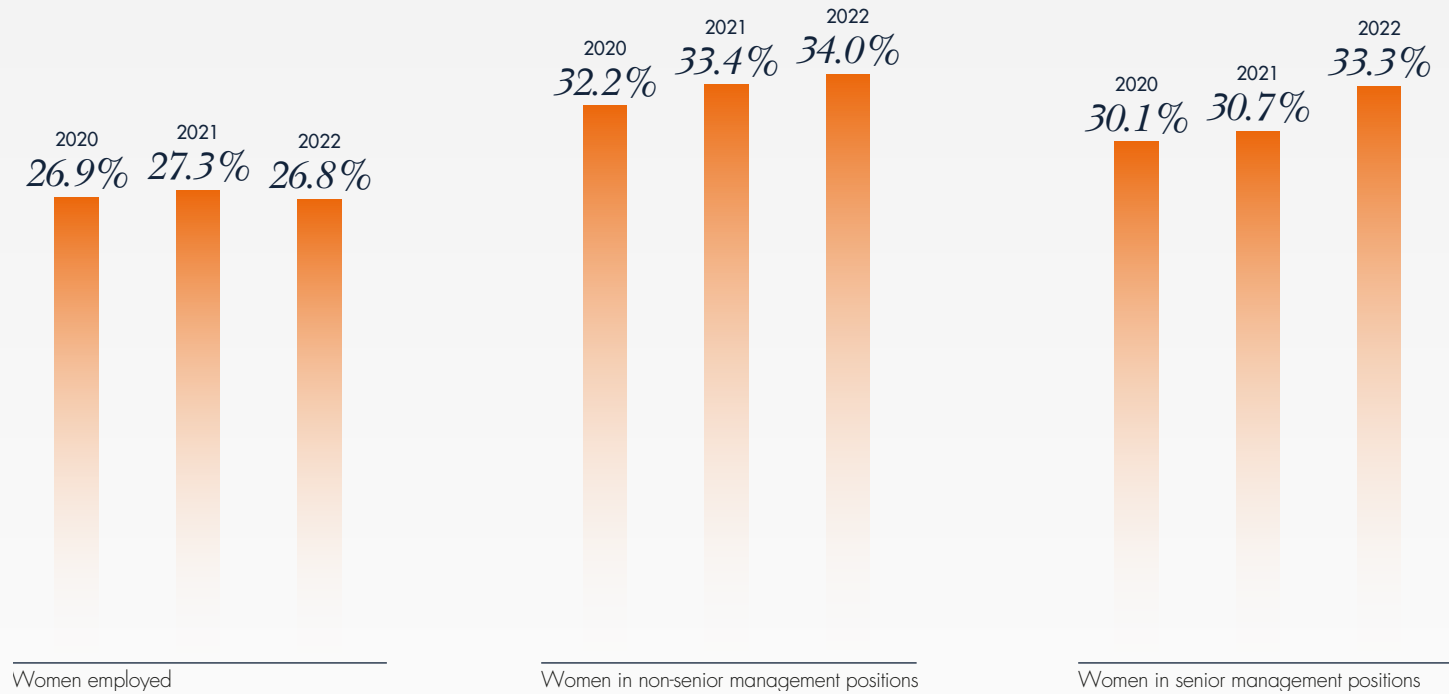
This has led to a significant change in the gender representation of our leadership, 33.3 per cent at the end of 2022 from 17 per cent in 2017. The appointment rate of women in leadership roles also increased from 22 per cent to 41.1 per cent over the same period.

In 2023, we will pilot an Emerging Leaders programme for young women to extend learning and development opportunities earlier into career development.

De Beers Group prioritises gender equity, demonstrated through our Building Forever stretch goal to achieve gender parity across the workforce by 2030, and our commitment to an inclusive workplace tracked by our Inclusion Index and more qualitative mechanisms, including strengthening avenues for listening, such as the EDI Council.

Aligned with our commitment to UN Women, we define gender parity as a range, where women and men are represented within the range of 40 and 60 per cent.

GENDER REPRESENTATION ACROSS OUR WORKFORCE



CASE STUDY

DEBSWANA CELEBRATES PRIDE

In 2022, as part of driving forward its Inclusion and Diversity strategy, Debswana commemorated Pride for the first time following the decriminalisation of same-sex relationships in Botswana in 2021. Its leadership committed to visibly celebrating Pride and to valuing difference,

challenging stereotypes and biases. Speaker events explored 'Life after Decriminalisation' with experts and Botswana LGBTQIA+ activists, and events were used to create shared understanding of LGBTQIA+ issues.

“

On 30 June 2022, Debswana Diamond Company joined the international community in commemorating LGBTQIA+ Pride Month, instilling a firm stance on the importance of diversity and inclusion in Botswana. We, as a business committed towards the growth of Botswana and Batswana, passionately believe that diverse and inclusive communities are able to create a better world where individuals and organisations not only grow but thrive.

It is central to our core values and fundamental belief that organisations deliver better performance when diverse voices are heard, and individuals feel they belong. For this reason, we remain committed to celebrating, supporting and advocating for the LGBTQIA+ community.

Andrew Maatla Motsomi
Debswana's Managing Director

”

Debswana celebrates Pride at Debswana Corporate Centre, Gaborone, Botswana.



OUR CHANGING WORKFORCE

+ [Please see the data tables on pages 180 to 182.](#)

Our workforce is as diverse as the countries in which we operate, including strong representation from historically disadvantaged groups in South Africa and Namibia and robust citizen representation from Botswana. However, we know there is more to do to improve our diversity across De Beers Group, especially in senior management roles. The results of colleague surveys and focus groups indicate there is a need for clarity on how to access career development opportunities.

We understand that the appropriate support varies between individuals, and to deepen our collective understanding of what's required, we need to know more about the composition of our workforce.

In 2021, we launched our #CountYourselfIn campaign. The campaign provided the opportunity for colleagues to voluntarily share more information about diversity characteristics via our human resources (HR) management system. This data is housed separately and confidentially from other HR data and cannot be reviewed at an individual level, only on an aggregated basis. Feedback from colleagues in 2021 indicated low awareness of the benefits of sharing this data and concerns about privacy.

The focus in 2022 was to listen to insights from our colleagues, address priorities and track progress against commitments.

We undertook a survey across our managed businesses and achieved 72 per cent positive responses to questions in our inclusion index. Data on diversity characteristics is also collected through the survey. High-level analysis shows men score slightly higher than women in the inclusion index and that colleagues with accessibility needs feel slightly less included.

SURVEY ACROSS OUR MANAGED BUSINESSES IN 2022 – INCLUSION INDEX



A priority for 2023 is inclusive leadership and psychological safety to support teams to intentionally strengthen a culture of inclusion. Focus group feedback indicates that colleagues believe De Beers Group has low levels of understanding about the challenges of living with accessibility needs and more work is needed to encourage colleagues to disclose where they need support. This will be built into our #CountYourselfIn refresh in 2023, with the aim of better understanding the adaptations needed for people to bring their whole selves to work.

We hope to improve our understanding of these differences by continuing to work with the EDI Council to bring in perspectives from diverse colleagues at all levels to inform our approach.

In 2023, we also hope to refresh our data-gathering campaign and clearly link it to resolving colleague concerns.

DEFINED BENEFIT AND RETIREMENT

De Beers Group and Anglo American share their approach to pension plan valuation methodology, input assumptions and accounting policy treatment.

2023 LOOK AHEAD

In the coming year, we want to strengthen colleague voices across De Beers Group, especially those under-represented in our workforce.

We recognise the need to develop skills in inclusive leadership and active listening as we strive to improve colleagues' experience of psychological safety across the organisation.

We will develop an integrated action plan to act on the priorities identified through focus groups and colleague surveys, including increasing awareness and transparency in opportunities for career development across the group.

We will also be piloting an Emerging Leaders programme to support young women in the organisation to stay in and develop STEM-related careers.

OUR 2030 GOALS

WOMEN IN BUSINESS AND TECHNOLOGY

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



Employee grading diamonds with loupe in grading lab, De Beers Group Institute of Diamonds, Maidenhead, UK.

Globally, women are under-represented as business owners and leaders in STEM fields.

This matters because research shows that women reinvest earned income back into communities at a higher rate than men. The worldwide response to the Covid-19 pandemic has resulted in a 32-year increase in the time it will take to close the gender gap, now 132 years as opposed to 100 years before 2020.

We know that gender parity is key to creating a world where everyone can succeed. This means increasing economic inclusion by supporting women entrepreneurs to develop businesses, and encouraging women to study STEM subjects and pursue technical careers.

HEFORSHE ALLIANCE

We are committed to gender equality and remain champions of the UN Women’s HeForShe Alliance, a platform for people of all genders to help create a united force for gender equality across the world. In line with Building Forever, our commitment to HeForShe is to achieve gender parity across the workforce by 2030. This includes a focus on increasing the representation of women in technical roles and leadership, and promoting a culture that enables our journey to gender parity. De Beers Group is part of a traditionally male-dominated industry, and so the commitment to HeForShe is especially meaningful to us.

HIGHLIGHTS

2,459

women entrepreneurs trained on the AWOME programme through the partnership with the UN Women and government stakeholders.

3,730

girls and young women engaged in STEM since 2019.

CASE STUDY

UK GENDER PAY GAP

At De Beers Group, we believe we pay our people fairly and reward them according to their role and contribution. We recognise that an overall pay gap between men and women exists, mainly due to unequal representation. This means we have a lower proportion of women in senior leadership roles and a lower proportion of men in junior and traditionally lower-paid jobs.

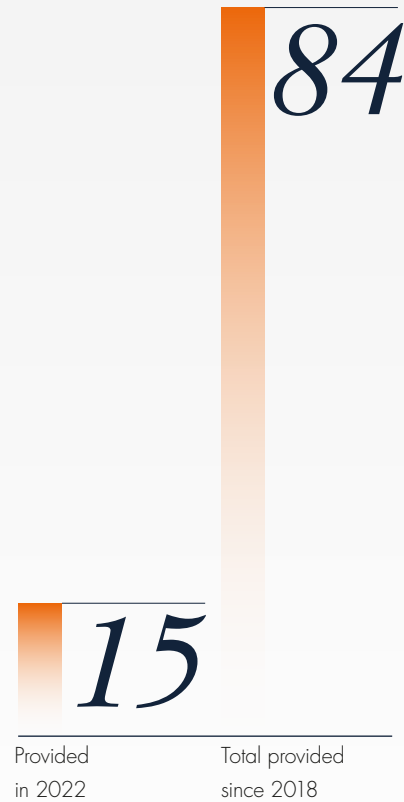
Over the years, we have made positive progress towards addressing our pay gap. Since 2017, the representation of UK women in senior leadership within De Beers Group has increased from 17 per cent to 33 per cent.

We are proud to share that our 2022 Gender Pay Gap metrics show a significant improvement compared to 2021 and the previous years, particularly due to a more equal representation of men and women among the highest-paid employees.

OUR PROGRESS IN 2022

- Extended our partnership with WomEng into Canada through the #GirlEng programme and received our first participants in our 'Women in Trades' initiative.
- Used a combination of face-to-face and digital approaches to engage over 1,300 young women and girls in STEM subjects and careers, bringing the total to more than 3,700 since 2019.
- Provided a further 15 scholarships for women studying STEM at universities in Canada, bringing the total number awarded to 84 since 2018.
- Supported over 600 women entrepreneurs to build their businesses in partnership with UN Women, bringing the total number of women entrepreneurs supported to 2,459 since 2018.

SCHOLARSHIPS PROVIDED FOR WOMEN STUDYING STEM AT UNIVERSITIES IN CANADA



2023 LOOK AHEAD

- Explore avenues to extend our work supporting women micro-entrepreneurs.
- Continue to establish an approach to supporting women technology founders in southern Africa.
- Work to extend the WomEng partnership to pilot a Fellowship programme for TVET students.

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.

HIGHLIGHTS

> 600
women entrepreneurs supported, in partnership with UN Women, to build their businesses in 2022.

US\$3M
committed spending to expand the AWOME programme by 2030.

2030 GOALS

- ✔ Achieved
- On track
- Behind schedule

OUR PROGRESS IN 2022 – HIGHLIGHTS

The rapid evolution of technology creates many new job opportunities, especially in technical male-dominated sectors such as engineering. We aim to create a robust pipeline of women with the technical skills to succeed in their future workplace, whether that is within De Beers Group, in other sectors or in their own businesses.

Attracting women into STEM subjects, supporting women through technical careers and championing women entrepreneurs are examples of actions we can take to increase the diversity of the future talent pool and to create a meaningful impact on sustainable development.

EXPANDING OUR PARTNERSHIP WITH WOMENG

In 2022, we announced an extension to our partnership with WomEng for a further three years to 2025. We are expanding our reach to cover all four countries where we recover diamonds, beyond southern Africa and into Canada and the UK.

Based in South Africa, WomEng is an award-winning organisation that aims to encourage and support the next generation of highly skilled women in technical industries. Our partnership with WomEng helps us to address women’s under-representation in STEM careers and plays an important role in helping us to meet our goal to engage 10,000 girls and women in STEM by 2030.

“

I managed to enter a managerial position with the insight I received from WomEng Fellowship.

Masego Mbeha
2020 Cohort, WomEng Fellowship

”

Throughout 2022, we analysed the learnings and insights from data and experiences collected over the first three years of the partnership (2019–2021) and created an action plan for our future direction.

The first phase of the programme comprised several elements:

- 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 look after their own wellbeing.

Over the next three years, we will expand our programmes beyond university courses, workshops and exhibitions to include vocational and skilled trades.

We will also focus on potential future sustainable development topics, such as renewable energies and climate solutions, to provide women and girls with the skills to tackle some of the biggest global challenges.

“

During the Fellowship, I got elected as the Secretary for Gender, Health and Development at the Namibia University of Science and Technology. Shortly after that, I passed my First Aid training course, and finally, this year, I was appointed as Vice President of a society for geological sciences in Namibia. In addition, I did great in my third academic year, and I am currently pursuing my final year.

Josephina Lotho
2021 cohort, WomEng partnership

”

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.

To date, in South Africa, 1,022 women micro-entrepreneurs have benefited from training in business management skills and post-training support. This included coaching, business enterprise visits and follow-ups by trainers. In addition, Business Improvement Groups were established. These are small entrepreneur networking and support mechanisms based on geographic location and with an industry focus.

In Botswana, 426 women micro-entrepreneurs received the Improve Your Business training package by the end of 2022. The participants benefited from modules such as Buying and Stock Control, Costing, and People and Productivity. Women were also supported with navigating the informal business environment in Botswana. This included help with registering businesses, accessing government procurement platforms and entering local markets.

So far, 1,011 entrepreneurs from Erongo and Khomas in Namibia have benefited from the AWOME programme. Support was provided through business management training, post-training support and enterprise visits, and with tools to enable participants to action their commitments during their training.

In addition, the government’s Income Generating Activity programme, which supports the Women Business Association throughout Namibia, adopted the AWOME model as its main form of delivery.

HIGHLIGHTS

US\$5M

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



*Founder of Lecha Bakery,
Tokafala programme, Botswana.*

STEM SCHOLARSHIPS IN CANADA

We are working to remove financial barriers and encourage more women to study STEM subjects so that we can help build a more diverse talent pipeline for technical roles. In 2022, through our partnership with UN Women and Scholarships Canada, we provided 84 scholarships to women and girls studying STEM subjects.

Since 2018, we have funded 61 women through post-secondary education courses. In addition, we have provided funding for 34 girls from First Nation communities near our operations, to attend summer science camps with their caregivers.



STEM scholarship student and robot in robotics club, University of Calgary, Canada.

WOMEN IN TRADES PROGRAMME PROGRESS

In 2022, we received the first participant in our new Women in Trades training programme, a joint project with the local government and the Native Women's Association of the Northwest Territories. Applicants were invited to visit Gahcho Kué Mine for a two-week work experience placement.

Feedback from our first participant was positive, and we hope she will be encouraged to apply for an apprenticeship in 2023. We plan to run further work placements to develop the programme further.

“

Linking up and meeting other women in STEM is a really cool opportunity. Just knowing that there are these other women paving the way and even experiencing maybe some of the same silencing, and learning to find your voice.

Jena Lyons
Psychiatric nursing student at MacEwan University, Edmonton, Canada

”

LOOKING FORWARD

In 2023, we will continue the extension of our WomEng partnership including pilots to increase awareness of careers in sustainability-linked STEM careers, Fellowships targeted at Technical and Vocational Education and Training institutions, and supporting female founders developing sustainability-linked businesses. We also plan to continue our Women in Trades initiative in Canada to encourage more women and girls into STEM through diverse pathways.

OUR 2030 GOALS

▶ DIVERSE TALENT IN DIAMOND JEWELLERY

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



De Beers Group aims to encourage and support emerging talent from all backgrounds while increasing awareness of and facilitating potential careers in diamond jewellery.

We recognise that barriers to diverse talent exist at all stages of the career pipeline, from industry awareness at school to raising an international profile. We work with stakeholders to better understand the challenges people from diverse backgrounds face in trying to break into or develop careers in diamond jewellery, and we aim to find solutions that help them access opportunities throughout the sector.

To help achieve this, we are piloting a set of unique pathways to support students and young designers, from broadening access to education to assisting with access to materials or providing support to run a business.

We have supported jewellery design talent in our host countries for more than 20 years through our Shining Light Awards, which recognise and celebrate emerging talent.

Our Shining Light Awards provide a valuable platform to showcase young aspiring talent from across Botswana, Namibia, South Africa and Canada. They provide an opportunity for emerging jewellery designers to develop skills, expand their capabilities and show their worth.

Winning pieces from Shining Lights Awards 2019 modelled at awards ceremony in Gaborone, Botswana.

For the 2021 awards, the first prize for our young designers was training with POLI.Design in Milan. As part of the internship, our winners were offered the opportunity to undertake a phased pilot programme with the De Beers Jewellery product design and development strategy team.

Our second-prize winners from Africa received a 12-month goldsmith training course with Sivana Africa, based in South Africa. The Canadian second-prize winner will undertake a 12-month training course at George Brown College, Canada.

Third-prize winners were awarded internships in their respective home countries. These internships were specific to the country and varied from a De Beers Forevermark luxury brand appreciation insight to a trip to a mine, including a diamond evaluation and diamond-cutting house experience.

The Shining Light Awards continue to evolve, and in 2022, we began reviewing their alignment with De Beers Group's strategic objectives.

We measured the effectiveness of the current format in delivering our vision of showcasing the wealth of design talent from our producer countries and will ensure that future events follow a clearly defined collaboration plan with clear links to our Building Forever sustainability framework.

HIGHLIGHTS

48

students and emerging jewellery designers supported.

20+

years since the start of our Shining Light Awards.

123

emerging jewellery designers aged 18 to 35 applied to our 2021/22 Shining Light Awards competition.

OUR PROGRESS IN 2022

- Evolved our pipeline approach to talent development in line with feedback from stakeholders.
- Piloted UK-based initiatives supporting early career jewellery design students through institutions such as the MasterPeace Academy in Birmingham and Morley College London.
- Supported several networking events to help foster open and accessible connections within the jewellery industry.
- Exhibited The Radiance by COUTURE, a partnership with the DAC, to showcase unique capsule collections of fine jewellery pieces created by 13 Radiant Designers featuring De Beers Code of Origin diamonds.

Recognising the structural inequalities existing within the diamond jewellery sector, at De Beers Group we have set in motion a portfolio of initiatives to create opportunities for under-represented designers around the world.



We partnered with Morley College London to support early and mid-career jewellery design students wishing to expand their skills and business.

2023 LOOK AHEAD

- Further support potential young designers through sponsorship of Teen Gems, a jewellery immersion programme in New York City.
- Learn from ongoing programmes and share lessons across producer countries and consumer markets.
- Further support jewellery designer talent from diverse backgrounds by mentoring via our The Radiance by COUTURE programme.

OUR TARGETS

- We will work with partners to develop a detailed approach to the diamond jewellery talent pipeline, from education 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 US and the 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 for creative talent from our producer countries, including expansion of our De Beers Group Designers Initiative.

2030 GOALS

- ✔ Achieved
- On track
- Behind schedule

OUR PROGRESS IN 2022 – HIGHLIGHTS

We understand that bringing diverse perspectives to creating jewellery for future consumers requires continuous focus and intentional action to address the systemic barriers that exist. This is why we have committed to supporting talented people from diverse backgrounds to access opportunities. To develop our approach, we engaged a range of stakeholders to help improve our understanding of the challenges faced by designers. We have learned there are many points at which Black and other under-represented people face barriers throughout their careers, from school to training and early careers into mid-career and developing businesses, and that one pathway does not fit all. This is the basis for our pipeline approach to support and pilots to understand what support is effective.

DEVELOPMENT OF JEWELLERY DEVELOPMENT PIPELINE SCHEMES

The first level of support is aimed at raising awareness of the opportunities in the jewellery industry for students at school and university considering a career in jewellery. In 2022, we funded seven 16-year-old students through an apprenticeship course at the MasterPeace Academy in Birmingham, UK. This is the second year in which De Beers Group has helped students through the scheme, enabling young designers and makers to earn an income while training.

The next level of support is for mid-career individuals who may be developing their businesses. Support at this stage included funding for a number of networking events in London’s jewellery district, Hatton Garden, for jewellery freelancers, makers, designers, gemmologists, setters, retailers and suppliers to meet one another and strengthen existing relationships. In addition, we launched scholarships with Morley College London for those wishing to expand their jewellery skills and business. Each scholarship included jewellery, design and business classes at Morley College, a materials grant, mentoring from a professional jeweller and an opportunity to exhibit work at the end of the year at Morley College.

LOOKING FORWARD

In 2023, we plan to continue sharing learnings across our producer countries and consumer markets (current focus UK and US) and hope to establish new partnerships to increase diversity in jewellery.

We will also continue to support UK and US-based initiatives supporting jewellery design students and jewellers developing their businesses through funding of programmes such as Teen Gems and the MasterPeace Academy.

We will look for opportunities to provide support for further research to understand barriers to entry into the industry at the secondary school level in the UK. We will also ensure that our vision to showcase the wealth of design talent that exists across our producer countries via our Shining Light Awards is achieved by ensuring the Awards format aligns with our group-level strategies.

Tinaye Makuyana had never made jewellery before, but since attending the apprenticeship programme at the MasterPeace Academy, she has taken up a temporary full-time position at a local jewellery-making company until she returns to complete the final year of her art degree at Loughborough University.

“

It’s nice to get help and support from such a wide range of professional tutors. I feel at home in this culturally relevant setting. This has been a great opportunity to develop my artistic skills. I would love to have a career in the jewellery trade in the near future.

Tinaye Makuyana

MasterPeace Academy Student, Birmingham, UK

”

THE RADIANCE BY COUTURE

Industry events like the annual COUTURE event in Las Vegas are high-profile occasions that attract significant media, industry and public attention. So, when we were searching for events where we could highlight the talents of jewellery designers from diverse backgrounds, this exclusive event was the obvious choice.

The Radiance by COUTURE is the culmination of the COUTURE DAC inaugural mentorship programme: a showcase of capsule collections of fine jewellery pieces created by 13 Radiant Designers featuring De Beers Code of Origin diamonds. The aim was to give designers from diverse backgrounds the opportunity to create unique capsule collections from De Beers Code of Origin diamonds provided by De Beers Group.

The Radiance by COUTURE initiative provided talented emerging designers with materials and a budget for production costs that allowed each designer to create unique capsule collections. In addition, the designers were briefed by teams from De Beers Group on provenance, traceability and social and environmental responsibility, supporting the De Beers Code of Origin.



The final pieces crafted by 13 diverse designers participating in the Radiance by COUTURE.

These collections were launched and commercially available during COUTURE Las Vegas 2022, which provided retailers with a unique opportunity to support COUTURE's Radiant Designers and add a fresh, youthful perspective to their own assortments.

The jewellery pieces were also featured in a dedicated trunk show at Neiman Marcus Roosevelt Field in December 2022 and are now available to purchase at Marissa Collections.

“

It has been so enriching engaging with the designers and watching their businesses flourish and evolve over the last 18 months. These capsule collection launches are certain to add a high level of excitement to our event and we are delighted to welcome these designers to our community.

Gannon Brousseau
COUTURE Director and EVP, Emerald

”

OUR 2030 GOALS: DIVERSE TALENT IN DIAMOND JEWELLERY

➤ RESPONSIBLE AND INCLUSIVE MARKETING AND COMMUNICATIONS



De Beers Portraits of Nature collection.

Responsible and inclusive marketing and communications was prioritised as a material topic during the De Beers Group materiality assessment in 2022.

It focuses on how we ensure all communications, advertising and engagement adhere to regulations and guidelines and do not include misinformation or ‘greenwashing’. It also covers how we ensure our advertising is inclusive, avoiding stereotyping and promoting positive role models and cultural influence.

Work is currently underway to develop a robust guideline document that will detail the requirements for preventing misinformation and greenwashing. This will be developed during 2023.

PROMOTING PROGRESSIVE PORTRAYALS

Brands have the power to portray the real world in all its diversity or to potentially perpetuate damaging stereotypes. For De Beers Group, responsible and inclusive marketing and communications begins with our commitment to progressive portrayals, training and drawing on external expertise to enable us to be thoughtful and deliberate in how we develop our materials.

As longstanding partners of UN Women and its solidarity movement, HeForShe, we are committed to promoting gender equality and challenging gender stereotypes in our marketing

campaigns. This commitment underpinned the launch in 2018 of our inclusive marketing guidelines for teams producing consumer-facing content.

In 2020, Covid-19 and the Black Lives Matter movement deepened the global discussion on systemic racism and inequity. To broaden our perspectives, in 2021 we joined the UN Women-convened Unstereotype Alliance, a coalition of global brands working to eradicate harmful stereotypes in media and advertising related to gender, race, class, age, ability, ethnicity, religion, sexuality, language or education. As members, we commit to:

- depicting people as empowered actors
- refraining from objectifying people
- portraying progressive and multi-dimensional personalities.

For De Beers Group, responsible and inclusive marketing and communications begins with our commitment to progressive portrayals, training and drawing on external expertise to enable us to be thoughtful and deliberate in how we develop our materials.

Throughout 2022, we rolled out training to all our global marketing teams through the Unstereotype Alliance’s 3Ps framework. The 3Ps stand for Presence (who is being featured in the communication), Perspective (who is framing the story) and Personality (the depth of character). Through a checklist that can be applied to every stage of the communication development process, from the creative briefing through to production, team members are supported to develop well-rounded characters and narratives while mitigating biases. The framework has superseded our inclusive marketing guidelines as the standard guidance for our marketing teams.

The 3Ps framework outlines the importance of diversity not just in portrayals, but also in the creative teams producing the content. It’s a message we pass on to others who work with us. We are currently developing Events, Photoshoots and Production Standards for Suppliers, which will include a reference to the importance of diverse and inclusive creative teams for the production of consumer-facing content.

The impact of the 3Ps can also be measured during testing, using the Unstereotype Metric, which will be reported on in due course.

INCLUSIVE MARKETING PRINCIPLES IN THE DE BEERS GROUP BRAND BOOK

- 1 Represent diverse people in marketing materials and give diverse voices authority in communications.
- 2 Reflect a range of aspirations, lifestyles, milestones and achievements inclusive of gender, race, ethnicity, age, sexual orientation, disability, culture and religion.
- 3 Depict people as progressive, able to make decisions about the direction of their lives, without idealising unrealistic expectations of success.
- 4 Value and depict multiple perceptions of beauty and avoid or minimise retouching photography to celebrate natural beauty.
- 5 Refrain from objectifying and sexualising people.
- 6 Be intentional that the language used is positive and inclusive and does not reinforce stereotypes, for example, the use of ‘man up’ to reflect resilience or ability to cope.
- 7 Develop an authentic approach and challenge thinking by working in diverse teams and with diverse creative talent in front of and behind the camera.
- 8 Be aware of our own potential biases and understand perceptions of inclusion and diversity of our brand, based on feedback from consumers and employees.



De Beers Group showcased their sustainably built booth at the Jewellery and Gem World 2022 trade show in Singapore.

CASE STUDY

LEADING A SUSTAINABLE CHANGE AT TRADE SHOWS

Industry trade shows are an integral part of the diamond industry, but they present a range of sustainability challenges.

For our participation at global trade shows, we aligned with the De Beers Group Building Forever pillars of Protecting the Natural World and Leading Ethical Practices Across Industry and launched a new approach at the Jewellery and Gem World 2022 trade show in Singapore.

To reduce the environmental impact at the show, we replaced the typical booth that would end up in landfill with an ultra-sustainable stand using hired and reusable materials.

Our new booth featured a cork floor, wall coverings sourced from ocean waste, a 100% recyclable and biodegradable counter, and a plant-filled wall to clean air.

Of all the materials used...

54.7%

were hired or will be reissued.

25.7%

will be reused in future trade shows.

19.6%

will be recycled via donations.

“

We produced everything locally and made our presence at trade shows truly sustainable. It’s all part of how Building Forever is weaved throughout De Beers Group in everything we do – and we’ve certainly role-modelled what’s possible to the wider industry.

Maria Olivas

Vice-President of Trade and Client Engagement

”

ENABLING SUSTAINABILITY

- WASTE MANAGEMENT AND CIRCULARITY **134**
 - RESPONSIBLE MINE CLOSURE **137**
- SUSTAINABILITY TOPICS IMPACTING CONSUMER DEMAND FOR DIAMONDS **141**
 - IMPACTS OF TECHNOLOGY AND INNOVATION **144**

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.

Employee looking onto the exterior of the Heat Recovery Unit, Gahcho Kué Mine, Canada. The waste heat generated from powering the processing plant is captured and recycled to heat the rest of the camp.



ENABLING SUSTAINABILITY

WASTE MANAGEMENT AND CIRCULARITY



Venetia Mine underground shaft, South Africa.

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.

MINERAL RESIDUES

Our handling of mineral residues in the form of coarse and fine residues is strictly controlled through the implementation of the [Anglo American Mineral Residue Facilities and Water Management Structures Standard](#).

Our standard aligns with the [Global Industry Standard on Tailings Management \(GISTM\)](#), published by the International Council on Mining and Metals (ICMM). The GISTM standard recognises major risks associated with tailings and its ultimate goal is striving towards achieving zero harm to people and the environment, with zero tolerance for human fatality. It defines good practice and governs how we design, construct, maintain, manage and close our Huhmineral residue facilities.

There is a global call to the mining industry to comply with the GISTM standard by August 2023 for tailings facilities with very high/extreme risk. Complying with this standard on mineral residues will require intensive efforts over the next two to three years.

In the first quarter of 2022, De Beers Group began a gap analysis across the operations to assess current performance against the requirements of the standard. Venetia Mine is scheduled to comply by August 2023.

We are in the process of performing a gap analysis on our other sites, which will be completed in 2023, and for these sites, we aim to be fully compliant by 2025.

We follow a Technical Assurance Framework for inspecting and monitoring the management of mineral residues. Beyond this, we need to reimagine new circular business models that will enable us to grow our business while reducing resource use to sustainable levels. This requires creating systems and ways of working that are regenerative by nature.

We have begun work on characterising the different components of our mineral residues and their potential uses and will continue working to ensure we have a reliable data set.

NON-MINERAL WASTE

Non-mineral waste comprises non-hazardous waste streams in the form of metal, wood, paper, cardboard, plastics and food wastes, as well as hazardous waste streams such as waste oils, greases, oily water residues, batteries and e-waste.

We promote the sustainable use and management of resources to preserve and realise their maximum value. In line with the principles of circularity, we aim to implement the waste hierarchy approach to eliminating waste, keeping materials in use for as long as possible – reducing, reusing and recycling to divert as much waste as possible from landfill.

Extracting diamonds from rock, gravel or sand involves physically crushing the material and then separating it according to density and size.

The next step in the process is to clean the diamond-bearing ore, which requires the addition of some hazardous substances under controlled conditions. All our operations and facilities focus on controlling the risks associated with hazardous substances, effluents, waste and emissions.

Preventing pollution is a key commitment for all ISO14001:2015-certified operations to protect people and the planet, and we ensure that we manage all potential sources of pollution.

+ [You can find more information about this on page 155 in Health, Safety and Wellbeing for Employees and Communities.](#)

All our operations and facilities focus on controlling the risks associated with hazardous substances, effluents, waste and emissions.

ENHANCING OUR WASTE MANAGEMENT AND MEASUREMENT

Anglo American is in the process of finalising a new Responsible Stewardship of Materials Toolbox to support the behaviour change that is needed to reduce and manage waste more effectively, and we expect this to be rolled out in 2023.

Fully understanding the composition of our waste is the first step towards identifying alternative uses and opportunities for increased circularity. In 2022, we standardised our non-mineral waste metrics and data sources to improve data on our waste streams.

The goal is to refine our information on waste types down to their constituent parts. This will help create a comparison point against which we can measure our progress towards creating value from waste and enable us to better understand our options for reducing waste.

We re-baselined the data from 2021 to allow for a meaningful comparison. We will use the data to help us unlock more value, uncover opportunities to reduce waste and set context-based targets for each of our sites.

We have also identified areas for improvement in the monitoring, measurement and potential diversion of waste streams.

CIRCULARITY

We recognise that circularity is increasingly a global priority. Improving circularity will help us reach our overall waste reduction objectives in line with the Building Forever goals.

Our work on circularity is part of Anglo American's overall programme. The circular economy is about reducing waste as much as possible and unlocking the value of materials contained in the waste that is produced.

WASTE MANAGEMENT

Third parties are managed through contractual obligations and also have legislative obligations depending on the country of operation. The ISO14001 standard requires certified companies to monitor the compliance of contractors with legal and contractual obligations.

ANGLO AMERICAN COMPANIES ARE NOW ASPIRING TO THREE CIRCULARITY PRINCIPLES SET OUT BY THE ELLEN MACARTHUR FOUNDATION:

1

Eliminate waste and pollution, including structural waste such as inefficient traffic management.

2

Circulate products and materials, by designing for durability, reuse, re-manufacturing, repurposing and recycling.

3

Regenerate nature, focusing on renewable energy or resources, such as returning nutrients to the soil.

CASE STUDY

NEW OPPORTUNITIES

Our goal is to eliminate waste entirely. To achieve this, we need to create a mindset shift around waste.

De Beers Group has previously developed projects based on circularity principles. For example, around the world industry faces the challenge of sustainably disposing of tyres, and we have been trialling an approach to this issue at Venetia Mine.

We ran a pilot programme in 2021 that used pyrolysis to repurpose the mine’s stockpile of smaller tyres, and we restarted this in 2022.

Despite facing various transport challenges, the pilot has removed a total of 1,534 light delivery vehicle (LDV) tyres which were sent for pyrolysis. The pilot will continue during 2023, with the aim to have all LDV tyres removed from the site via pyrolysis by the end of the year.

Building on this type of work, in 2022 we were part of Anglo American’s efforts to step up the drive for circularity and search for additional commercial opportunities to create value from waste.

1,534

light delivery vehicle tyres removed before being sent for pyrolysis.

Within De Beers Group, we sought to raise awareness of circularity and explore potential projects. Working with colleagues in Ignite, the De Beers Group Innovation function and Anglo American, we developed a circularity project for 2022 through the Circulab programme.

It was the first time we had participated in Circulab, which is an internal incubator programme that encourages employees to suggest new ways of converting waste in various forms into something of value. De Beers Group colleagues submitted 108 ideas to Anglo American, demonstrating the strength of our teams’ commitment to circular thinking.

Seven De Beers Group ideas have reached the third stage of the programme and employees are still working on their business cases with the support of mentors.

Externally, Anglo American has partnered with the Circulars Accelerator on a programme to support start-ups. Its second round took place in the first half of 2022, and the third cohort is currently underway.

“

We spend a lot of time investigating building materials – we’ve been able to make cheap bricks out of Kalahari sand. I’m sure mining waste rock could do the same – we just need access.

Botswana Institute for Technology Research and Innovation (BITRI)

”

The partnership is led by Accenture and supported by Anglo American, Ecolab and Amazon Web Services.

De Beers Group’s contribution to this initiative focused on Debswana, working with entrepreneurs to generate ideas that could be developed into flagship projects. We conducted internal and external interviews with stakeholders and business owners to establish their initial thoughts on the programme.

One of the start-up ideas, developed in collaboration with ?Whatif! (part of Accenture), focused on aggregate from mineral residues. We already use them to stabilise slopes and build roads within our mining sites, but large quantities end up in long-term storage that lasts beyond the life of the mine.

We are currently exploring whether these mineral residues could be used outside a mine’s operations by commercialising the material to tarmac haulage roads. We are reviewing the feasibility of this idea to assess its commercial potential. If this is successful, we envisage other business units could learn from this work.

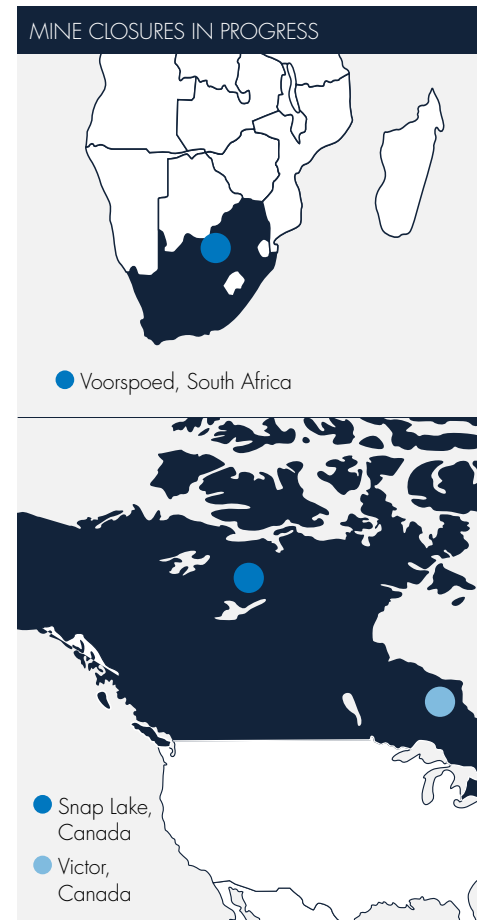
ENABLING SUSTAINABILITY

› RESPONSIBLE MINE CLOSURE

Mechanical Assistant signalling to haul truck in Venetia Mine, South Africa.



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 host communities. Rigorous planning for the entire life cycle of a mine, including its eventual closure, is therefore crucially important. At the earliest stages, we analyse how the mine will affect the economy and environment during exploration, operation and beyond.

To help host communities optimise the economic benefits of diamond mining, we support them to diversify their economy and build capacity and skills that can be transferred to other sectors, such as construction or logistics. More information on how we consider livelihoods can be found on [pages 70 to 78](#).

The mitigation hierarchy informs our actions throughout the life cycle. This means we aim to first avoid and then minimise environmental impacts during operations through sound practices. We implement progressive rehabilitation to ensure environmental risks are reduced and opportunities are maximised. Once mining operations cease, the site moves into the active closure phase. The Anglo American Mine

Closure Standard provides definitive requirements for mine closure. These ensure that projects and managed operations are proactively planning for closure and post-closure to manage risks and opportunities throughout the mine life cycle. To support the implementation of this standard, the [Anglo American Mine Closure Toolbox](#) provides detailed guidance to enable compliance. All De Beers Group mining operations must have funded and detailed closure plans that achieve regulatory approval at local, provincial and territorial level.

Part of our environmental preparatory work includes Riparian Prioritization for Climate Change Resilience analysis and predictions for the coming decades, for example forecasting extreme rainfall events that could affect the site. From these worst-case climate scenarios, we determine the design requirements needed to ensure the safety of the structures long after the mine has closed.

We are always investigating alternative post-mining land use options that could bring additional value to sites and collaborating with stakeholders on planning the vision for closure and opportunities beyond mining. We currently have three mines at various stages of closure – Voorspoed Mine in South Africa and the Victor and Snap Lake mines in Canada. A key element of planning for mine closure is to identify the needs of internal and external stakeholders, including local people. Through engagement activities, we explore their views on key issues such as post-mine land use, closure criteria, the residual risk profile, success criteria and social issues.

REIMAGINING ASSET RETIREMENT

In 2022, we put a greater emphasis on Reimagining Asset Retirement (RAR), our community engagement initiative for generating ideas for how mine sites can be repurposed after closure. Under the RAR approach, we hope to help host communities tackle the challenge, find new opportunities and leverage the human, social, intellectual and physical capital created during mining operations.

In some cases, the opportunity available may be to restore the land to a natural state as a functioning ecosystem; in other places, there may be a desire to develop built infrastructure. In all cases, De Beers Group maintains and honours its regulatory commitments to rehabilitating the mined sites.

▶ [Victor Mine closure – English version.](#)

▶ [Victor Mine closure – Cree version.](#)

▶ [Dewatering – English version.](#)

▶ [Dewatering – Cree version.](#)

MINE CLOSURE UPDATES

VICTOR

Victor Mine in Ontario ceased production in 2019 and our Corporate Affairs and Sustainable Impact team have worked closely with stakeholders, including indigenous groups. Permit applications are reviewed by indigenous communities before they are submitted to the regulator, and any comments or recommendations from indigenous groups are addressed as part of the permit application process.

Victor Mine provided the Final Closure and Reclamation Plan to indigenous parties to review in March 2021. De Beers Group then spent 18 months working with community representatives to ensure they knew what activities were planned as part of closure and that we had fully heard and understood their concerns.

As part of the process of engagement, De Beers Group provided funding, prepared plain language newsletter updates and Videos in English and Cree to explain key aspects of the plan in both English and Cree, and hosted community members on-site to view how the closure was progressing.

Attawapiskat First Nation asked De Beers Group not to build another landfill within our mine rock pile, so we withdrew the application and developed alternative strategies such as increasing efforts to reuse and recycle materials rather than sending them to landfill.

Over more than a decade of operations, substantial royalty and performance bonus payments have been made to Attawapiskat First Nation. During closure, all the proceeds from the sale of high-value items like scrap metal go to Attawapiskat First Nation as part of their partnership with demolition contractor Priestly Demolition Inc. Through these funds, the community-owned company Attawapiskat Enterprise has been able to purchase a well-established equipment rental business in Timmins, providing rentals to several other mines and earning a sustainable income.

The Corporate Affairs and Sustainable Impact team has established a working group with every governmental department that has a role in the regulation of Victor Mine. This working group meets every two months with the objective of improving collaboration between De Beers Group and government agencies with a shared goal of ensuring a responsible closure process. It will continue throughout the final stage of active closure in 2023. The site will transition to post-closure monitoring until 2049.

Closure demolition and rehabilitation activities will come to an end at Victor by late 2023, after which a small temporary camp may remain to house the environment team who will continue to actively monitor the site for a further two years. Beyond this point, there will be no building structures, and teams will fly in for scheduled monitoring and sampling.

During closure, all the proceeds from the sale of high-value items like scrap metal go to Attawapiskat First Nation as part of their partnership with demolition contractor Priestly.

623

hectares of land rehabilitated and seeded at Victor Mine to date.

Active engagement with indigenous communities on partnerships for closure employment opportunities is ongoing. De Beers Group re-committed to recruiting indigenous people into the site monitoring team and we hired an indigenous environmental assistant. In 2022, the Ministry of Mines approved the Closure Plan for full implementation.

The Victor site also measures the success of the revegetation programme. Using airborne surveys to provide data for the entire site, the closure specialists can determine plant growth rates, areas of strong or poor growth and which vegetation types are succeeding. The closure team is also able to identify invasive species that are then targeted for removal.

SNAP LAKE

Snap Lake Mine ceased production in 2015. The Snap Lake Environmental Monitoring Agency (SLEMA) was established as part of the environmental agreement between De Beers Group Mining Canada, the Government of Canada, the Government of the Northwest Territories and the IBA indigenous groups. Within SLEMA, an established Traditional Knowledge Panel, consisting of Elders and other knowledge holders, provides advice on water, fishery, wildlife and habitat issues.

The water quality at Snap Lake remains safely within regulatory guidelines and historical ranges. Specific parameters of concern such as metals, chlorides, sulphates and nitrates are either decreasing or have remained similar in recent years. The reverse osmosis plant, which was commissioned in 2018 to treat total dissolved solids and nitrates before discharge to Snap Lake, was not required in 2022.

In-person engagements with regulatory authorities and indigenous stakeholders, to promote alignment and understanding, were a key highlight of 2022.

In 2022, the Traditional Knowledge Panel visited the Snap Lake Mine site twice, to observe the progress that has been made towards closure, and for a fish-tasting event (read more about this in Preventing Harm [page 110](#)). The Traditional Knowledge Panel raised a query as to how Snap Lake Mine was handling its demolition waste, so we demonstrated how we salvage and remove steel, segregate waste and place non-recyclable items into approved landfill.

We will continue our sampling and monitoring activities throughout the closure process, which will end in 2024, and for 15 years post-closure.

In recent years, including 2022, caribou herds have been observed near and at the site in numbers greater than seen during operations. Muskox sightings also occur annually as they travel through the mining area.



Barren-ground caribou are an iconic sight in the tundra landscape and are important to local communities and their cultural heritage.

VOORSPOED

We ceased production at Voorspoed Mine in South Africa in 2018 and completed landscape rehabilitation across 207 out of 501 hectares.

The decommissioning and removal of the Voorspoed plant, which has been sold for re-use, commenced in October 2022 and is planned to be completed in 2023.

We continue to comply with the ICMM standards by working closely with our local communities to offset any potential negative social and economic impacts of Voorspoed closure. We are also working on developing a positive future for the local communities after closure.

We are also training our employees and contractors in skills that can be transferred to other sectors, supporting employees who have viable business ideas.

Several post-closure land use ideas are being realised at Voorspoed. The team has harvested its first batch of honey from their apiary initiative and continues the implementation of floating wetlands in the pit lake, aiming to support water quality and provide a habitat for nesting birds.

During 2022, our teams undertook a range of technical and stakeholder engagement activities in support of the RAR programme at the site. We hosted several community workshops that focused on creating shared value for the Free State region within our two host municipalities and received positive feedback.

We established new connections that will be key to future collaborations on a series of large-scale anchor projects including a brick-making enterprise, and solar farm and biomass developments, the viability of which is being evaluated, with the goal of adding value to the area beyond the life of the mine. Workshop participants also expressed interest in equity ownership for certain projects.

Voorspoed received a request from the local farming community to repair one of the access roads to the mine, which becomes inaccessible after heavy rains. Provisions have been made in the closure cost estimate to repair the road to an acceptable standard. Local farmers were also granted funding for a dedicated radio mast on the nearby Renosterkop hill, to improve security in the area by enhancing the effectiveness of the surveillance cameras.

We continue to evaluate how to maintain the highest engineering safety standards to safeguard the surrounding areas long into the future.

KEY FIGURES

207
hectares

of landscape have now been completely rehabilitated.

ENABLING SUSTAINABILITY

› SUSTAINABILITY TOPICS IMPACTING CONSUMER DEMAND FOR DIAMONDS



Sustainability topics impacting consumer demand for diamonds was prioritised as a material topic during the De Beers Group materiality assessment in 2022.

The topic focuses on how we monitor and address impacts linked to changes in consumer demand for diamond products due to public perceptions around wealth, inequality and environmental impacts.

Sustainability has become a consumer imperative for the diamond industry. It now ranks on a par with price and design as a key consideration for people purchasing diamonds, according to our [Diamond Insights Report 2022](#).

Global consumers are increasingly aware of how purchases in one part of the world could have impacts on the planet and its people in another. Led by younger generations, they are favouring brands with strong ethical and environmental credentials that go beyond rhetoric.

As vocalised by global grassroots movements such as School Strike for Climate, Black Lives Matter, Extinction Rebellion and #MeToo, consumers no longer expect governments alone to solve climate change or social injustices. Businesses are expected to play a significant role, going beyond mitigation to create net positive impacts for the environment and society.

Customer trying on a Dewdrop pendant in De Beers Jewellers, New York City, USA.

KEEPING PACE WITH CONSUMER EXPECTATIONS

Tracking the evolving views and priorities of consumers is one of the ways we seek to keep the Building Forever sustainability framework relevant and responsive to our stakeholders.

Our Strategy Analytics department is dedicated to analysing emerging consumer trends and helping us identify and prepare for shifts in attitude that could impact our business in the future.

In alternate years, we conduct consumer research in China and the US, garnering feedback from female consumers, as 90 per cent of the value of diamond jewellery in all main markets is women’s diamond jewellery and women often steer purchasing decisions even when receiving diamonds as a gift.

Our most recent study, carried out in 2022 on 18,000 US women, found that just over half (51 per cent) would not buy diamonds if they knew they were not ethically sourced, while 40 per cent were more likely to buy diamonds if they knew about the positive impact of diamonds on local mining communities.

In China, 22 per cent of women tell us ESG factors, such as worker welfare and impact on the environment, are their top consideration when choosing diamond brands, rising to 28 per cent for Gen Z consumers.

As part of our insight work, we also carry out one-off studies on relevant consumer topics (see Deep Dive into Sustainability below). We carry out research with retailers every quarter to stay abreast of consumer market developments as they happen. Additionally, we conduct research among participants in the pipeline in India every month, which provides us with a timely understanding of the demand for rough diamonds.

For the last decade, we have published our research findings in an annual Diamond Insight Report, outlining the key trends shaping how diamond consumers perceive and engage with diamond jewellery.

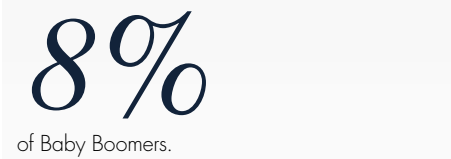
DEEP DIVE INTO SUSTAINABILITY

Our [Diamond Insight Report in 2022](#) was dedicated to an in-depth examination of sustainability, based on the results of a global study of more than 8,400 people across seven key consumer markets for diamonds.

It found that fine jewellery ranked third, after only food and clothing, as the category most frequently purchased based on sustainability considerations. Six out of 10 consumers said they had chosen to buy a product made in a more environmentally friendly or socially responsible way over any other product. Sustainability was ranked by 30 per cent of consumers as the most important consideration when choosing a diamond, above price and design.

These trends were led by younger generations, with 30 per cent of Millennials saying they had bought jewellery with sustainability credentials as part of the branding compared with only eight per cent of Baby Boomers. Likewise, Gen Z, which represents the next generation of diamond consumers, are more likely than older generations to research the ethical credentials of diamond jewellery brands and more likely to buy a diamond if they are informed of its positive impact.

CONSUMERS SAID THEY HAD CHOSEN TO BUY A PRODUCT MADE IN A MORE ENVIRONMENTALLY FRIENDLY OR SOCIALLY RESPONSIBLE WAY OVER ANY OTHER PRODUCT.



Sales Associate assisting a customer with in-store omnichannel technology, Forevermark Libert'aine Store, Shanghai.



BUILDING TRUST AND AWARENESS

Our research shows that a considerable proportion of consumers already understand that natural diamonds deliver socio-economic benefits to the nations where they are sourced and processed. In the US, this accounts for around half of women overall.

However, we need to do more to build awareness and trust among consumers wary of ‘greenwashing’ and corporate human rights abuses. We also need to challenge some of the misconceptions about how modern diamond mining takes place, so consumers understand the rigorous standards we follow.

Building ethical and sustainability protections into our value chain is only one piece of the jigsaw. We also need to clearly communicate to our consumers through our campaigns, reporting and advocacy.

In 2022, we began scaling up our De Beers Code of Origin provenance programme, under which diamonds are inscribed with a unique customised code assuring consumers that they are natural, conflict-free and discovered by De Beers Group in Botswana, Canada, Namibia or South Africa. It also provides assurance that the diamond has created positive impacts for people and the planet. See Provenance [pages 40 to 46](#).

Building ethical and sustainability protections into our value chain is only one piece of the jigsaw. We also need to clearly communicate to our consumers through our campaigns, reporting and advocacy.

In 2022, we were proud to name Lupita Nyong’o as our first Global Ambassador. The Academy Award-winning actress starred in our new campaign, De Beers Where It Begins, which follows the discovery of a rough diamond to its transformation into jewellery, highlighting the ethical assurance we offer along the entire length of the value chain.

+ [You can see some of our other recent campaigns on pages 19 to 20.](#)

De Beers Where It Begins campaign.



ENABLING SUSTAINABILITY

› IMPACTS OF TECHNOLOGY AND INNOVATION



Employee operating Alicona machine, Element Six, Oxford.

Impacts of technology and innovation was prioritised as a material topic during the De Beers Group materiality assessment in 2022.

This topic focuses on how we identify and address the positive and negative ESG impacts of emerging technologies, automation and digitalisation.

Rapid advances in technology are changing the way we live, work and relate to each other.

Our continuous focus on innovation at De Beers Group is about more than driving efficiencies or boosting productivity. It's about progressing towards a safer, smarter, more sustainable world and setting new standards for the diamond industry. When exploring and implementing new technologies, we think carefully about both the potential positive and negative impacts on our workforce and the environment. By fostering digital and data literacy in our people, we seek to unlock new roles and opportunities that empower them. Similarly, our innovative thinking is guided by our 2030 goals to be carbon neutral and have a net positive impact on biodiversity.

We explore ways to apply innovation across three horizons:

- **Sustaining:** Using existing and emerging technologies to make incremental improvements to the business-as-usual operating model over the short term.
- **Disruptive:** Using technology innovation, digital literacy training and data readiness to begin the transition to new ways of working over a timescale of two to five years.
- **Transformative:** Exploring pioneering and experimental applications of technology that represent a paradigm shift in our operating model in the long term.

IGNITING INNOVATION

While everyone at De Beers Group contributes to our culture of technology and innovation, we also have a core team acting as an innovation catalyst for our business and the diamond industry.

Ignite is a multidisciplinary group of specialists from the fields of research, incubation, technology and venturing. They look ahead, exploring and developing cutting-edge technologies and new business models that will propel us forward.

Ignite provides a disciplined, repeatable approach to innovation across the group. The team has been instrumental in pioneering projects such as our blockchain-powered provenance platform Tracr and our digital solution for connecting artisanal miners to the global market, GemFair, as well as our laboratory-grown diamond jewellery brand, Lightbox.

- + [Read more about Tracr on pages 40 to 42.](#)
- + [Read more about GemFair on pages 47 to 50.](#)
- + [Read more about Lightbox on pages 36 to 37.](#)

TRANSFORMING MINING

We believe that the diamond mines of the future will generate net positive impacts for people and planet. They will be safer, smarter, more efficient and more precise with a smaller physical footprint and less water and energy consumption.

Achieving this requires a paradigm shift in the way we operate and the application of smart innovation across digitalisation, sustainability and game-changing technology. Anglo American calls this approach FutureSmart Mining, and De Beers Group applies its principles to our bespoke programme: Diamond FutureSmart. A vanguard project is Chidliak on Canada’s Baffin Island. Currently, at the conceptual stage, the proposed diamond mine is situated 250km south of the Arctic Circle and 120km from the nearest community that could operate it. The extreme northern climate, remote location and lack of infrastructure pose multiple challenges but also opportunities for creative solutions.

We envisage a series of small underground mines, precision-mined in sequence, with a modular infrastructure that can be dismantled and moved as required. Most personnel will work remotely from an operating centre in the nearest community thanks to integrated data connectivity and autonomous, remote-controlled systems. As workers on a conventional mine typically spend two weeks at a time in camp, this safer operating model will encourage better work-life balance and could help us achieve a more gender-balanced workforce while creating attractive hi-tech jobs.

De Beers Group is investigating multiple low-carbon energy systems for use at Chidliak, including synthetic diesel, micro-reactors, hydroelectricity, wind and solar. We will maximise water recycling and minimise water consumption and waste.

We have completed a concept study and advanced the project to a pre-feasibility study. We continue to engage with all our stakeholders to better understand how we can run this Diamond FutureSmart mine in harmony with local ecosystems and for the benefit of the people of Nunavut.



Most personnel will work remotely from an operating centre in the nearest community thanks to integrated data connectivity and autonomous, remote-controlled systems.

NEW APPROACHES TO SAFETY

Technology has a clear capacity to improve safety on mine sites. 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.

We completed a concept study for our Chidliak exploration site on Baffin Island in Canada, where we aim to build our first FutureSmart diamond mine, using an innovative new approach that minimises the environmental and cultural impacts to the land and surrounding communities. A pre-feasibility study is now underway.

REDUCING OUR ENVIRONMENTAL FOOTPRINT

Technology and innovation will be a critical tool in our journey to become carbon neutral by 2030.

We are harnessing renewable energy to reduce energy consumption, and therefore emissions, across our sites, with our wind and solar projects in southern Africa prime examples ([see page 83](#)). We are investing in pioneering nature-based solutions for sequestering carbon and supporting biodiversity, such as Kelp Blue ([see page 88](#)). 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.



A close-up view of underwater kelp, which holds the potential to boost ocean health and safely lock away CO₂.

Photo Credit: Kelp Blue.

BUILDING A DIGITALLY LITERATE AND DATA-DRIVEN ORGANISATION

Digital empowerment and data readiness are central to our work to improve lives through innovation and technology.

We are building an in-house integrated mining platform – an ecosystem of products, applications, digital literacy programmes and data management that operates across the full mining value chain to provide a game-changing improvement in knowledge access, decision-making and business performance.

At Gahcho Kué Mine in Canada, we trialled the use of ‘edge computing’ in 2022. This is the practice of using smart devices that can capture, process and analyse data where it is created instead of having to send it to a server, facilitating faster insights and actions. Edge computing capability will be rolled out to other mines over the next few years.

Of course, we need to bring our people with us on this technological journey. In 2022, as part of our Digital Transformation Strategy, we launched a Digital People initiative, with the aim of giving everyone an opportunity to become more digitally dexterous, whether they are working at a desk or in the field. We are collaborating with Anglo American’s Digital Academy to provide both workshops and self-paced training on digital and data basics, with the opportunity to progress to nano degrees in more specialist areas such as data analytics.

OUR CRITICAL FOUNDATIONS

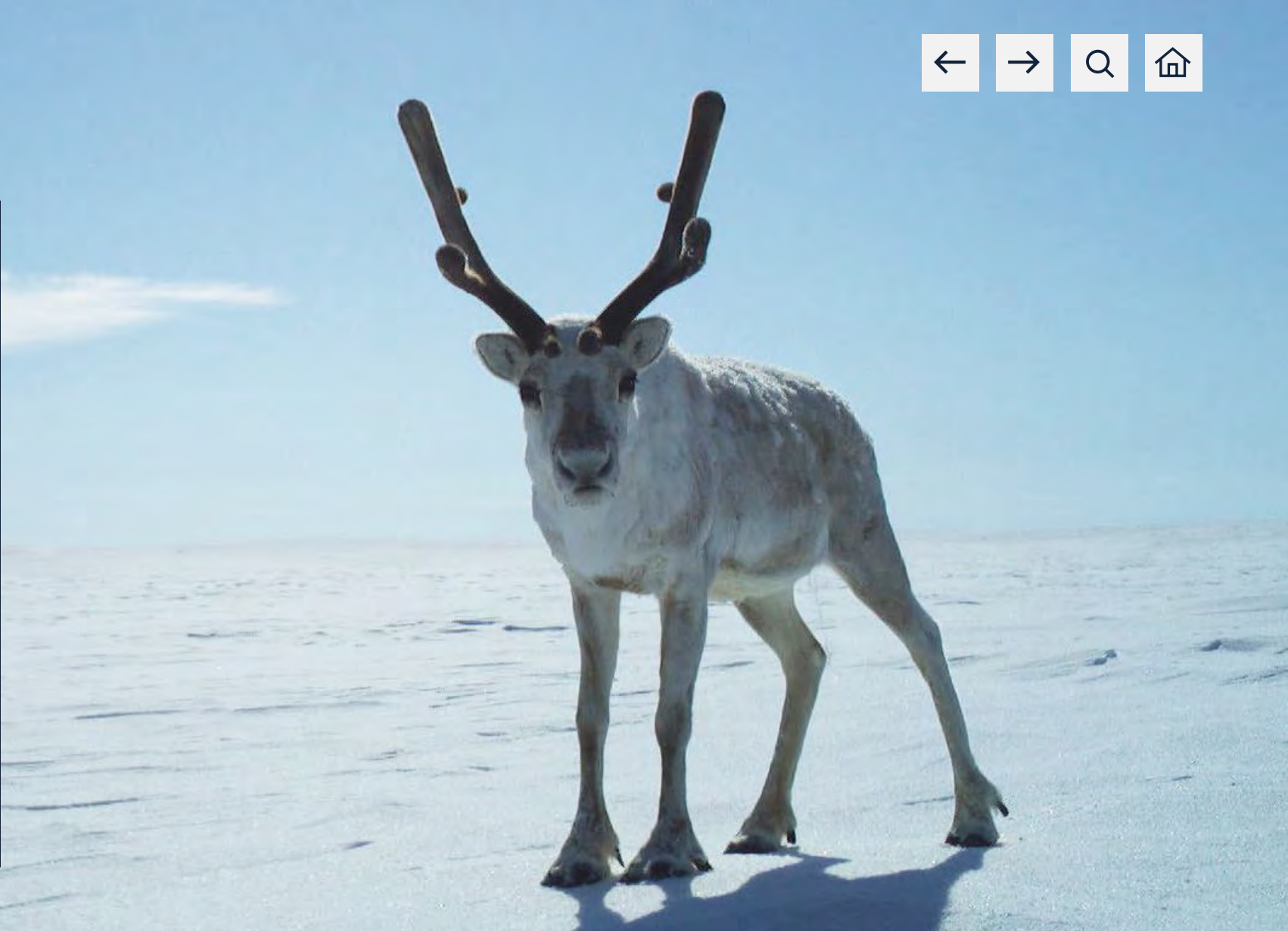
Critical foundations are the common and minimum requirements for each of our operations and our business as a whole. They are essential to the long-term credibility and success of both the overall Building Forever framework and our social licence to operate.

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.



Barren-ground caribou herds are closely monitored across the landscape by Chidliak trail cameras, Baffin Island, Canada.

OUR MATERIAL TOPICS LINKED TO OUR CRITICAL FOUNDATION

148 BEYOND ZERO

149 Health, safety and wellbeing for employees and communities

156 LEADERSHIP AND CULTURE

157 Business ethics, governance and transparency
 157 Anti-corruption and anti-bribery
 158 Advocacy and public policy alignment

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165 Human rights and labour rights in the workforce
 167 Community and indigenous rights

170 INCLUSION AND DIVERSITY

172 Gender equity

173 GROUP STANDARDS AND LEGAL COMPLIANCE

174 Community consultation and engagement

CRITICAL FOUNDATIONS

BEYOND ZERO

Beyond Zero guides 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 proud to stand up for safety, colleagues celebrating Global Safety Day, at Venetia Mine, South Africa.

HEALTH, SAFETY AND WELLBEING FOR EMPLOYEES AND COMMUNITIES 149



CRITICAL FOUNDATIONS: BEYOND ZERO

▶ HEALTH, SAFETY AND WELLBEING FOR EMPLOYEES AND COMMUNITIES

Improving the health and safety of our employees and preventing harm to the health of our host communities is a key component of our Beyond Zero pledge.

Our health team's ongoing work to manage risks includes programmes for respiratory and musculoskeletal protection, hearing conservation, fatigue management, HIV prevention, HIV treatment and our Covid-19 response strategy.

There is some overlap with the work of our safety team, who analyse how strong leadership, culture, systems and innovation can reduce risk, making safety inherent to every aspect of our operations. This reduces the chance of accidents, which can lead to deaths, injuries or environmental damage off-site.

Our work in health and safety applies to all employees and contractors, and we require our suppliers to comply with applicable safety standards.

HEALTH

Our health teams are focused on dealing with medical emergencies and delivering best practice across occupational medicine and occupational hygiene. We also support the psychological health of our colleagues through employee assistance programmes providing mental health services.



Doctor at Jwaneng Mine Hospital, Botswana.

OUR CONTINUED RESPONSE TO COVID-19

In 2022, the Covid-19 pandemic transitioned to a different phase and became endemic, meaning the disease is constantly present in all our areas of operation.

We have moved on from pandemic measures, but we are determined to continue supporting communities and employees in protecting their health. We continue Covid-19 mitigation measures at our sites and continue monitoring local infection rates.

We set out a clear policy on vaccination because we recognised the challenge posed by vaccine hesitancy, and the programme was met with differing responses. We took a change management approach to roll out the policy, and by fostering open discussion, we were able to secure the confidence of a large proportion of the workforce.

We do not have full vaccine data as of 2022 because of health data regulations in some countries, but across De Beers Group we assess that 83 per cent of the workforce have had the primary series of vaccination and 35 per cent have received booster doses.

We have also provided vaccinations for family members and our contractors, and we continue to offer voluntary vaccinations throughout 2023.

Controls to mitigate the spread of Covid-19 are still in place, but we may scale up or scale back on testing depending on levels of community transmission.

Regardless of the prevalence of the virus in a community, we have maintained and worked to improve other measures. For example, we recommend:

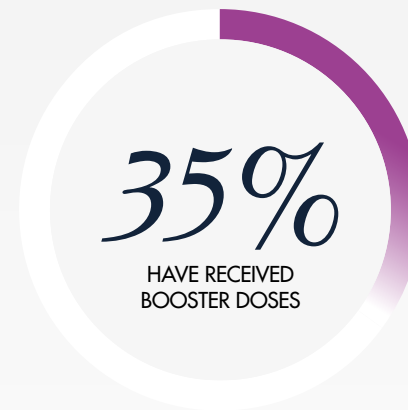
- good ventilation in any office spaces;
- a flexible approach to testing;
- managing large meetings responsibly, so we reduce the chance of outbreaks;
- social distancing;
- good hand hygiene; and
- the provision of masks to those who may require them for whatever reason.

We are aware that, globally, there are increasing numbers of people reporting prolonged symptoms from a Covid-19 infection, known as 'Long Covid'.

In 2022, we completed a study of two operations to try to understand the extent to which our employees are affected by this. We are also continuing a study at a third operation in tandem with the roll-out of actions to address the findings of the first two studies.

We are educating our workforce about Long Covid and advising any colleague who suspects they are suffering following a Covid-19 infection to see our healthcare practitioners.

GROUP COVID-19 VACCINE ASSESSMENT



HEART HEALTH

We want to empower our colleagues to better understand and look after their general health. This not only improves wellbeing but also helps us maintain a resilient workforce.

Our starting point was developing our understanding of mortality and morbidity patterns globally. For example, according to the World Health Organization (WHO), heart disease is among the leading causes of death, across countries at all stages of development.

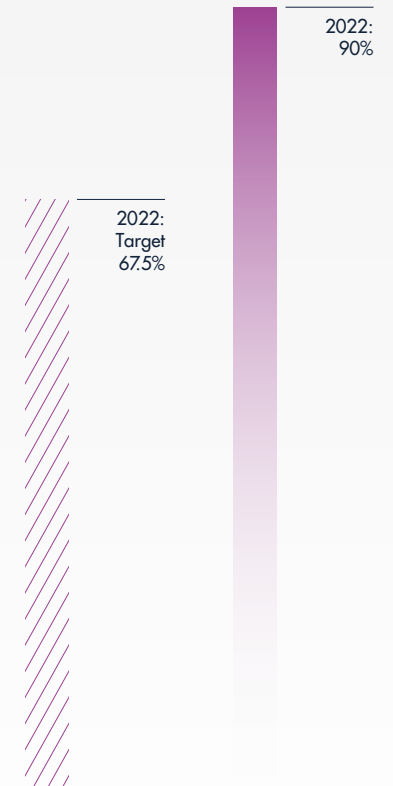
We decided to adopt the WHO predictive score on heart health across our group-managed operations. We have implemented an approach to enable colleagues to understand their own risks and support them to improve their heart health. We help our colleagues assess their sleep and dietary habits, alcohol intake, smoking and physical activity levels.

We have seen encouragingly high levels of participation. Our target was to reach 67.5 per cent of employees at our operations in the scope of the programme. By the end of 2022, we had reached more than 90 per cent of eligible colleagues.

In 2023, we will go into phase two of the heart health project, looking at how to extend intervention programmes to our employees.

2022 HEART HEALTH PROGRAMME PARTICIPATION

90%



HEALTH IMPACT ASSESSMENTS FOR EVERY OPERATION

In 2022, every part of the business was expected to conduct a health impact assessment in alignment with Anglo American’s Social Way policy. We have already completed a health impact assessment for Venetia Mine, and we are working to deliver the remaining health assessments in future. Our next steps will be to understand how we can most effectively mitigate these impacts.

Aside from the health impact assessment, we continue to use other mechanisms to understand the community health risk profile to fine-tune our interventions, for example, exploring the social determinants of health in our Building Forever – Community Health work.

We will also be strengthening our employee assistance programmes to help address mental health problems.

PREVENTION AND TREATMENT OF HIV

Another focus area is communicable diseases such as HIV and TB. [Our first HIV programme began in Debswana](#) in 2001, and we remain as determined as ever to lower the rate of infection and deliver treatment to our people. While we already have programmes in place that take direct and indirect approaches, in 2023 we will increase our focus on preventing new infections.

Our longstanding HIV programme focuses on prevention, treatment, care and support. We adopted the UNAIDS goal of 95-95-95, meaning we want:

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

A total of 84 per cent of our employees in southern Africa now know their HIV status, 90 per cent of employees diagnosed with an HIV infection are receiving sustained antiretroviral therapy, and 76 per cent of employees receiving this treatment are successfully suppressing the virus, so reducing the risk of transmission.

Our HIV/AIDS management programme also reduced the incidence of TB in the region, from 74 per 100,000 people in 2021 to 51 per 100,000 in 2022. Work to reduce the risk is ongoing.

TB management is integrated into the health team’s day-to-day routines, meaning every interaction with an employee is an opportunity to observe potential symptoms, screen for the disease and, where indicated, offer prophylaxis.

“

With campaigns underway in each of our businesses to encourage employees to get tested and know their status, we believe that zero HIV deaths, zero new infections and zero stigma is ultimately achievable. We may have a long way to go on our journey, but we’re determined and committed, and won’t stop fighting this battle. We will arrive at a future free of HIV and AIDS.

Dr Tshepo Sedibe
Principal Health, De Beers Group

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DE BEERS GROUP EMPLOYEES IN SOUTHERN AFRICA

84%

of employees know their HIV status.

90%

of employees diagnosed with HIV are receiving antiretroviral therapy.

76%

of employees receiving this treatment are successfully suppressing the virus.

OCCUPATIONAL HEALTH PERFORMANCE

The proportion of our workforce exposed to occupational health hazards above the occupational exposure limit was 16 per cent (2021: 15 per cent). These employees all work in environments with controls in place to limit their exposure as much as possible.

De Beers Group reported two cases of occupational disease in 2022. In 2023, 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.

16%

Proportion of our workforce exposed to occupational health hazards above the occupational exposure limit. (2021: 15%)

OUR SAFETY PLEDGE

In 2020, we signed our new group safety pledge reflecting our commitment to putting safety first in everything we do.

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

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.

PIONEERING BRILLIANT SAFETY

Safety maturity refers to the level of development and effectiveness of an organisation's safety practices and culture.

Our Pioneering Brilliant Safety (PBS) initiative provides a framework for De Beers Group to understand our level of safety maturity and the journey required to get to beyond zero harm. The framework covers our 4Cs of safety:

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

Various sites have conducted quantitative and qualitative safety maturity assessments to understand where they are in the journey.

Maturity assessments have identified key enablers and disablers in the business and have informed key focus areas for improvement. To date, four operations have completed their maturity assessments – Debmarine Namibia, Namdeb Land, Venetia Mine and Debswana's Orapa Mine.

Gahcho Kué and Midstream operation are on track to complete their assessments in 2023.

The PBS framework concepts have been 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.

PSYCHOLOGICAL SAFETY

We have put a strong emphasis on developing a psychologically safe environment for our employees and contractors, so they feel able to highlight dangerous practice or equipment problems. Regardless of seniority, every single worker on site has the authority to stop operations if they see an unsafe act.

To embed a culture of psychological safety, our team in Debswana launched the “IMSAFE” programme – an acronym for illness, medications, stress, alcohol and drug use, fatigue and emotions. It requires a daily self-assessment exercise where workers ask themselves pertinent questions about safety.

The overarching goal is to destigmatise raising concerns and encourage an open-door policy so that workers can engage with their supervisors. This programme won the De Beers Group Albert Milton Safety Award, which was established to recognise good safety practice.

Our work also rests on understanding the human and operational circumstances that can lead to dangerous incidents. For example, we consulted industrial psychologists to explore the backdrop to several low-energy injuries that occurred whilst conducting routine work.

This work overlapped with the health team’s efforts to improve psychological safety from a mental health perspective. The health team can analyse the reasons why people are seeking help from our employee assistance programme when they engage, and how severely affected they are. These factors are all tied to presenteeism or absenteeism, both of which can affect the safe operation of a mine.

Our health team uses this information as a leading indicator to highlight issues the mine leadership needs to address to improve psychological safety and wellbeing.

“

From 2019 The Debswana Jwaneng Mine Safety Strategy elevated its approach to considering psychosocial safety and human factors in safety, by putting employees at the centre of the safety strategy. This shift to consideration of hearts and minds has resulted in improved overall safety performance and culture, made evident in the Total Recordable Injury Frequency Rate and reporting of High Potential Hazards and High Potential Injuries.

Mpho Mosate

Executive Head of Safety and Sustainable Development, Debswana

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SAFE SENTRY PROGRAMME

We also conducted quantitative and qualitative analyses on which measures improved safety or increased risk, and this became the basis of the Safe Sentry programme.

This programme allows us to actively pursue and identify hazards, while looking for leading indicators in the business, rather than just lagging indicators. This shift has seen a massive step change in our approach – not only are we identifying more high-potential hazards, but we are also using engineering design interventions to improve how our people interact with machinery.

SAFETY-IN-DESIGN INITIATIVE

Another significant change introduced in 2022 was our safety-in-design initiative. Under this initiative, systems were designed to be inherently safe by considering the end-user interfaces, safety standards and best practices. Best practices were implemented into system design criteria and reviewed during extensive 2D and 3D design reviews.

An example of this is the Benguela Gem Marine Mining vessel project which was delivered in March 2022 to De Beers Debmarmine Namibia for mining in the Atlantic 1 area off the Namibian coast.

The design team applied the “hierarchy of controls” approach and looked at removing hazards through design. The team redesigned the way the 3.3 MW umbilical cable is managed. Previously the cable had to be physically handled by workers, but the new design means no person has to touch it. The cable is now managed by an intelligent umbilical compensating system.

This project led to the creation of our design-for-safety tool, which we are currently rolling out to the wider De Beers Group and Anglo American to help provide technical assurance on both new and existing projects and procurement, ensuring we have adequately considered safety in the design of our operations.

Our health team is also contributing to De Beers Group’s decisions about how we work in future. By digitising our systems, the health team can capture key health metrics that will feed into [Anglo American’s FutureSmart mining strategy](#), which will use intelligent technology to improve our operations.



PREVENTING ACCIDENTS BY IDENTIFYING HAZARDS

Our people continue to respond 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 2022, more than 1,382 hazards were identified and addressed.

1,382

hazards were identified and addressed in 2022.

*Engineer on SS Nujoma,
South Atlantic Ocean, Namibia.*

ELIMINATION OF FATALITIES

In 2022, De Beers Group continued to participate in the Anglo American Elimination of Fatalities (EoF) programme. This aims to embed the necessary practices and standards into our work to improve safety performance and seek to eliminate the risk of fatalities.

The scope of work was delivered as per the agreed plan with all workstreams signed off by the respective business unit sponsors or general managers where required.

The EoF sustainability process identified 222 actions that were loaded onto the Group wide operational management system, IsoMetrix. Closure of these will be tracked through 2023.

222

The EoF sustainability process identified 222 actions that were loaded onto IsoMetrix.

LEADING INDICATORS FOR 2023

We have three leading indicators that we want to develop for 2023, all of which will support the creation of safe conditions at our mines. These are:

- The percentage of planned versus unplanned work, because we know that accidents are more likely to happen during unplanned work.
- Measures on the quality of visible felt leadership and management time in the field, because this correlates with improved safety levels.
- Operational rigour, which will measure how long it takes to complete a “call to action” to improve safety measures, and what solutions are put in place.

MANAGING ENVIRONMENTAL RISKS TO PEOPLE

An important aspect of the health, safety and wellbeing of communities is that we do not pollute the local environment, including water courses.

Pollution is defined as “the contamination of the physical and biological components of the Earth and atmosphere system, to such an extent that normal environmental processes are adversely affected.”

It has the potential to cause serious impacts on living organisms including humans. The quality of the air we breathe, the food we eat, and the water we drink all have an impact on our health, as does access to green spaces. Pollution prevention and response are managed in an integrated manner within each of our standards.

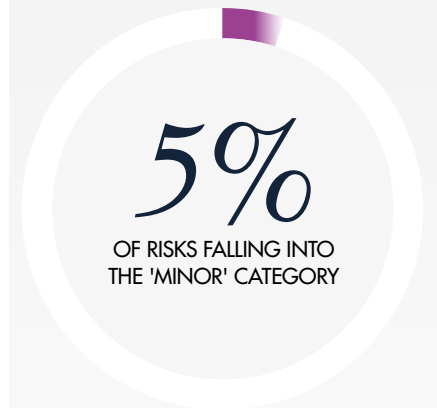
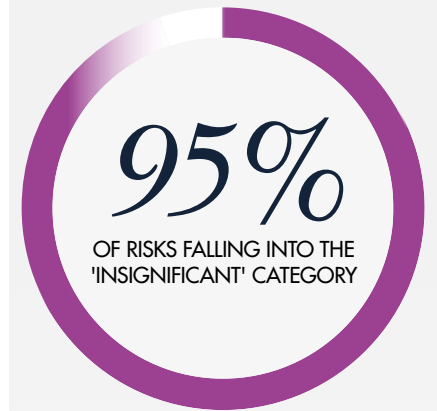
We comply with strict legal requirements with regard to the management of hazardous materials and wastes, ensuring that all wastes are managed and treated responsibly. Wherever possible, wastes are sent for responsible recycling. This includes used oils and hydrocarbon-contaminated water generated by both our land-based sites and our ships, which are collected and responsibly sent for recycling/treatment.

We aim for the prevention of incidents, but should an incident occur we ensure immediate action is taken upon identification, followed by logging the incident and undertaking the appropriate follow-up action, investigation and reporting where required.

When assessing the level of severity of an environmental incident, we use a matrix to classify the impact based on the scale of the impact relative to the receiving environment, the sensitivity of the receiving environment as well as the complexity and effort required to remediate the impact.

In 2022, all our incidents have been classified as insignificant or minor in severity, with 95 per cent falling into the insignificant category.

2022 ENVIRONMENTAL RISK ASSESSMENT



CRITICAL FOUNDATIONS

> LEADERSHIP AND CULTURE

- > BUSINESS ETHICS, GOVERNANCE AND TRANSPARENCY **157**
- > ANTI-CORRUPTION AND ANTI-BRIBERY **157**
- > ADVOCACY AND PUBLIC POLICY ALIGNMENT **158**

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.

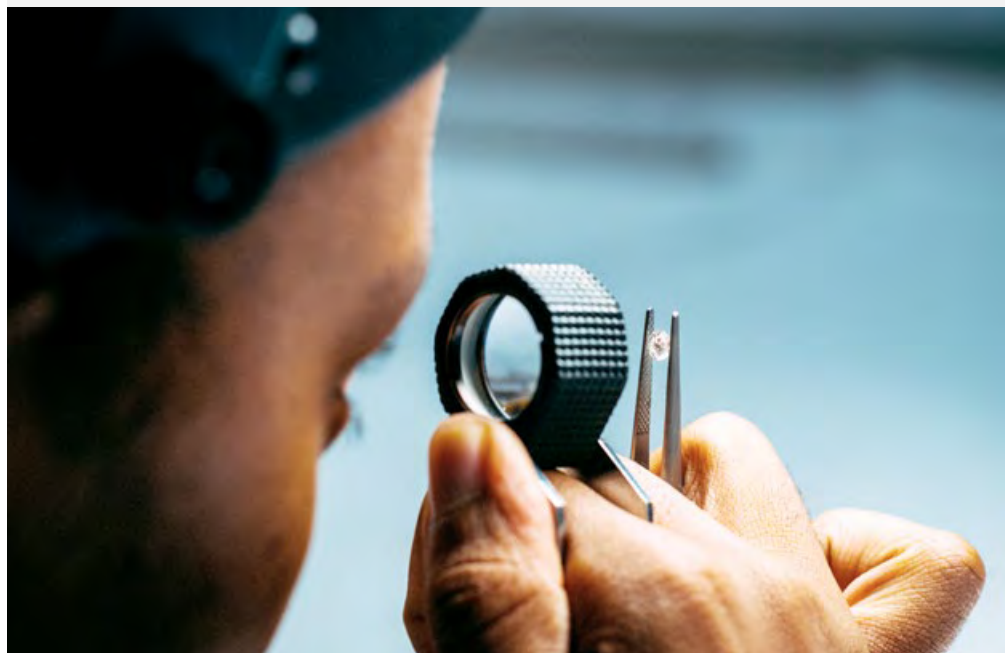
To reinforce our culture, all employees are guided by values, characteristics and behaviours that keep us focused on our purpose. A core part of this is our Safety 365 programme that reinforces the importance of safe, responsible production and encourages all team members to make full-impact decisions



Employees in team meeting in De Beers Group office, Kimberley, South Africa.

CRITICAL FOUNDATIONS: LEADERSHIP AND CULTURE

- > BUSINESS ETHICS, GOVERNANCE AND TRANSPARENCY
- > ANTI-CORRUPTION AND ANTI-BRIBERY



Student analysing polished diamond with loupe and tweezers in GSS Academy, Botswana.

We are building a values-based leadership culture, designed to help our people 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.

A key part of promoting existing and new standards is communicating them well to our colleagues. We emphasise the importance of business integrity at every level, through policy development, training and confidential reporting procedures.

Our parent organisation, Anglo American, has a Policy Governance Committee that scrutinises proposed group-wide policies and strategies for rolling them out. De Beers Group’s training and communication programmes on key policy requirements for leaders and their team members are then tailored to help embed our values across all business units and functions.

In 2022, we delivered training on the [De Beers Group Code of Conduct](#), with scenarios focusing on sexual harassment and conflicts of interest. Internal employee communications included a new compliance newsletter and a campaign reminding colleagues about the business integrity risks associated with the giving and receiving of gifts, entertainment and hospitality.

De Beers Group assesses bribery and corruption risk in charitable donations or sponsorships it proposes to make.

Every year, we have a compliance cycle, focusing on our overarching Code of Conduct, which addresses issues such as data privacy, anti-trust/competition, anti-facilitation of tax evasion, conflicts of interest, anti-money laundering and anti-bribery and anti-corruption.

In 2022, we placed extra emphasis on some areas of our work, such as standardising the controls placed on intermediaries, who are third parties acting on behalf of De Beers Group.

We also applied a deeper analysis of the data drawn from our whistleblowing hotline “YourVoice” to spot themes in the matters reported. Where we have identified a root cause of similar issues, we have issued “Action for Integrity” communications to our colleagues. We expect to continue doing this.

The YourVoice hotline is in place across all De Beers Group business units and joint ventures, with the exception of Debswana, which manages whistleblowing through its internal audit function.

We maintain flexibility to review new issues as they arise. After the onset of the war in Ukraine in early 2022, the global geopolitical situation was evolving week by week, and we developed our capacity to respond at speed. All our business units, wherever they are located, are required to adhere to the strictest set of sanctions imposed by any of our countries of operation.

To embed this approach, we have provided extra training to colleagues, particularly within countries that have imposed a lower level of sanctions or none at all, so they are able to explain our position to their customers.

All employees are guided by our values, characteristics and behaviours that keep us focused on our purpose. In 2023, we will continue to be attentive to the global geopolitical situation.

CRITICAL FOUNDATIONS: LEADERSHIP AND CULTURE

➤ ADVOCACY AND PUBLIC POLICY ALIGNMENT

At De Beers Group, we have long emphasised advocacy and public policy work, as part of our overall drive to help raise standards across the industry and stand up for causes we believe in.

Our public policy work has focused on advocating for strong ethics and sustainability across the diamond value chain, with a particular emphasis on our involvement with the Kimberley Process, which is a multi-stakeholder regulation certification scheme for the trade in rough diamonds.

We work hard to maintain our own internal standards and use our experience to influence the international agenda, protecting the credibility of the Kimberley Process and the global diamond industry, as well as promoting natural diamonds.

Employee using loupe to analyse rough diamond, Kimberley, South Africa.

OUR PROGRESS IN 2022

- Collaborated with others to advance the objectives of the Frame 7 Declaration within the Kimberley Process. This highlighted the importance of responsible sourcing best practice, including issues such as environmental impact and human rights.
- Supported the successful bid by the Government of the Republic of Botswana to host the Kimberley Process Permanent Secretariat in Gaborone, Botswana.
- Collaborated with others to secure the fourth review cycle of the Kimberley Process with the expansion of the definition of “conflict diamonds” as a priority. This review will commence in 2023.
- Supported the Government of the Republic of Botswana in managing the Kimberley Process agenda and implementing key priorities as Kimberley Process Chair.

AN EMPHASIS ON ADVOCACY

De Beers Group continues to put an increased focus on advocacy and best practices. In the last year, we have established internal working groups to mature our approach as a group and contribute to the Anglo American-led policy advocacy network. This meets regularly to discuss and align approach and programming and monitors implementation, progress and impact.

In 2022, we expanded our international relations team from one senior member of staff to four officials and maintained relationships with different bodies and governments.

We continue to advance our efforts to promote best practices across our value chain and in the jurisdictions in which we and our customers operate.



A KEY YEAR FOR THE KIMBERLEY PROCESS

The Kimberley Process was established under international law, with the adoption of United Nations General Assembly Resolution A/RES/55/56 in 2000, and was further supported by the United Nations Security Council's Resolution 1459 in 2003.

With governments as Participants and civil society and industry as Observers, the rough diamond certification scheme is mandated to stop the trade in conflict diamonds, which are defined as diamonds used by rebels to fund violence against legitimate governments.

Nearly 20 years on, the Kimberley Process Certification Scheme remains a critical foundation for supporting all our Responsible Sourcing and Provenance initiatives, as well as supporting the ethical trade in natural diamonds.

Through our membership in the WDC, which is the industry's representative at the Kimberley Process, we strive to play an active role to collaborate within the Kimberley Process to advance its agenda and shape its future.

There have been three specific advances in 2022 in our advocacy and public policy regarding the Kimberley Process, through our active engagement as members of the WDC.

HIGHLIGHTS

59

Kimberley Process participants, covering

85

countries.

WDC

is an observer and represents the industry in the Kimberley Process.

As the only UN-mandated natural resource governance scheme, the Kimberley Process has no equal.

POSITIVE ADVANCES IN THE KIMBERLEY PROCESS

1

PROGRESS FOLLOWING THE 2021 ADOPTION OF FRAME 7 DECLARATION

In 2021, the industry successfully advocated for the Kimberley Process's adoption of the Frame 7 Declaration on supporting principles for responsible diamond sourcing as best practice.

Frame 7 was a seminal step in acknowledging the contribution of the diamond industry towards the effectiveness of the Kimberley Process in conflict prevention and the UN SDGs through its voluntary initiatives such as the WDC System of Warranties, or De Beers Group's BPP programme and Pipeline Integrity standard.

In supporting improvements that align the Kimberley Process with global best practice standards, we can provide further assurances about the Kimberley Process's integrity and credibility, particularly its commitment to promote ethical and responsible sourcing of natural diamonds.

2

KIMBERLEY PROCESS REVIEW AND REFORM CYCLE

For industry and producing countries, the Kimberley Process provides a critical baseline assurance for consumer confidence in natural diamonds. As the only UN-mandated natural resource governance scheme, it has no equal. It is also an important springboard for all other responsible sourcing programmes and initiatives of the diamond industry, including De Beers Group's BPP programme and wider provenance initiatives, on which there is more information on [page 34](#).

The evolution of the diamond sector and of global governance principles provide the basis for the Kimberley Process to take a broader review of its mandate as a contributor to conflict prevention, peace and security, and sustainable development.

As such, the WDC, of which De Beers Group is an active member, has been advocating for the definition of "conflict diamonds" to be widened to align with universal principles and best practices to promote consumer confidence in natural diamonds.

In 2022, as part of this effort led by the industry, through the WDC, it was agreed among the 59 Kimberley Process participants, covering 85 countries, civil society and industry that the fourth Kimberley Process Review and Reform cycle would start in January 2023, with the expansion of the definition of "conflict diamonds" as a priority. The review has the option to extend annually but must be completed within three years.

3

BOTSWANA TO HOST KIMBERLEY PROCESS PERMANENT SECRETARIAT

The WDC was appointed as Chair of the Technical Experts Team as an outcome of the previous Review and Reform agenda of 2019.

One of the key objectives of this committee was to identify a suitable candidate for hosting the Permanent Secretariat, as this has not been in existence since its establishment, but has become an increasingly important administrative need to support the functioning of the Kimberley Process.

After a three-year process, it was confirmed that a new Kimberley Process Permanent Secretariat is to be located in Gaborone, Botswana.

The Permanent Secretariat marks an important milestone in the maturity of the organisation and serves to further legitimise the Kimberley Process as the internationally recognised custodian of the regulation of the global trade in rough diamonds.

We continually work in partnership with the Government of the Republic of Botswana, and we advocated for the country's selection as host of the Kimberley Process Permanent Secretariat. The confirmation of Botswana as host helps to drive forward our joint commitment to lead on ethical best practices across the industry.

A POSITIVE INFLUENCE

VISIBILITY

We have increased our visibility on policy advocacy areas through speaking opportunities, events, sponsorships, media appearances, one-on-one engagements, briefings and roundtables.

Members of our team have either organised, hosted or represented De Beers Group at various events including the Natural Diamond Summit; SSEF Symposium on Responsible Sourcing Best Practices in Basel, Switzerland; and Melee the Show, which is a trade show for small US jewellery designers, women-owned SMEs and influencers.

We also sponsored a joint gala dinner for the Kimberley Process Plenary and Natural Diamond Summit as part of our support to Botswana's tenure as Chair of the Kimberley Process in 2022. Our GemFair team, which works with artisanal miners in West Africa, has also attended speaking engagements at high-profile industry events.

+ [More information on the GemFair programme can be found on pages 47 to 50.](#)

WORLD DIAMOND COUNCIL

The WDC, of which De Beers Group is a member along with other companies in the diamond value chain, is the representative of a diverse global diamond industry at the Kimberley Process with the aim of protecting the integrity of the diamond industry and promoting consumer confidence in natural diamonds. It focuses its energies on advocacy, seeking to influence governments and civil society partners to stay committed to the reform agenda of the Kimberley Process and to protect and promote consumer confidence in natural diamonds.

De Beers Group's Senior Vice-President for Corporate Affairs, Ferial Zerouki, became the first female Vice-President of the WDC in 2020 and will become President in 2023. In this role, she will continue to drive Kimberley Process reform efforts that seek to enhance its image and reputation and promote consumer confidence in natural diamonds.

De Beers Group's Senior Vice-President for Corporate Affairs, Ferial Zerouki, became the first female Vice-President of the WDC in 2020 and will ascend to the Presidency in 2023.

RESPONSIBLE JEWELLERY COUNCIL

De Beers Group continues to support the work of the RJC to advance best practices across key ESG issues through the entire jewellery value chain. We are represented at the board, executive committee and standards committee levels. The RJC has committed to a substantial governance review process and De Beers Group, along with other participants, is committed to providing the RJC with the support it needs to continue to evolve towards maintaining its position as the leading certification standard for ethical practices in the jewellery value chain.

In response to the war in Ukraine, the RJC established a task force to improve robust governance, and to enable more flexibility to respond swiftly to global emerging issues. The task force comprises several senior RJC members, including Ferial Zerouki as a representative from De Beers Group.

As members of the RJC's Standards Committee, we work to influence the raising of standards on issues such as laboratory-grown materials and working towards uplifting the mining requirements in the standards, which we hope to see published in 2023, ahead of our re-certification in 2024.

NAMIBIAN NATURAL DIAMOND AMBASSADORS PROGRAMME

Ten Namibian nationals representing government and the domestic diamond industry were selected to participate in the Namibian Natural Diamond Ambassadors (NDA) programme, which was officially launched in August 2022.

The Namibian NDA engages on topics that have an impact on the natural diamond industry.

Through this programme, De Beers Group and various stakeholders in Namibia are working to educate consumers worldwide on what diamonds mean to Namibia and its people, as well as illustrate how diamond revenue contributes to Namibia's ability to fulfil the UN SDGs.

CRITICAL FOUNDATIONS

> HUMAN RIGHTS

- > HUMAN RIGHTS AND LABOUR RIGHTS IN THE WORKFORCE **165**
- > COMMUNITY AND INDIGENOUS RIGHTS **167**

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.

Training Coordinator talking to employees during a team engagement at Jwaneng Mine, Debswana.



CRITICAL FOUNDATIONS: HUMAN RIGHTS

➤ HUMAN RIGHTS

Respect for human rights is embedded in our operations and our culture at De Beers Group.

It is one of the five critical foundations of our Building Forever sustainability framework and is stated in our [Code of Conduct](#) as well as all our core policies and programmes.

We set strict requirements relating to respect for human rights, including labour rights, non-discrimination and the prohibition of the use of child and forced labour, seeking to ensure that we comply with local legislation and international best practice.

With a value chain involving more than 340,000 people in 77 countries, we recognise that we have the potential to both negatively and positively impact human rights.

By working closely with our partners throughout the diamond pipeline, supported by third-party auditing to verify compliance with our requirements, we strive to merit the trust of consumers, governments and other stakeholders in the face of growing expectations.

Surgeons at Jwaneng Mine Hospital, Botswana.

Jwaneng Mine Hospital is fully funded by Debswana and provides services to mine employees, their dependants and members of the public within Jwaneng and surrounding areas.



DE BEERS GROUP VALUE CHAIN

341,369

people.

77

countries.

OUR GUIDING PRINCIPLES

We hold ourselves and those we work with accountable for respecting human rights and conducting human rights due diligence aligned with the UNGPs.

To reflect this, respect for human rights is enshrined in our BPP programme, [see page 34](#) for more details. This strict set of ethical, social and environmental standards, launched in 2005, helps to ensure we adhere to international human rights frameworks and applicable labour regulations.

The BPP programme sets mandatory requirements for our own operations as well as all those doing business with us in the natural diamond supply and value chains, currently 2,690 entities employing 341,369 people, including Sightholders and their relevant contractors and also applicable retailers.

The BPP programme is fully aligned to the UNGPs, the [International Labour Organization \(ILO\) Standards](#) and the OECD Due Diligence Guidance among others. These principles and standards are also included in the [RIC Code of Practices](#), of which we are a founding and certified member.

Human rights provisions are stipulated in several of our internal policies, including our [Employee Human Rights Policy](#), our Security Services and Human Rights Policy and both of our Responsible Sourcing Policies for Diamonds and for Precious Metals, Minerals and Gemstones.

The [Social Way Policy](#) guides our upstream activities including employees, contractors and suppliers. This is applied at De Beers Group managed operations in South Africa and Canada, as well as mining operations in our joint ventures in Botswana and Namibia, throughout their lifecycle.

The policy underscores our commitment to respect for human rights and is underpinned by core social performance management principles based on international reference standards. It sets out Anglo American’s vision and principles for social performance, defines our system for social performance management through the Social Way Toolkit and provides a high-level overview of its requirements.

We measure our progress on implementing the UNGPs in several ways, including through our Social Way assessments, our BPP programme on-site verification visits, security effectiveness reviews and our RJC recertification process.

WORKING WITH OTHERS TO ADVANCE HUMAN RIGHTS

We regularly review and elevate our human rights standards to ensure they remain aligned with best practice and work with others to advocate for progress across the industry.

Since 2018, we have been working with Shift, a leading centre of expertise on the UNGPs, and we have joined their Business Learning Program. With Shift’s expert advice, we have refined the human rights section of our BPP programme to place more explicit obligations on our business units, clients and contractors to follow the International Bill of Rights and the UNGPs.

This refined human rights section will be implemented over the course of 2023, accompanied by our training programme for Sightholders where we explain any changes in requirements ([see page 35](#) for further details).

The expansion to the BPP requirements builds on a strong foundation of human rights provisions already embedded in the BPP programme. It is part of our strategy to advance in this important area and help all BPP participants improve the way they identify and mitigate potential adverse human rights impacts.

Shift also helped us to review both our [Responsible and Ethical Sourcing Policy for Diamonds](#) and our [Responsible Sourcing Policy for Precious Metals, Minerals and Gemstones](#).

[+ See page 36 for more details.](#)

This has further embedded human rights in our decision-making processes and helped us take a more considerate approach to set high standards for ourselves and our suppliers.

The Kimberley Process, the multilateral certification scheme established in 2003 to eradicate the trade in conflict diamonds, is another platform on which we are working with others to promote greater human rights protections.

In 2022, we worked within the WDC and across the Kimberley Process membership to help secure consensus for the definition of conflict diamonds to be reviewed over the course of the next three-year review cycle, due to start in 2023.

We would like the definition to be expanded to take into account human rights and other ethical and responsible sourcing best practices.

[+ See pages 158 to 160 for more details.](#)



School children in playground of Acacia Primary School, Botswana.

HUMAN RIGHTS TRAINING

A total of

1,426

training hours were devoted to human rights in 2022 across De Beers Group. (2021: 2,854).

The number of people who received training in human rights policies and procedures in 2022 was

3,469

(2021: 5,766).

GOVERNANCE

The mandate of the cross-functional Human Rights Working Group was reviewed in 2022, and its mandate will be implemented more formally across 2023.

This group serves as a central point in our governance structure to identify and establish mitigation strategies for the group's potential human rights impacts and salient human rights issues.

It ensures that our management systems, approaches, policies and actions address these while seeking to prevent and mitigate human rights impacts. It is also a forum to establish more cross-functional ways of working and reviewing salient human rights more holistically.

BERC Co oversees the standards and policies we uphold and is responsible for addressing and ensuring that any outcomes of the BPP programme that might have a human rights impact and which may inform commercial decisions are duly considered.

For example, if a Sightholder materially breaches the requirements of the BPP programme, including those related to human rights, this will constitute a breach of the Sightholder Supply Agreement, and may be dealt with accordingly.

These decisions are overseen by the executive-level BERC Co. The Sustainability Committee, which reports into the De Beers PLC Board, also has oversight over how the impacts on human rights are considered and managed within our operations.

DE BEERS GROUP HAS ENDORSED THE FOLLOWING HUMAN RIGHTS CHARTERS AND DECLARATIONS:

UN Guiding Principles on Business and Human Rights

Universal Declaration of Human Rights

International Bill of Human Rights

International Labour Organization Standards

Voluntary Principles on Security and Human Rights

OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas

International Finance Corporation's Performance Standards

UN Global Compact

Responsible Jewellery Council Code of Practices

HUMAN RIGHTS APPROACH AT DE BEERS GROUP



Respect for human rights is embedded in our culture, at our operations and across our value chain. This is underpinned by our frameworks, including our BPP programme, [Anglo American Social Way](#) and [Responsible Sourcing Standards for Suppliers](#).



We carry out proactive and ongoing due diligence throughout our value chain to identify, address and monitor potential and actual human rights impacts.



A vital part of our approach is engaging with our stakeholders, including employees, communities, our supply chain and our broader value chain through our frameworks.



We have mechanisms in place to enable all employees, contractors, host community members and other stakeholders to raise grievances and achieve remediation where an adverse impact is established.

[+ See page 174 for more details.](#)

HUMAN RIGHTS AND LABOUR RIGHTS IN THE WORKFORCE

Respecting the labour rights of all workers in our value chain is paramount, whether they are permanent De Beers Group employees or temporary workers for our contractors, suppliers or joint venture partners.

We prohibit all forms of modern slavery, forced labour and child labour in our organisation and diamond value chain. Our zero-tolerance approach is mandated in our core policies and actioned through our procedures and training programmes.

SETTING AND FOLLOWING HIGH STANDARDS

As well as supporting the UN Guiding Principles on Business and Human Rights, we are committed to the UN International Labour Organization (ILO) conventions on labour rights, which set out the right to freedom of association and collective bargaining.

They also prohibit forced, compulsory and child labour, require equal remuneration for men and women for work of equal value and set comprehensive high standards for occupational safety and health among others.

The core values of the ILO conventions are reiterated in our [Employee Human Rights Policy](#) for our managed businesses, which sets out minimum standards for protecting employees' dignity in safe and healthy working environments free from discrimination and abuse.

In 2022, we began a review of our Employee Human Rights Policy to publish a revised policy in 2023. This will be accompanied by the launch of a new 'Introduction to human rights' course, helping our employees understand what we stand for as a business and our expectations of them.

Initially, we will make this available through our e-learning training platform to 'connected' (desk-based) employees before considering how we can roll it out to the unconnected and wider colleague workforce.

We have a zero-tolerance approach to bullying, harassment and victimisation, as set out in our dedicated policy. We prioritised raising awareness of this issue in 2022, with 88 per cent of our workforce (3,770 employees) and 841 people across our joint ventures completing face-to-face or virtual training.

In 2022, we also renewed our commitment to tackling gender-based violence within our workforce. These commitments are reflected in the policies and processes of the Anglo American Social Way, the Group-wide Recognising and Responding to Domestic Violence Policy, our new Sexual Harassment and Gender-Based Violence Policy for our South African operations and the above Workplace Bullying and Harassment Policy.

In 2023, we will deepen our understanding of these policies and continue to offer support to our communities and workforce (please [see page 56](#)).

HUMAN RIGHTS RISK MANAGEMENT

We conduct social and human rights risk and impact assessments at all our mining operations. Adverse impacts and risks are identified, documented and prioritised, and prevention and mitigation measures are developed and implemented accordingly.



In addition, our BPP programme sets out requirements on how the 2,600+ entities participating in our diamond value chain must identify, mitigate and respond to any human rights concerns within their operations and within De Beers Group.

As part of our revision to the human rights section of the programme in 2022 ([see page 135](#)), we have placed explicit obligations on our business units, clients and contractors to ensure all workers and individuals they encounter through their work are treated with fairness, equality, respect and dignity.

The new standards make it clearer that extra attention should be paid to groups vulnerable to adverse human rights impacts, such as Indigenous Peoples, women, national, ethnic and religious minorities, children, the LGBTQIA+ community, people living with disabilities and migrant workers.

The revised BPP standards will come into force in 2023, accompanied by the launch of a training programme for Sightholders.

SECURITY AND HUMAN RIGHTS

Security is critical to our business, because of the high value of diamonds. We are signatories to the VPSHR, ensuring that we follow human rights best practice when addressing any security-related issues. All security personnel receive training in how to respect human rights. Private contract security entities receive the same training and are required to pledge their support to the VPSHR.

Our security and human rights training curriculum, developed jointly with Anglo American and the NGO International Alert (one of the world’s leading peacebuilding organisations) covers all aspects of the Voluntary Principles. It is delivered via e-learning modules that have been rolled out across De Beers Group.

Regular interaction with public security occurs in line with our stakeholder engagement plans, and discussions in support of the VPSHR are noted.

The Social Way policy requires that security-related risks and impacts be assessed and managed in accordance with the VPSHR and IFC Performance Standard 4 on Community Health, Safety and Security.

INDUSTRIAL RELATIONS

Trade union participation is high in mining operations in southern Africa. For example, 88.3 per cent of employees working for De Beers Consolidated Mines and Sightholder Sales South Africa are covered by collective bargaining agreements. Collective bargaining is regulated by national labour laws in each country and agreed upon by each of our individual business units with their local mineworkers’ union.

In South Africa, 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. Local labour courts, or other statutory bodies, adjudicate any disputes or alleged violations relating to labour rights, which are kept on public record.

In 2022, we continued to roll out our Group-wide Recognising and Responding to Domestic 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.

In 2022, there were zero industrial disputes or instances of industrial action. We continue to work with unions across southern Africa to support them in capacity building and enabling a shift towards needs-based industrial relations.

EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS ACROSS DE BEERS CONSOLIDATED MINES AND SIGHTHOLDER SALES SOUTH AFRICA



COMPLIANCE

There were zero reported incidents of child or forced labour in 2022.

We identified zero instances where workers’ rights to exercise freedom of association and collective bargaining had been violated or put at significant risk in 2022.

We established significant investment agreements with the potential to directly affect human rights in 2022. The De Beers Group Investment Committee considers all major investment decisions.

In line with UK legislation, we published our Modern Slavery Act Statement for the 2022 financial year.

[+ You can read it here.](#)

COMMUNITY AND INDIGENOUS RIGHTS

We maintain our social licence to operate by respecting the individual, collective and cultural rights of people who live near our mine sites. Indigenous Peoples can be particularly impacted by mining operations, due to their close and spiritual relationship with the environment. We recognise their right to participate meaningfully in decision-making relating to developments on their lands.

Through consultation, engagement and following best practice standards, we seek to have a positive impact on all our host communities and be good stewards of the land long after the closure of each mine.

The [Anglo American Social Way](#) guides us in assessing and addressing actual and potential human rights impacts on local communities in line with the UNGPs on Business and Human Rights and other international standards.

There is a dedicated section on Indigenous Peoples, outlining culturally appropriate guidance on achieving mutually beneficial and equitable outcomes. It emphasises that impacts on the cultural heritage of indigenous communities should be avoided wherever possible and provides guidance on how to mitigate unavoidable potentially adverse impacts.

IMPACT BENEFIT AGREEMENTS

Ensuring local communities benefit from mining is important to us. 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).

At each of these sites, we have signed IBAs with indigenous groups. These agreements provide legally binding 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. Indigenous companies owned by IBA communities continue to provide important services at Victor Mine throughout the closure process.

PARTICIPATORY ENVIRONMENTAL STEWARDSHIP

We recognise the critical role played by Indigenous Peoples as important guardians of biodiversity. At Gahcho Kué, De Beers Group Canada continues to work with six indigenous nations to minimise the impact of the mine on the neighbouring land, water, wildlife, plants and people.



This joint environmental stewardship forum is called NHX, a Chipewyan name meaning ‘For Watching the Land’. Established in 2014, it meets quarterly and will be funded by De Beers Group until a year after the mine closes.

NHX is governed by a representative from each indigenous group. It employs an environmental monitor who carries out weekly environmental site inspections of the mine itself as well as water, air and soil quality monitoring in the area around the mine and surveillance of native wildlife such as migratory caribou.

In addition, NHX conducts technical reviews of the mine’s monitoring results and management plans, keeps local communities informed and engaged, and supports ‘Traditional Knowledge Monitors’ to research water, wildlife, plants and resources near the mine site.

NHX is an integral part of the Gacho Kué Mine business, with ongoing quarterly meetings to provide environmental oversight of site activities.

COMPLIANCE

Zero violations involving the rights of Indigenous Peoples were recorded in 2022 for Canadian operations.

Our compliance against the commitments of the IBAs is reviewed annually by a third party, which found we were 94 per cent compliant in 2022.

School boy in Yellowknife’s Dene First Nation Headstart programme (Pre-School), Canada.

IBA COMPLIANCE IN 2022

94%

compliance.

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.

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

Having completed a physical relocation at Orapa, in Botswana in 2018, we have continued to work closely with the people affected, in line with Botswana legislation and best practice as set by IFC (International Finance Corporation) PS5.

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.

“

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

”

Rough diamond in Kimberlite, The Big Hole Museum, Kimberley, South Africa.



In 2022, we carried out a socio-economic survey to understand key impacts to date and identify emerging impacts. The survey found that some farmers were struggling to adjust to commercial farming.

As a result, we are working with the affected farmers on business plans and training in sustainable range management, including fodder production and processing.

We will continue to engage with key stakeholders and monitor and evaluate our livelihood restoration plan.

LAND TENURE REFORM

Botswana’s new Tribal Land Act, 2018, came into force in April 2022, with implications for both the Jwaneng and Orapa, Letlhakane and Damshaa operations. The major changes are in the rates of the leases for the rights owned by the company.

The new Act requires that, where property is to be compensated for, the compensation must be based on market value. This may include the replacement value, open market value or – where land is readily available – an alternative piece of land equivalent in value to the property being acquired.

This development brings the Botswana land legislation in alignment with international best practices on matters of displacement where the displaced holds legally acquired rights. Debswana is working on the development of a Land Access and Displacement Strategy and Displacement Framework which will guide land-related impacted management in alignment with IFC Performance Standards and Anglo America Social Way requirements.

LAND REFORM PROJECT

With our parent company Anglo American, we are working on a project to set out our commitments to land reform in South Africa.

It focuses on three key pillars of land reform: land restitution, land redistribution and land tenure reform, as all our business units in South Africa are affected by at least one piece of legislation in these areas.

In 2021, our Land Reform Working Group reviewed each pillar and presented a land reform position paper outlining our commitments, along with a series of proposals and recommendations, which were approved by the Anglo American South Africa Management Board in 2021.

In 2022, we established workstreams in the following five areas to progress the work approved by the Board.

FRAMEWORKS

A land reform risk management framework was compiled, in collaboration with Anglo American’s Business Assurance Services team. A risk register detailing land and land reform-related risks was compiled and will be workshopped with the Land Reform Working Group before being finalised.

LEGAL REFORM

A Resettlements Guideline was developed in collaboration with the Anglo American Social Performance team. Work also began on an alternative deeds registry for informal land rights, in collaboration with a pre-eminent scholar in this field.

SPATIAL AND IMPACTS

We collated spatial mapping data points relating to our sites in South Africa and uploaded these to a central platform to give Anglo American a consolidated view of its land holdings across the country.

LAND STEWARDSHIP

We developed a set of principles on land stewardship issues, including land access, donations of land to third parties, illegal invasion and occupation of land, and interim uses of land to avoid it lying fallow when it has been earmarked for future operations. These principles were approved by the Anglo American South Africa Management Board in 2022.

In 2023, we aim to establish guidelines on land stewardship to support business units and other entities in South Africa in decision-making processes relating to the use and disposal of land.

LEGACY LAND ISSUES

This workstream was established to consider risks emanating from historical landholdings associated with former Anglo American-related companies. Beginning with those deregistered or liquidated since 1992, we have engaged a service provider to conduct deeds searches to determine if any have property listed in their names in the deeds registry.

If so, the affected business unit or entity with which the de-registered company was associated will have to establish the location of the property and what its historical and current use was or is. The aim is to ensure that any risks associated with such ownership are understood and appropriately managed.

The Land Claims Commission withdrew from the memorandum of understanding that had been in place with Anglo American South Africa since 2008. This year, an approach to deal with land claims affecting business units will be developed for approval by the Anglo American South Africa Management Board.

With our parent company Anglo American, we are working on a project to set out our commitments to land reform in South Africa. It focuses on three key pillars of land reform: land restitution, land redistribution and land tenure reform, as all our business units in South Africa are affected by at least one piece of legislation in these areas.

CRITICAL FOUNDATIONS

> INCLUSION AND DIVERSITY

> GENDER EQUITY

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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 [pages 114 to 121](#) for further details.



Students participating in a WomEng workshop in South Africa.

CRITICAL FOUNDATIONS: INCLUSION AND DIVERSITY

> INCLUSION AND DIVERSITY



Haul truck driver in vehicle, Jwaneng Mine, Botswana.

We view inclusion and diversity as a critical foundation because diverse teams help drive innovation, problem solving and resilience.

At De Beers Group, we strive for our workforce to reflect the societies of the countries in which we operate.

We believe that inclusion enables diversity, and we want all our people to be themselves at work. We encourage this by providing an adaptable, fair and supportive environment and inclusive leadership, which lets everyone feel valued.

INCLUSIVE WORKPLACE

We know that our business, like our diamonds, relies on many unique facets working together. By valuing the diversity of thought, skills and experience, we can create a stronger, more sustainable business. So, we make a deliberate and focused effort to improve diversity and inclusion across De Beers Group.

DEVELOPING WORKPLACE PRACTISES

As a business, our colleagues' psychological safety is important to us, as good mental health is a fundamental focus in creating an inclusive and productive workplace. So, we know we can always do more to help colleagues with any psychological safety concerns.

In 2022, we analysed feedback from our focus groups and surveys to understand the perspectives of our colleagues across De Beers Group. This indicated that psychological safety is important to colleagues and that those with caring responsibilities or disabilities need additional support.

Over the next year, we will work harder to better understand these challenges and to encourage colleagues to speak up where they need support. Only by doing this will we create further opportunities for people with diverse abilities to bring their talent to our workforce.

ZERO TOLERANCE FOR BULLYING AND HARASSMENT

In valuing an inclusive workplace, we recognise that any form of discrimination at work has a negative impact on our workforce. So, mandatory bullying, harassment and victimisation training was relaunched at the end of 2021 as priority part of our planned schedule of work for the year ahead.

In 2022, over 3,770 employees across De Beers Managed Businesses (88 per cent of employees) and 841 across the Joint Ventures were trained in Anti-Bullying, Harassment and Victimisation. Since 2020, 2,505 employees have completed the BHV eLearn, which was initially launched in 2020 and has been allocated to some new starters since.

Good mental health is key to providing an inclusive workplace, and we work hard to equip employees with the ability to recognise, approach and assist people who are either developing a mental health issue or who are already in a mental health crisis. In 2022, 23 additional colleagues were trained as Mental Health First Aiders.

MENTAL HEALTH FIRST AIDERS

23

additional colleagues were trained in 2022.

RECOGNISING AND RESPONDING TO DOMESTIC VIOLENCE POLICY IMPLEMENTATION

In March 2021, through our partnership with Anglo American, we launched the Group Recognising and Responding to Domestic Violence policy to support survivors of domestic violence and respond to the increasing incidence of domestic violence in the context of national and regional lockdowns resulting from the Covid-19 pandemic.

This policy sets out a range of support options such as risk assessments and safety plans, access to safe accommodation, paid leave of up to 10 days, flexible working time and financial assistance. We continued to roll out this policy in 2022, with developed approaches to whistleblowing.

GENDER EQUITY

Gender equity is a priority for De Beers Group. We recognise the societal imperative for gender equality and understand the need for gender parity across all levels of our organisation. We know that to achieve this, we must work hard for sustainable change, both inside De Beers Group, and externally in our communities.

CRITICAL FOUNDATIONS

GROUP STANDARDS AND LEGAL COMPLIANCE

Through robust systems and processes, we seek to ensure compliance with all applicable Anglo American management standards, our BPP programme, local laws and regulations, and permitting commitments. These foundations are fundamental to the way we operate, every day, everywhere.

Drawing on the experience and investment of our past, we have developed approaches that enable us to raise the bar and we are constantly rethinking and refocusing our efforts to improve. In line with the UN SDGs and in support of our Building Forever sustainability framework, we are setting our sights higher than ever before.

EMERGING LEGISLATION

Across the globe, there are several emerging frameworks for sustainability reporting. For example, the UK Government recently announced plans to introduce mandatory climate-related financial disclosures for publicly traded companies by 2025, which would align with the recommendations of TCFD.

The UK has also adopted the European Union's Non-Financial Reporting Directive, which requires large companies to report on their ESG performance, although there are currently plans to revise this directive to make it more robust.

The EU also recently proposed a Corporate Sustainability Reporting Directive (CSRD), which aims to make sustainability reporting requirements more consistent and comprehensive across all EU member states.

These initiatives demonstrate a growing commitment to promoting sustainability and transparency in corporate reporting in both the UK and the EU that will have ripple effects beyond these jurisdictions and are likely to have a significant impact on business practices and decision-making in the years to come.

Another important development in the context of emerging sustainability reporting legislation relevant to the group is the GRI's exposure draft on sustainability reporting for the mining and metals sector. The GRI is a widely recognised framework for sustainability reporting, and its exposure draft provides specific guidance on sustainability reporting for the mining industry.

The group, along with our stakeholders and partners, continues to monitor the reporting landscape and the development of these frameworks to ensure our reporting is prepared in accordance with applicable regulations and best practices.



Diamond Grader analysing a polished diamond at De Beers Group Institute of Diamonds, Maidenhead.

THE SHE WAY

The Anglo American SHE Way is our Safety, Health and Environmental management system. It helps us to maintain a safe and healthy workplace and a sustainable environment.

The SHE Way standard is aligned with ISO45001:2018 and ISO14001:2015, to which De Beers Group operations are certified.

It is part of a suite of documents including the SHE Policy, SHE Way Specifications and SHE Way Toolkit, as well as technical standards, safety and sustainable development standards and specifications, external standards and certifications adopted by De Beers Group.



[Read more online at angloamerican.com](https://www.angloamerican.com)

THE SOCIAL WAY

The Anglo American Social Way is an integrated social performance management system that has been developed in line with international standards. Social performance encompasses our interactions, activities and outcomes with respect to host communities and other local stakeholders in those areas affected by our mining activities.

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.

The three main elements of the Social Way are the Social Way Policy and Social Way Toolkit, which provide guidance on how to implement the requirements of the system; and the Social Way Assurance Framework through which sites' performance is assessed annually.



[Read more online at angloamerican.com](https://www.angloamerican.com)

COMPLIANCE WITH PERMITTING REQUIREMENTS

We aim for full compliance with our permit conditions and commitments by early identification of deviations and application of corrective actions. We identify, understand, communicate, and promptly rectify our permit non-compliances.

We proactively anticipate any impacts to our business of new regulations, and work with authorities and stakeholders to ensure fair and practical permit processes.

The Group Minimum Permitting Requirements were developed and implemented as a response to the tightening of the regulatory environment and are a step towards being better equipped to face the twin challenge of getting permits in a timely manner and keeping them in good standing. The assessment against the minimum requirements is carried out by means of a maturity model. This mandatory self-assessment tool helped to build the permitting foundation.

In 2023, Anglo American will be developing an Integrated Permitting Standard to ensure the integration of permitting into key business decision-making processes and to enable effective permitting management including acquisition, compliance and risk mitigation.

VICTOR MINE:

- On December 13, 2022, De Beers Group pleaded guilty to two counts of violating the Ontario Water Resources Act at the Victor Mine. The first count was related to the overtopping of a water control weir in June of 2019 whereby water that exceeded the discharge criteria for chloride was released into an adjacent ditch. The second count was related to the exceedance of total suspended solids in the sewage treatment plant effluent which was discharged to a tailings facility in August of 2019. There was no evidence of harm to the environment from either of these incidents. The total fine was US\$40,010.
- The other nine charges, originally laid in December of 2020, were dropped by the Crown.

SNAP LAKE MINE:

- In relation to an incident on 8 December 2017, De Beers Group pleaded guilty to one count of failure to comply with the Storage Tank Systems for Petroleum Products and Allied Petroleum Products Regulations under the Canadian Environmental Protection Act, 1999, in a Territorial Court on July 25, 2022.
- An agreed statement of facts was submitted to the Court and a fine of US\$350,000 was approved on the same day as the plea was entered. There was no evidence of environmental harm caused by the incident.

COMMUNITY CONSULTATION AND ENGAGEMENT

The Anglo American Social Way also sets out detailed requirements on how we facilitate community engagement that is dialogue based, proactive and inclusive. These engagements aim to build local accountability and mutually beneficial relationships with our stakeholders.

We do this through the following channels and processes:

- Stakeholder engagement plans
- Stakeholder accountability mechanisms
- Incident and grievance management procedure.

We recognise that stakeholder engagement is a critical underpinning of our Building Forever strategy and we ensure that all local stakeholders can raise any concerns and flag potential impacts or opportunities at all stages of a mine's lifecycle, from discovery through to closure and post-closure.

APPENDIX



A small collection of rough diamonds being sorted with tweezers at Debmarine Namibia, Namdeb and NDTC offices, Windhoek, Namibia.

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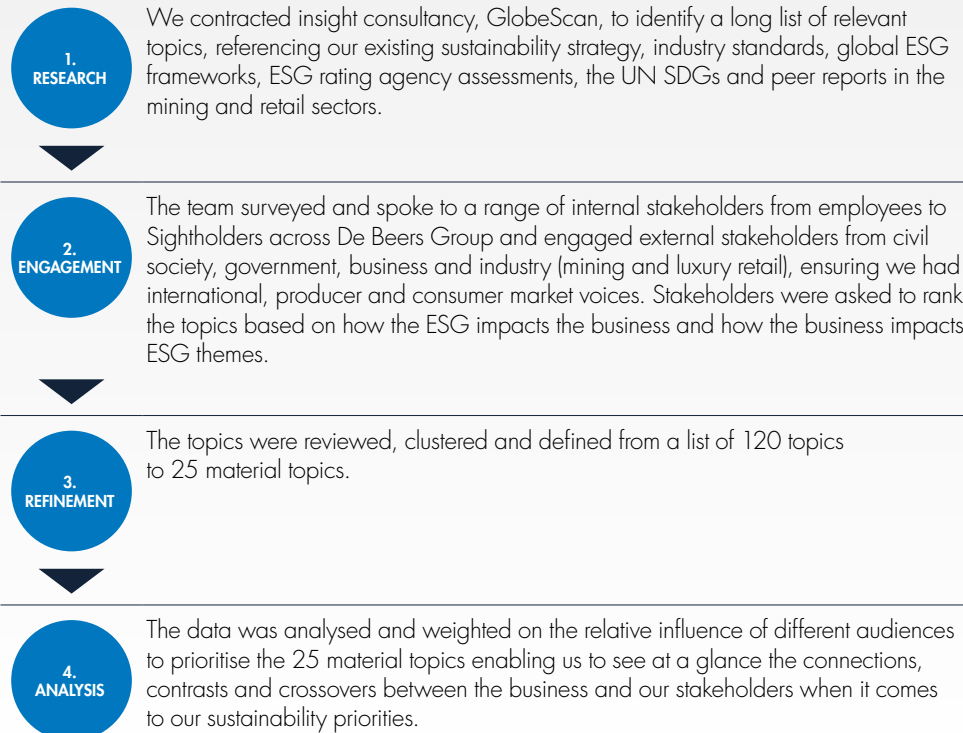
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- 204 Artisanal and small-scale mining
- 205 Land access and resettlement
- 205 Technology and innovation

MATERIALITY

The assessment revealed the intersectionality and interdependency of many of the topics which were adjusted and re-aligned in this refresh. Below are the adjustments made from our 2018 materiality assessment.

HOW WE IDENTIFIED OUR MATERIAL TOPICS



- 'Ethical value chains-responsible sourcing', 'Diamond value chain sustainability' and 'conflict diamonds' were reviewed and aligned to global definitions and language on 'Responsible sourcing' and 'Products traceability' which have become increasingly complex and important.
- 'Artisanal and small-scale mining' and 'Community development for producer countries' have now been embedded to 'local socio-economic and community development' due to the interconnectivity and importance.
- 'Human rights' has been expanded to 'Human rights and labour rights' to further enhance the importance of issues around modern slavery, child labour, and working conditions. 'Industrial relations' has been embedded into the latter topic as well to reflect the interconnectivity of issues.
- 'Land access and resettlement' is a key topic of 'communities/indigenous rights' and has therefore been embedded into the latter topic and definition.
- 'Water availability and quality' has been re-written to align with global language and KPIs around 'water use, quality and management'.
- 'Climate change' has many components and due to the material importance of this issue, we wanted to split this out to showcase the specific components and work we do on 'Climate change, greenhouse gas emissions and renewable energy' and also 'Climate resilience/adaptation in operations and communities'.
- 'Biodiversity and conservation' has various components around nature and ecosystems and physical impacts and therefore split this into two specific topics of 'Biodiversity and conservation' and 'Landscape impacts/management'.
- 'Waste management and pollution prevention' has been re-defined and expanded in light of the growing emphasis on circularity and updated to 'waste management and circularity'.
- Mine closure and asset transfer has been further refined to reflect the work we are doing to reduce all impacts in regard to mine closure and therefore adapted to 'Responsible mine closure/post-mining transition'.
- Employee attraction, development and diversity has become split into three specific topics due to the increased focus on increasing positive societal impacts and employee relations. The three new topics are: 'training and up-skilling employees and communities', 'Diversity, equity and inclusion in the workplace' and 'local hiring/procurement'.
- 'Safety' and 'Health and Well-being (employees)' are interconnected and have combined to 'Health, safety and wellbeing for employees and communities' due to the clear link and extension into communities.
- 'Women and girls' empowerment' has been updated to reflect the importance of equity and re-written to 'Gender Equity'.
- 'Responsible and inclusive marketing and communications' has been identified as a new material topic due to the increased scrutiny around DEI in marketing and responsible claims.
- 'Consumer demand for diamonds' has been narrowed to focus on 'Sustainability topics impacting consumer demand for diamonds' since this has become more material for consumers.
- 'Technology and innovation' has been refined to focus on the 'Impacts of technology and innovation' within De Beers operations as digitalisation has changed business significantly and can have a positive impact on society and communities.
- 'Partnerships and government relationships' has been split into two specific material topics to highlight the importance of the work we do in each area on 'Advocacy and public policy engagement' and 'community consultation and engagement'.
- 'Transparency' and 'Business integrity' has been further refined due to the broader implications around ethics and merged to 'Business ethics, governance and transparency'.
- 'Anti-corruption and Anti-bribery' has been pulled out from 'Business integrity' to highlight the increased materiality of the issue.

BUILDING FOREVER – PERFORMANCE DATA 2020–2022

AS OF 31 DECEMBER 2022 REPORTING PERIOD

Our reporting year runs from 1 January to 31 December 2022.

Unless otherwise indicated, data reflects performance reported for De Beers Group, which consists of the Company, and all entities (which include subsidiaries, joint operations, and associates) that are controlled, jointly controlled, or significantly influenced by the Company (the “group” or “De Beers”). Exclusions and details can be found within the Performance Data below.

INDICATOR GROUPS

SAFETY	178	LIVELIHOODS	179	WASTE	183
EMPLOYEE HEALTH AND WELLBEING	178	CLIMATE CHANGE	180	HUMAN RIGHTS	183
ENVIRONMENT	178	WATER	180	ECONOMICS	183
RESPONSIBLE SOURCING	178	BIODIVERSITY	180		
		INCLUSIVE WORKFORCE	180		



School girls playing wooden xylophone during music in Acacia Primary School, Botswana.

	Unit	2022	2021	2020
SAFETY				
Frequency rates				
Total work-related fatal injuries	#	1	0	0
Lost time injury frequency rate (LTIFR)	#	0.53	0.51	0.58
Total recordable injury frequency rate (TRIFR) ¹	#	1.47	1.52	1.59
Number of High Potential Incidents	#	69	79	73
EMPLOYEE HEALTH AND WELLBEING				
Occupational health				
Occupational disease cases (level 3-5)	#	2	0	0
Workforce exposed to respirable dust (Category A)	#	103	85	85
Workforce exposed to noise (decibels) ²	#	4,045	3,790	3,624
Workforce potentially exposed to occupational carcinogens above thresholds ³	#	40	13	85
Employees tested for HIV⁴				
Employees who know their status South Africa ⁵	#	2,387	1,981	1,675
Employees who know their status Botswana	#	4,861	5,179	4,732
Employees who know their status Namibia	#	2,772	2,573	1,760
Percentage of employees who know their HIV status⁴				
Percentage of employees who know their HIV status	%	84	88	76
Employees receiving anti-retroviral therapy				
Employees on anti-retroviral therapy South Africa	#	147	139	136
Employees on anti-retroviral therapy Botswana	#	832	815	927
Employees on anti-retroviral therapy Namibia	#	116	114	123
Total employees receiving anti-retroviral therapy	#	1,095	1,049	1,079

Notes:

- 1 Indicator name updated to TRIFR, previously reported as TRCFR. 2021 comparative updated from 1.51.
- 2 Noise levels $\geq 85\text{dB(A)}$ < 105dB(A) 8hr time-weighted average (TWA).
- 3 Number only includes carcinogens above a certain threshold.
- 4 This includes Botswana, Namibia and South Africa. Prior year numbers do not include De Beers Global Sightholder Sales. Element 6 is not in scope for South Africa.
- 5 2020 value restated from 1,539.
- 6 Environmental incidents for 2020 do not include data from Debswana.

	Unit	2022	2021	2020
Number of new cases of HIV among employees in southern Africa⁴				
Number of new HIV cases South Africa	#	2	3	13
Number of new HIV cases Botswana	#	30	145	13
Number of new HIV cases Namibia	#	4	11	6
Total new cases of HIV among employees in southern Africa	#	36	159	32
Proportion of workforce with access to free and confidential HIV testing and wellbeing programmes⁴				
Proportion of workforce with access to free and confidential HIV testing and wellbeing programmes	%	100	100	100
Incidence of tuberculosis⁴				
Incidence of tuberculosis cases per 100,000 full-time employees (group)	#	51	74	36
ENVIRONMENT				
Environmental incidents by severity⁶				
Environmental incidents – Level 1	#	395	397	167
Environmental incidents – Level 2	#	20	19	48
Environmental incidents – Level 3	#	0	0	0
Environmental incidents – Level 4	#	0	0	0
Environmental incidents – Level 5	#	0	0	0
Environmental incidents – Total incidents	#	415	416	215
RESPONSIBLE SOURCING				
BPP programme coverage – people, entities and countries				
Total BPP coverage (Number of people)	#	341,369	282,400	349,955
Total BPP coverage (Number of entities)	#	2,690	2,283	2,644
Total BPP coverage (Number of countries)	#	77	75	77
De Beers Group site visits for the BPP programme cycle				
Number of De Beers Group site visits	#	10	10	10
Sightholder visits for the BPP programme cycle				
Number of Sightholder visits for BPP cycle	#	113	109	103

	Unit	2022	2021	2020
De Beers Group infringements				
Total number of De Beers Group infringements	#	4	0	1
Sightholder infringements and improvement opportunities⁷				
Total number of Sightholder infringements	#	158	153	64
Number of Sightholder major infringements	#	25	29	9
Number of Sightholder minor infringements	#	133	124	55
Number of Sightholder improvement opportunities	#	138	106	88
Sightholder infringements and improvement opportunities by theme⁸				
Number of major business infringements	#	13	14	4
Number of minor business infringements	#	45	24	28
Total number of Sightholder business infringements (major and minor)	#	58	38	32
Number of business improvement opportunities	#	52	35	28
Number of major social infringements	#	12	15	5
Number of minor social infringements	#	81	98	27
Total number of Sightholder social infringements (major and minor)	#	93	113	32
Number of social improvement opportunities	#	83	69	60
Total number of major environmental infringements	#	0	0	0
Total number of minor environmental infringements	#	7	2	0
Total number of Sightholder environmental infringements (major and minor) ⁸	#	7	2	0
Total number of environmental improvement opportunities	#	3	2	0

Notes:

- ⁷ 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 assurer 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.
- ⁸ 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.
- ⁹ 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.
- ¹⁰ Procurement numbers are reviewed via survey on a cyclical basis every two to three years; therefore, comparable data is not available every year.

	Unit	2022	2021	2020
LIVELIHOODS				
Enterprise development – Tokafala				
Number of businesses that enrolled in Tokafala this year	#	178	66	174
Number of businesses that have enrolled in Tokafala since inception	#	1,118	940	861
Number of jobs supported through businesses supported by Tokafala this year	#	1,784	1,575	1,671
Number of jobs supported through businesses supported by Tokafala since inception	#	9,379	7,594	5,928
Percentage of graduate businesses that are female owned this year	%	40	40	36
Percentage of graduate businesses that are female owned since inception	%	43	43	–
Enterprise and supplier development (including Zimele, SEDA and others)⁹				
Enterprise development	#	111	561	270
Supplier development	#	0	0	0
Procurement ¹⁰	#	–	–	4,216
Corporate Social Investment	#	0	0	0
Skills development/LE	#	432	24	0
External capacity building	#	0	0	0
Employee volunteering	#	0	0	0
Synergies with infrastructure	#	0	0	0
Agricultural development	#	1,015	520	0
Collaborative regional development	#	0	0	0
Innovation-related jobs	#	0	0	0
Licence, permit and other social investments	#	0	214	0
Household livelihoods support measures	#	0	0	0
Labour and SME ecosystem strengthening	#	0	0	0
Induced employment	#	0	0	0



	Unit	2022	2021	2020
CLIMATE CHANGE				
Energy consumption				
Energy from fossil fuels	mGJ	10.5	9.8	8.3
Energy from grid electricity purchased	mGJ	3.2	3.5	3.2
Energy from renewable electricity purchased	mGJ	0.4	0.0	0.0
Energy from renewable electricity generated	mGJ	0.0	0.0	0.0
Energy consumption total	mGJ	14.1	13.3	11.5
GHG emissions				
CO ₂ e from fossil fuels	Mt CO ₂ e	0.8	0.7	0.6
CO ₂ e from grid electricity purchased	Mt CO ₂ e	0.9	0.9	0.9
CO ₂ e from renewable electricity purchased	Mt CO ₂ e	0.0	0.0	0.0
CO ₂ e from renewable electricity generated	Mt CO ₂ e	0.0	0.0	0.0
CO ₂ e emissions total	Mt CO ₂ e	1.7	1.6	1.5
CO ₂ e from Scope 3 emissions ¹¹	Mt CO ₂ e	–	2.9	3.8
Sulphur dioxide and nitrogen dioxide emissions				
Total SO ₂ emissions from fuel used and processes ¹²	tonnes	214.6	189.6	–
SO ₂ from marine gas oil ¹²	tonnes	19.3	24.5	–
SO ₂ from diesel	tonnes	195.3	165.1	134.6
NO ₂ from diesel	tonnes	8,204.4	6,935.7	5,652.4
WATER				
Water withdrawal by source for De Beers Group				
Total withdrawals	megalitres	62,532	66,226	58,281
Groundwater	megalitres	26,874	28,501	27,325
Surface water	megalitres	12,655	16,993	11,351
Sea water	megalitres	22,019	19,756	18,398
Third party	megalitres	984	976	1,207

Notes:

11 2022 assessment not available at time of publication.

12 Restatement of 2021 data due to a system error in previous reporting cycle. 2020 comparatives not available.

13 Data for 2020 not available.

14 Total discharge for De Beers Group. 2021 comparatives have been restated to reflect a new basis of preparation.

15 Total consumption for De Beers Group. 2021 comparatives have been restated to reflect a new basis of preparation.

16 Joint ventures include Debswana only.

	Unit	2022	2021	2020
Water discharge for De Beers Group¹³				
Total discharge ¹⁴	megalitres	28,998	30,105	–
Groundwater	megalitres	3,691	2,109	–
Surface water	megalitres	1,964	6,933	–
Sea water	megalitres	21,703	19,567	–
Third party	megalitres	1,640	1,496	–
Water consumption for De Beers Group¹³				
Total consumption ¹⁵	megalitres	32,129	32,141	–
Entrainment	megalitres	12,672	12,571	–
Evaporation	megalitres	11,761	9,451	–
Task loss	megalitres	7,696	10,119	–
Total water consumption and discharge for De Beers Group¹³				
Total water consumption and discharge for De Beers Group	megalitres	61,127	62,246	–
Water reuse and recycling for De Beers Group¹³				
Total water reuse and recycling efficiencies for De Beers Group	%	73	75	–
BIODIVERSITY				
Biodiversity plans				
Total mine sites which are required to have biodiversity management plans in place	%	100	100	100
Land conserved versus land altered				
Land altered for mineral extraction activities	HA	40,332	40,276	32,943
Land set aside for conservation (Managed operations and joint ventures) ¹⁶	HA	194,098	198,499	198,499
INCLUSIVE WORKFORCE				
Women in the workforce and in management positions				
Women employed	%	26.8	27.3	26.9
Women in non-senior management positions	%	34.0	33.4	32.2
Women in senior management positions	%	33.3	30.7	30.1



	Unit	2022	2021	2020
Women in the workforce and in management positions, by business unit¹⁷				
Total employees that are women, De Beers Group	%	26.8	27.3	26.9
Total employees that are women, Debswana	%	22.4	23.1	22.9
Total employees that are women, Namdeb	%	19.7	21.0	20.3
Total employees that are women, Debmarine Namibia	%	17.4	16.2	14.9
Total employees that are women, Element 6	%	26.3	27.2	27.2
Non-senior management employees that are women, De Beers Group ¹⁸	%	34.0	33.7	32.2
Non-senior management employees that are women, Brands and Consumer Markets	%	67.7	68.4	–
Non-senior management employees that are women, Diamond Trading	%	39.9	38.1	–
Non-senior management employees that are women, Managed Operations	%	26.6	24.7	–
Non-senior management employees that are women, Technical and Sustainability	%	31.7	25.8	–
Non-senior management employees that are women, Strategy and Innovation	%	30.4	34.6	–
Non-senior management employees that are women, Debswana	%	27.9	28.0	27.0
Non-senior management employees that are women, Namdeb	%	39.7	38.4	34.8
Non-senior management employees that are women, Debmarine Namibia	%	30.4	28.6	31.0
Non-senior management employees that are women, Element 6	%	28.1	32.5	29.0
Senior management employees that are women, De Beers Group	%	33.3	32.0	30.1
Senior management employees that are women, Brands and Consumer Markets	%	61.7	60.3	–
Senior management employees that are women, Diamond Trading	%	26.1	24.4	–
Senior management employees that are women, Managed Operations	%	30.2	29.8	–
Senior management employees that are women, Technical and Sustainability	%	35.9	32.3	–
Senior management employees that are women, Strategy and Innovation	%	41.4	40.6	–
Senior management employees that are women, Debswana	%	21.3	20.6	18.8

Notes:

¹⁷ Several indicator groups removed in 2022, as no longer reflecting company structure. For new groups, the 2021 comparatives have been restated to reflect the new company structure and greater consistency in metric definitions.

¹⁸ 2021 have been restated to reflect the new company structure and greater consistency in metric definitions.

¹⁹ These indicators do not include consistent capture of data from Namdeb and Element Six Ireland sites. Dataset will be reviewed during 2023 and any material changes will be restated.

²⁰ New indicator in 2022.

	Unit	2022	2021	2020
Senior management employees that are women, Namdeb	%	23.1	16.7	–
Senior management employees that are women, Debmarine Namibia	%	20.0	22.2	–
Senior management employees that are women, Element 6	%	23.2	18.0	33.3
Local and historically disadvantaged employees				
South Africa (Historically disadvantaged South Africans) among employees	%	88.0	87.2	84.7
South Africa (Historically disadvantaged South Africans) in non-senior management	%	65.8	66.1	60.5
South Africa (Historically disadvantaged South Africans) in senior management	%	58.7	56.1	50.0
Namibia (Historically disadvantaged Namibians) among employees	%	91.4	90.9	91.0
Namibia (Historically disadvantaged Namibians) in non-senior management	%	68.9	66.8	68.2
Namibia (Historically disadvantaged Namibians) in senior management	%	69.0	73.1	66.7
Botswana (local citizens) among employees	%	98.9	99.1	98.4
Botswana (local citizens) in non-senior management	%	97.3	97.3	93.7
Botswana (local citizens) in senior management	%	88.3	84.3	81.8
Investment in employee training and development				
Total training spend (group)	USD million	19	16	9
Number of employees receiving training¹⁹				
Total number of employees who received training (group)	#	13,181	10,096	8,732
Hours of training delivered¹⁹				
Total number of hours of training (group)	#	611,344	479,592	581,570
Average hours of training per year per employee (group)	#	46	48	67
Group e-learning hours (group) ²⁰	#	14,206	–	–



	Unit	2022	2021	2020
Workforce by type of employee				
Total workforce ²¹	#	21,179	19,771	21,615
Direct employees (Includes permanent employees, those on fixed-term contracts, and trainees)	#	15,242	14,339	13,976
Number of permanent employees	#	13,135	12,599	12,744
Number of fixed-term employees	#	1,895	1,517	1,049
Employees based in Africa				
Proportion of employees based in Africa	%	82	82	81
Permanent and fixed-term employees by region				
Africa – permanent	#	10,633	10,178	10,363
Africa – fixed-term employees	#	1,680	1,337	837
Asia – permanent	#	366	364	398
Asia – fixed-term employees	#	8	6	53
Europe and Middle East – permanent	#	1,359	1,309	1,295
Europe and Middle East – fixed-term employees	#	145	119	87
North America – permanent	#	777	748	688
North America – fixed-term employees	#	62	55	72
Direct employees by grade				
Grade 9 UK/GBF2	#	1	1	1
F-Band/Grade 8/GBF3	#	16	12	13
EU-Band/Grade 7/GBF4	#	77	75	79
EL-Band/Grade 6/GBF5	#	387	385	386
DL & DU-Band/Grade 4 & 5 /GBF6	#	2,368	2,157	2,093
CU-Band/Grade 3/GBF7	#	1,429	2,607	2,478
CL-Band/Grade 2/GBF8 – GBF10	#	11,059	9,102	8,779

Notes:

21 Indicator refers to direct employees as well as contractors.

22 2021 comparatives have been restated.

23 Values exclude DTC figures, due to insufficient knowledge of the density for conversion.

	Unit	2022	2021	2020
Employee turnover				
Employee turnover (includes resignations, redundancies, retirement, dismissals and completion of fixed-term contracts)	%	7.0	9.1	8.1
Resigned, redundant, retired, contract completed	%	6.6	8.4	7.4
Dismissed	%	0.4	0.7	0.7
Employee turnover by region				
Resigned, redundant, retired, contract completed – Africa	#	743	958	766
Resigned, redundant, retired, contract completed – Asia Pacific	#	29	36	37
Resigned, redundant, retired, contract completed – Europe	#	66	116	139
Resigned, redundant, retired, contract completed – North America	#	171	96	97
Dismissed – Africa	#	40	68	65
Dismissed – Asia Pacific	#	6	2	1
Dismissed – Europe	#	2	1	14
Dismissed – North America	#	14	24	15
Employee turnover by gender				
Employee turnover data by gender – Male	%	8.7	9.4	7.8
Employee turnover data by gender – Female	%	6.4	8.2	9.1
Union membership				
De Beers Group employees who are members of a union	%	43.2	48.4	47.0
Union membership across African operations				
Employees covered by collective bargaining agreements at DBCM	%	88.3	77.8	87.3
Employees covered by collective bargaining agreements at Debswana	%	84.5	79.5	64.8
Employees covered by collective bargaining agreements at Namdeb (land operations)	%	85.9	81.9	71.3



	Unit	2022	2021	2020
WASTE				
Non-mineral waste by type – Mass²²				
Non-hazardous waste to legal landfill	tonnes	7,603	7,110	5,563
Hazardous waste to legal landfill ²³	tonnes	2,296	1,698	2,301
Non-hazardous waste to incineration ²⁴	tonnes	1,113	780	1,536
Hazardous waste to incineration	tonnes	281	268	227
Non-hazardous waste recycled ²⁵	tonnes	13,010	10,166	7,607
Hazardous waste recycled ²⁵	tonnes	5,790	4,093	1,688
HUMAN RIGHTS				
Human rights training				
Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations	#	1,426	2,854	2,428
Number of employees trained	#	3,469	5,766	2,332
Anti-corruption/Business integrity				
Number of business unit and corporate functions subject to full anti-corruption programme internal audits	#	5	2	7
Number of business unit and corporate functions that undertook anti-corruption programme self assessments	#	14	15	20
Number of employees attending face-to-face anti-corruption training workshops	#	16	11	46
Number of employees completing online anti-corruption training	#	1,292	739	2,090
Number of significant incidents of corruption	#	0	0	0

Notes:

²⁴ 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.

²⁵ Non-hazardous and Hazardous waste recycled included wastes that have either been recycled, reused or biologically treated.

²⁶ Number of investigations excludes Debswana investigations linked to whistleblowing, as the service is independently managed.

²⁷ Data points for 2021 and 2020 are not available due to a change in basis of preparation.

²⁸ Relating to production locations of Botswana, South Africa, Namibia and Canada.

²⁹ Metric has been refined to align with local policy and standards. From 2022, this now reflects discretionary spend, a component of addressable spend, but with some exclusions. Definitions for BEE-compliant entities for inclusive spend have also been updated.

	Unit	2022	2021	2020
Competition law training				
Number of individuals nominated to complete competition law training (group)	#	153	655	–
Average completion rate (group)	%	100	77	–
Average pass rate (group)	%	100	88	–
Whistleblowing investigations				
Investigations into alleged illegalities/breaches of De Beers Group policies resulting from whistleblowing reports and internal investigations ²⁶	#	194	184	129
Dismissals as a result of illegalities				
Dismissals as a result of illegalities/breaches ²⁷	#	1	–	–
ECONOMICS				
Inclusive procurement as a proportion of total spend				
Total procurement spend ²⁸	USD million	2,367	2,386	1,852
Total inclusive procurement spend	USD million	1,689	1,734	1,189
Total inclusive procurement as a proportion of total spend	%	71	73	64
South Africa: Inclusive procurement as a proportion of total spend ²⁹	%	65	93	98
Botswana (Debswana): Inclusive procurement as a proportion of total spend	%	86	85	80
Namibia: Inclusive procurement as a proportion of total spend	%	54	39	37
Canada: Inclusive procurement as a proportion of total spend	%	80	65	25
Local Sightholders qualifying for the current contract period				
Local Sightholders selected for the current contract period in Botswana	#	31	21	20
Local Sightholders selected for the current contract period in Namibia	#	11	11	8
Local Sightholders selected for the current contract period in South Africa	#	8	7	6
Local Sightholders selected for the current contract period in Canada	#	1	1	2



	Unit	2022	2021	2020
Socio-economic contribution³⁰				
Total taxes and royalties borne and taxes collected (group)	USD million	1,013	547	406
Total taxes and royalties borne and taxes collected (Botswana)	USD million	650	–	–
Total taxes and royalties borne and taxes collected (South Africa)	USD million	42	–	–
Total taxes and royalties borne and taxes collected (Namibia)	USD million	242	–	–
Total taxes and royalties borne and taxes collected (Canada)	USD million	27	–	–
Total tax and economic contribution (group)	USD million	3,646	–	–
Total tax and economic contribution (Botswana)	USD million	1,232	–	–
Total tax and economic contribution (South Africa)	USD million	865	–	–
Total tax and economic contribution (Namibia)	USD million	637	–	–
Total tax and economic contribution (Canada)	USD million	444	–	–
Distribution of diamond revenue				
Value of payments made to stakeholders in North America/Asia/Africa/Europe	USD million	5,429	4,671	3,199
Percentage of these payments made to stakeholders in Africa	%	75	78	74
Beneficiation				
Canada – sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	0	0	0
Namibia – sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	291	229	185
South Africa – sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	221	320	166
Botswana – sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	1,036	788	2,360
Total sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	1,548	1,337	2,711
Total rough diamond sales	USD million	5,945	4,884	2,841

Notes:

30 Unless otherwise stated, the tax data and economic contribution included in this report are based on the cash payments made by entities included in the consolidated accounts of Anglo American as at 31 December 2022. We have included the taxes, royalties and other payments made to governments by these entities on the following basis, aligned with the accounting in the group's consolidated financial statements: full payments (net of refunds) for entities consolidated for accounting purposes, plus a proportionate share of payments (net of refunds) for joint operations based on the group's percentage shareholding.

31 Production is on a 100% basis except for the Gahcho Kué joint operation, which is on an attributable 51% basis.

	Unit	2022	2021	2020
Carats recovered³¹				
Total Canada (DBCI) carats recovered	kct	2,815	3,177	3,324
Total Namibia (Namdeb Holdings) carats recovered	kct	2,137	1,467	1,448
Total Botswana (Debswana) carats recovered	kct	24,142	22,327	16,559
Total South Africa (DBCM) carats recovered	kct	5,515	5,306	3,771
Overall total carats recovered	kct	34,609	32,276	25,102
Social investment spend by country				
Social investment spend in Canada	USD million	0.6	0.3	0.3
Social investment spend in Namibia	USD million	8.3	11.2	6.5
Social investment spend in South Africa	USD million	6.5	5.7	6.2
Social investment spend in Botswana	USD million	27.2	17.3	19.5
Social investment spend in Other	USD million	1.1	0.5	0.6
Total social investment spend	USD million	43.7	34.9	33.2
Social investment spend by type of initiative				
Health and welfare	USD million	24.2	18.5	21.5
Education and training	USD million	6.4	2.9	2.3
Sports, arts, culture and heritage	USD million	2.6	0.7	0.7
Institutional capacity development	USD million	1.1	1.4	1.3
Community, infrastructure and small business development	USD million	6.7	9.8	5.6
Other, including emergency relief, housing and environmental	USD million	2.7	1.5	1.7
Total social investment spend	USD million	43.7	34.9	33.2

INDEPENDENT REASONABLE 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 reasonable assurance over selected sustainability information reported in the *Building Forever – Performance Data 2020-2022* ('the Performance Data') published as an *Appendix in the Building Forever: Our Progress 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 restricted to assurance over De Beers' 'Total work-related Fatal Injuries' included in the Performance Data (the 'Selected Information') for the reporting period January 1, 2022 to December 31, 2022.

REPORTING CRITERIA

The Selected Information has been prepared in accordance with De Beers internal definitions in alignment with De Beers' parent company, Anglo American Plc ('Anglo American'). The selected Information should be drawn and understood together with the following external information: Basis for Preparation of Key Sustainability Data, as set out in the Anglo-American Sustainability Report 2022:

<https://www.angloamerican.com/~media/Files/A/Anglo-American-Group-v5/PLC/investors/annualreporting/2022/Sustainability-Report2022.pdf> (page 96).

LIMITATIONS AND EXCLUSIONS

Excluded from the scope of our work is verification of the following:

- Activities outside the defined scope and assurance period;
- The appropriateness of the reporting criteria and its boundaries;
- Positional statements (expressions of opinion or belief) and statements of future intention or commitment; and
- Content of external websites or documents linked from the Performance Data.
- Other information included in the Report other than the Selected Information.

The following limitations should be noted:

- This reasonable assurance engagement relies on a risk-based selected sample of sustainability data and the associated limitations that this entails.
- 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 reasonable assurance about whether the Selected Information has been prepared in accordance with the Reporting Criteria;
- 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' Directors.

ASSESSMENT STANDARD

We performed our work to a reasonable level of assurance 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), issued by the International Auditing and Assurance Standards Board.



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 level;
2. Confirmed with the General Managers of high-risk sites that the Selected Information was correct to the best of their knowledge;
3. Conducted two remote site visits (Orapa and Gahcho Kue), which included interviews with relevant personnel at site level and testing of the Selected Information;
4. 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;
5. Reviewed a sample of the Selected Information to the corresponding source documentation; and
6. Assessed the disclosure and presentation of the Selected Information in the Report to ensure consistency with assured information.

A 5% materiality threshold was applied to this assurance. It should be noted that reasonable assurance is a high level of assurance but is not a guarantee that a review conducted in accordance with the ISAE 3000 Standard will always detect a misstatement when it exists. The procedures performed depend on the assurance practitioner’s judgement, including the risk of misstatement of the specific activity data, whether due to fraud or error. While we considered the effectiveness of Management’s internal controls when determining the nature and extent of our procedures, our procedures were not designed to provide assurance on internal controls.

CONCLUSION

On the basis of our methodology and the activities described above, it is our opinion that the Selected Information is fairly stated in all material respects and is presented in accordance with the Reporting Criteria.

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 certified¹ 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, quality reviews and applicable legal and regulatory requirements which we consider to be equivalent to ISQM 1 & 2².

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA)³, 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. We consider this to be equivalent to the requirements of the IESBA code⁴.

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

10 May 2023

1. Certificate available on request.
2. International Standard on Quality Management 1 (Previously International Standard on Quality Control 1) & International Standard on Quality Management.
3. International Federation of Inspection Agencies – Compliance Code – Third Edition.
4. Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.



INDEPENDENT LIMITED 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 limited assurance over selected sustainability information reported in the *Building Forever – Performance Data 2020-2022* ('the Performance Data') published as an Appendix in the *Building Forever: Our Progress 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 1st, 2022 to December 31st, 2022 (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 2021 and the corresponding GRI index.

REPORTING CRITERIA

The Selected Information has been prepared in accordance with relevant best practice reporting frameworks such as the Global Reporting Initiative (GRI), as well as internal definitions set by De Beers in their sustainability strategy and corporate management standards and guidelines, in alignment with De Beers' parent company, Anglo American Plc ('Anglo American'). The selected Information should be drawn and understood together with the following external information: Basis for Preparation of Key Sustainability Data, as set out in the Anglo-American Sustainability Report 2022:

https://www.angloamerican.com/~/_media/Files/A/Anglo-American-Group-v5/PLC/investors/annualreporting/2022/Sustainability-Report2022.pdf (96-97).

Footnotes included within the Performance Data should be read alongside the Selected Information.

LIMITATIONS AND EXCLUSIONS

Excluded from the scope of our work is verification of the following:

- Total work-related Fatal Injuries (p.180)
- Cumulative data since inception reported for Tokafala under 'Enterprise Development – Tokafala' (p.181);

- Enterprise Development, Procurement and Collaborative Regional Development under 'Enterprise and supplier development (including Zimele, SEDA, and others)' (p. 181);
- Scope 3 emissions (p.182)
- Financial data included in the Performance Data that is already subject to independent third party audit and opinion. This was relied upon and the verification effort was not repeated. This included: 'Distribution of diamond revenue', 'Beneficiation' and 'Socio-Economic contribution', under 'Economics' (p.185-186).
- 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.

The following limitations should be noted:

- 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 has been prepared in accordance with the Reporting Criteria;
- 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’ Directors.

ASSESSMENT STANDARD

We performed our work to a limited level of assurance 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), issued by the International Auditing and Assurance Standards Board.

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. Conducted two remote site visits (Orapa and Gahcho Kue).
3. Reviewed 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;
4. Reviewed a sample of the Selected Information to the corresponding source documentation;
5. Confirmed where relevant the accuracy of information with third parties and/or partner agencies;
6. Assessed the disclosure and presentation of the Selected Information in the Report to ensure consistency with assured information; and
7. Evaluated the alignment of Selected Information with the reporting requirements of the GRI Standards 2021.

A 5% materiality threshold was applied to this assurance. It should be noted that the procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

CONCLUSION

On the basis of our methodology and activities and limitations described above, nothing has come to our attention to indicate that the Selected Information is not fairly stated in all material respects. However, the following should be noted: the processes in place to maintain the electricity emissions factors at country level, which are used to determine De Beers’ GHG emissions associated to the grid electricity purchased, were observed not being adequately updated, i.e., not being reviewed annually in a systematic way to align with latest available emissions factors from the source.

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 certified¹ 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, quality reviews and applicable legal and regulatory requirements which we consider to be equivalent to ISQM 1 & 2².

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the IFIA³, across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, The assurance team for this work conducted professional behaviour and high ethical standards in their day-to-day business activities. We consider this to be equivalent to the requirements of the IESBA code⁴.

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

10 May 2023

1. Certificate available on request.
2. International Standard on Quality Management 1 (Previously International Standard on Quality Control 1) & International Standard on Quality Management.
3. International Federation of Inspection Agencies – Compliance Code – Third Edition.
4. Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.



SUMMARY REPORT FOR DE BEERS GROUP 2022 CYCLE

ROLE OF SGS IN THE BEST PRACTICE PRINCIPLES PROGRAMME

APPOINTMENT OF SGS

SGS has been the verification partner for the BPP 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 2,690 entities in 77 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, De Beers Group Contractors 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 2022 BPP cycle ran from 1 January to 31 December 2022. 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 2,690 entities across the diamond value chain.

For 2022, the programme further aligned the non-compliance section of the programme to De Beers Group's own corporate "Building Forever" 2030 goals. This included:

- Additional questions and supporting guidance relating to Inclusion and Diversity initiatives as well as the living wage. Whilst these questions did not impact a Sightholder's overall compliance rating, it offered an opportunity for De Beers Group to drive best practice in these increasingly important areas.

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 Group 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 continued 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 six Beneficiation Project Members were again required to submit workbooks, and three of the Beneficiation Project Members were subject to the full verification of the BPPs following their phased introduction to the programme. Three of the Beneficiation Project Members were new to the BPP programme during the 2022 cycle and therefore received a desktop review only. Due to the onboarding of new Beneficiation Project Members, there was a small increase in the number of findings identified. There was a total of one Major Infringement and five Improvement Opportunities identified across the Beneficiation Project Members. These Beneficiation Project Members are being assisted by De Beers Group 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 leverage 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 2022, 31 combined BPP/RJC visits were undertaken covering 30 Sightholders who had elected to become certified, renew their certification, or extend the scope for additional entities or to include provenance claims. For 2022, 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 2022 cycle.

The scope of work undertaken by SGS as the BPP verifier for the 2022 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, De Beers Group Contractors 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 per cent of each Sightholder or Beneficiation Project Members 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 Group teams to ensure consistency of approach across all jurisdictions.
- Provision of information relating to the compliance status of Sightholders’ and Beneficiation Project Members’ 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 per cent 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 13 desktop workbook reviews and 10 third-party verifications.

Within the 13 desktop reviews conducted during the cycle, no Material, Major or Minor Infringements were raised. 17 Improvement Opportunities were self-declared across several topics in the Business Practices and Employment sections, recognising the seriousness with which 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, one head office, one manufacturing entity, two sales operations and three retail stores.

The 10 verification assessments undertaken at De Beers Group entities did not identify any material breaches. However, two Major Infringements, two Minor Infringements and two Improvement Opportunities were raised in total across all 10 audits. One of the Major Infringements related to a non-discrimination issue to ensure that workers had access to an effective grievance mechanism. The second Major Infringement related to a financial issue where an independent financial auditor was required. A Minor Infringement was raised as a health and safety advocate was required to meet the local legal requirements. The second Minor Infringement related to an employment issue to ensure maternity pay was provided in line with local legal requirements. The required Corrective Action Plans are currently being completed, demonstrating the robust Corrective Action Process that is in place whereby participants have to provide evidence that they have taken the necessary steps to remove the infringement found from their operations. This also demonstrates the seriousness with which De Beers Group treats the application of the BPP requirements to themselves and taking any necessary action if issues are found.

In conclusion, four 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 per cent 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.

2,690 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 767 individual workbooks. Of these, 175 workbooks were reviewed for this cycle and rated in accordance with the BPP programme requirements.

In addition, 113 verification visits were completed based on the sampling rules defined above.

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 Major Infringements and two Minor Infringements and two Improvement Opportunities were raised where entities could seek to go further in the spirit of continuous improvement.

SIGHTHOLDERS

Sightholders had a more mixed performance. A total of 158 infringements were raised during the cycle. 25 of these were Major Infringements, with 13 raised against Business Principles and 12 against Social Requirements. In addition, 138 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 2022, the number of infringements raised was higher than the previous 2021 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 and 2021 cycles, 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 2022 cycle, the programme was updated to reflect changes in the World Diamond Council System of Warranties with the addition of a self-assessment. 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 2023 cycle, a full return to on-site assessment is anticipated which will increase the robustness of the verification and enhance the due diligence.

De Beers Group 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 with 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
21st April 2023

www.uk.sgs.com



DE BEERS GROUP 2022: GRI INDEX

GRI INDEX: AN INTRODUCTION

This report has been prepared in accordance with the 2021 GRI Standards.

We referred to the principles set out in GRI Standard 1: Foundation 2021 to define the report's content and to guide our efforts in providing information that is accurate, comprehensive and balanced.

Our GRI Index directs readers to content in this report, on the [De Beers Group website](#) and in the [Anglo American Integrated Annual Report 2022](#) and [Anglo American Sustainability Report 2022](#). Together, these sources provide full disclosure on our sustainability approach and performance in 2022.

We engaged Bureau Veritas UK Ltd (Bureau Veritas) to undertake an independent third-party assurance on selected sustainability key performance indicators disclosed within this report. The scope of their assurance covered selected sustainability key performance indicators reported in the Building Forever – Performance Data 2020-2022 ('Databook'). The review also included an evaluation of alignment of the reported data and information included in the Report to the requirements of reporting in accordance with the GRI Universal Standards 2021. Their full assurance statements are provided on [pages 185 to 188](#).

Sunset behind two baobab trees at Venetia Limpopo Nature Reserve, part of the Diamond Route in South Africa.



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.

- GRI Standard / other source
- This icon indicates that the hyperlink leads to a website or other online resource.

GENERAL DISCLOSURES







2021 Disclosure	Location 2022
GRI 2: GENERAL DISCLOSURES 2021	
2-1 Organisational details	De Beers Diamond Group Co., LTD Headquarters: London, United Kingdom Location of operations: De Beers Group – Our operations □; De Beers Group – Our value chain, page 8 ; A global business, page 9 . Ownership and Legal form: Group Structure □
2-2 Entities included in the organisation’s sustainability reporting	All entities within De Beers Group are included in the 2022 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. De Beers Preliminary financial results □ Anglo American Integrated Annual Report 2022 □
2-3 Reporting period, frequency and contact point	Qualitative information and quantitative performance data in this report refers to the calendar year 2022 (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 2023. Frequency: Annual. Contact Email: buildingforever@debeersgroup.com
2-4 Restatements of information	Appendix. Building Forever – Performance data 2020-2022. Footnotes 1 and 5, page 178 . Appendix. Building Forever – Performance data 2020-2022. Footnotes 12, 13, 14 and 15, page 180 . Appendix. Building Forever – Performance data 2020-2022. Footnotes 17 and 18, page 181 . Appendix. Building Forever – Performance data 2020-2022. Footnote 22, page 182 . Appendix. Building Forever – Performance data 2020-2022. Footnotes 27 and 29, page 183 .














2021 Disclosure	Location 2022
2-5 External assurance	This report has been prepared in accordance with the 2021 GRI Standards. Appendix: GRI Index, page 193 . Appendix: Bureau Veritas – Independent Reasonable Assurance Statement, page 185 . Appendix: Bureau Veritas – Independent Limited Assurance Statement, page 187 . Appendix: Société Générale de Surveillance – Summary Report for De Beers Group 2022 cycle, page 189 .
2-6 Activities, value chain and other business relationships	De Beers Group – About Us □ De Beers Group – Our value chain, page 8 ; A global business, page 9 . De Beers Group – Our Operations □ How we sell our rough diamonds □ Global Sightholder Sales □ Group Structure □ 2022 Preliminary Financial Results □ 2022 Production Report for Q4 □ Partnering for thriving communities – Livelihoods – Inclusive procurement and returns to producer countries, page 73 . Accelerating equal opportunity – Inclusive workplace – Our changing workforce, page 121 . Data: Distribution of diamond revenue; Beneficiation, page 184 ; Partnering for thriving communities – Our work in Canada (indigenous communities), page 68 . Partnering for thriving communities – Livelihoods – Inclusive procurement and returns to producer countries, page 73 . We spent US\$1.7Bn on procuring goods and services from local suppliers in 2022 . This was 71% of our total procurement spend (2021: US\$1.7Bn, 73%) in partner countries across De Beers Group. In Botswana, the figure was 86% and in South Africa it was 65%. 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, page 183 . No new mining openings in 2022 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. Enabling sustainability – Responsible mine closure, page 137 . Leading ethical practices across industry – Responsible sourcing – Responsible sourcing within our supply chain – Guiding suppliers on our expectations, page 38 . Partial omission of 2-8 a.ii, 2-8 b.ii. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
2-7 Employees	Data: Inclusive workforce, pages 180-182 . Data: Workforce by type of employee; Employees based in Africa; Employees by region; Employees by grade, page 182 . Partial omission of 2-7a.ii, 2-7a.iii, 2-7a.v and 2-7c. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.



2021 Disclosure	Location 2022
2-8 Workers who are not employees	Data: Workforce by type of employee, page 182 . Partial omission of 2-8 a.ii, 2-8 b.ii. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
2-9 Governance structure and composition	De Beers Group Leadership Team Governance, page 26 . Anglo American Integrated Annual Report 2022 – Directors, pages 124-127. Anglo American Sustainability Report 2022 , pages 49-51. Partial omission of 2.9c. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
2-10 Nomination and selection of the highest governance body	Anglo American Integrated Annual Report 2022 – Governance, page 148. Governance, page 26 . Partial omission of 2.10. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
2-11 Chair of the highest governance body	Anglo American Integrated Annual Report 2022 – Governance, page 124.
2-12 Role of the highest governance body in overseeing the management of impacts	Anglo American Integrated Annual Report 2022 – Governance – Executive management, pages 130-131 Anglo American Sustainability Report 2022 , pages 49-51.
2-13 Delegation of responsibility for managing impacts	Anglo American Sustainability Report 2022 , pages 49-51. Governance, page 26 .
2-14 Role of the highest governance body in sustainability reporting	Anglo American Sustainability Report 2022 , page 50. Governance, page 26 .
2-15 Conflicts of interest	Anglo American Integrated Annual Report pages 124-126. De Beers Group – Our Code of Conduct
2-16 Communication of critical concerns	Anglo American Integrated Annual Report 2022 – Governance – Board activity – Board effectiveness, pages 134-137; 138-139. Anglo American Sustainability Report , page 49-51. Governance, page 26 .
2-17 Collective knowledge of the highest governance body	De Beers Group Leadership Team Anglo American Integrated Annual Report 2022 – Directors, page 127.
2-18 Evaluation of the performance of the highest governance body	Anglo American Integrated Annual Report 2022 – Board effectiveness, pages 138-139. Governance, page 26 .
2-19 Remuneration policies	Anglo American Integrated Annual Report 2022 – Governance – Directors’ remuneration report, pages 160-166. De Beers Group is aligned to Anglo American’s Remuneration policies and practices.
2-20 Process to determine remuneration	Anglo American Integrated Annual Report 2022 – Governance – Directors’ remuneration report page 160; pages 160-166. De Beers Group is aligned to Anglo American’s Remuneration policies and practices.

2021 Disclosure	Location 2022
2-21 Annual total compensation ratio	Anglo American Integrated Annual Report 2022 – Directors’ remuneration report, page 200. De Beers Group is aligned to Anglo American’s Remuneration policies and practices.
2-22 Statement on sustainable development strategy	CEO Statement, page 4 .
2-23 Policy commitments	Our Purpose, Values and Ambition Reporting on our Building Forever Journey/Policies Building Forever – Our sustainability framework, page 25 . Critical foundations – Leadership and culture, page 156 . Anglo American Sustainability Report 2022 , pages 35-36. De Beers Group Safety, Health and Environmental (SHE) Policy De Beers Group is a signatory to the UN Global Compact through its parent company, Anglo American. We support the intent of the Precautionary Principle, but have not expressed a specific commitment in the public domain. Partial omission of 2.23. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
2-24 Embedding policy commitments	Critical foundations – Leadership and culture, page 156 . Critical foundations – Group standards and legal compliance, page 173 . Anglo American Sustainability Report 2022 , pages 52; 35-36; 90. Partial omission of 2.24. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
2-25 Processes to remediate negative impacts	Partnering for thriving communities, pages 51-78 . Critical foundations – Group standards and legal compliance – Compliance with permitting requirements, page 174 . Anglo American Sustainability Report 2022 – Social performance, pages 74-75. De Beers Group Social Performance Policy Partial omission of 2.25. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.

2021 Disclosure	Location 2022
2:26 Mechanisms for seeking advice and raising concerns	<p>Critical foundations – Leadership and culture – Business ethics, governance and transparency; and Anti-corruption and anti-bribery, page 157. Human rights and labour rights in the workplace – Industrial relations, page 166. Critical foundations – Inclusion and diversity – Zero tolerance for bullying and harassment, page 172. Anglo American Sustainability Report 2022 , pages 35-36. De Beers Group – Our Code of Conduct  Anglo American Group Business Integrity Policy  Anglo American and De Beers Group confidential whistleblowing service  WHISTLEBLOWING 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, page 183. AND Dismissals as a result of illegalities, page 183.</p>
2:27 Compliance with laws and regulations	<p>Data: Infringements. Critical foundations – Group standards and legal compliance – Compliance with permitting requirements, page 174. Anglo American Integrated Annual Report , pages 137; 212; 322-325.</p>
2:28 Membership associations	<p>Materiality – How we engage with our stakeholders, page 27. We play a significant role in a number of industry associations including: – Natural Diamond Council; – International Council of Mining and Metals; – United Nations Global Compact and the Voluntary Principles on Security and Human Rights (VPSHR) – World Diamond Council; – Responsible Jewellery Council; – Diamonds do Good.</p>
2:29 Approach to stakeholder engagement	<p>Case study: The Anglo American Collaborative Regional Development Model, page 18. Anglo American Collaborative Regional Development  How we engage with our stakeholders, page 27. 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 2022. We conduct materiality assessments every two to three years.</p>
2:30 Collective bargaining agreements	<p>Critical foundations – Human rights – Industrial relations, page 166. Data: Union membership and union membership across African operations, page 182.</p>

2021 Disclosure	Location 2022
MATERIAL TOPICS	
GRI 3: MATERIAL TOPICS 2021	
3-1 Process to determine material topics	<p>Appendix – Materiality, page 176. Our approach to reporting, page 23.</p>
3-2 List of material topics	<p>Appendix – Materiality, page 176. Our approach to reporting, page 23. Our approach to reporting – Our material topics and emerging themes, page 24. Our material topics mapped to our sustainability framework and the UN SDGs, page 25.</p>
Economic performance	
3-3 Management of material topics	<p>De Beers Group Safety, Health and Environmental (SHE) Policy  De Beers Group is a signatory to the UN Global Compact through its parent company, Anglo American. We support the intent of the Precautionary Principle, but have not expressed a specific commitment in the public domain. Anglo American Tax and Economic Contribution Report 2022  Partnering for thriving communities – Livelihoods, page 70. 2022 Preliminary Financial Results  2022 Production Report for Q4  De Beers Group are not required to publish interim financial reports but the information is available in Anglo American’s half-year financial statements: Anglo American Preliminary Results 2022 </p>
GRI 201: ECONOMIC PERFORMANCE 2016	
201-1 Direct economic value generated and distributed	<p>Anglo American Integrated Annual Report 2022 , pages 53-55. Partnering for thriving communities – Livelihoods, page 70. Anglo American Sustainability Report 2022 , page 91. Data: Distribution of diamond revenue; Beneficiation, page 184. Anglo American Tax and Economic Contribution Report 2022 </p>
201-2 Financial implications and other risks and opportunities due to climate change	<p>Protecting the natural world – Climate change, page 81. Anglo American Integrated Annual Report 2022  – TCFD, pages 114-119. Climate change matters are covered throughout the Anglo American Integrated Annual report 2022 ; and Anglo American Sustainability Report 2022 . Anglo American Climate Change Report 2022 </p>
201-3 Defined benefit plan obligations and other retirement plans	<p>Accelerating equal opportunity – Our changing workforce, page 121. Anglo American Integrated Annual Report 2022 , pages 294-295.</p>
201-4 Financial assistance received from government	<p>Three De Beers Group business units received financial assistance from governments in 2022: Element Six received US\$0.4m and De Beers UK US\$2.7m from the UK Government in the form of research and development tax credits. Namdeb Holdings received US\$6.2m (De Beers Group share) in the form of additional mineral royalty relief. The prescribed statutory royalty rate of 10% was reduced to 5% over a five-year period from 2021-2025. The grant income reflects the decrease in this rate.</p>



2021 Disclosure	Location 2022
Market presence	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Partnering for thriving communities, pages 51-78 . Anglo American Tax and Economic Contribution Report 2022
GRI 202: MARKET PRESENCE 2016	
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Anglo American Tax and Economic Contribution Report 2022 , page 22. Partial omission of 202-1 b and c. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
202-2 Proportion of senior management hired from the local community	Data: Local and historically disadvantaged employees, page 181 . Data: Employees based in Africa, page 182 . Data: Employees by region, page 182 . Partial omission of 202-2b. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
Indirect economic impacts	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Partnering for thriving communities, pages 51-78 . De Beers Group Social Performance Policy
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	
203-1 Infrastructure investments and services supported	Partnering for thriving communities, pages 51-78 . Partnering for thriving communities – Our work in Canada (indigenous communities), page 68 . Protecting the natural world – Climate change, page 81 . Accelerating equal opportunity – Women in business and technology, page 122 . Partnering for thriving communities – Skills and education, page 61 . Leading ethical practices across industry – Artisanal mining, page 47 . Enabling sustainability – Impacts of technology and innovation, page 144 . Critical foundations – Beyond zero – Health, safety and wellbeing for employees and communities, page 149 . Critical foundations – Human rights – Community and indigenous rights, page 167 . Data: Livelihoods, page 179 . Data: Social investment spend by country and by initiative, page 184 . Partial omission of 203-1a, 203-1b, 203-1c. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
203-2 Significant indirect economic impacts	Critical foundations – Leadership and culture – Advocacy and public policy alignment, page 158 . Partnering for thriving communities – Skills and education, page 61 . Accelerating equal opportunity – Women in business and technology, page 122 . Partnering for thriving communities – Livelihoods, page 70 . Partial omission of 203-2b. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.









2021 Disclosure	Location 2022
Procurement practices	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Leading ethical practices – Responsible sourcing, page 32 . Leading ethical practices – Provenance, page 40 . Partnering for thriving communities – Livelihoods – Inclusive procurement, page 73 . De Beers Group Inclusive Procurement Policy. De Beers Group Responsible Sourcing Policy For precious metals, minerals, and gemstones (excluding Diamonds) for use in Jewellery products Responsible and Ethical Sourcing policy for Diamonds Responsible Sourcing Standard for Suppliers Anglo American Sustainability Report 2022 – Ethical value chains, pages 86-90. Anglo American Integrated Annual Report 2022 , pages 16 and 18.
GRI 204: PROCUREMENT PRACTICES 2016	
204-1 Proportion of spending on local suppliers	Partnering for thriving communities – Livelihoods – Inclusive procurement, page 73 . Anglo American Sustainability Report 2022 – Data – page 93. Anglo American Sustainability Report 2022 – Responsible supply chain, pages 89-90. Anglo American Sustainability Report 2022 – Economic contribution, pages 91-92. Anglo American Tax and Economic Contribution 2022 , page 22. Anglo American Integrated Annual Report 2022 , page 12. Data: Inclusive procurement as a proportion of total spend, page 183 . Partial omission of 204-1a. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
Anti-corruption	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Leading ethical practices across industry, pages 30-50 . Critical foundations – Leadership and culture, Business ethics, governance and transparency; and Anti-corruption and anti-bribery, page 157 . De Beers Group – Our Code of Conduct Anglo American Group Business Integrity Policy Anglo American Sustainability Report 2022 – Business conduct, page 35.
GRI 205: ANTI-CORRUPTION 2016	
205-1 Operations assessed for risks related to corruption	Data: Anti-corruption/Business integrity; There were no significant incidents of corruption. Partial omission of 205-1a. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
205-2 Communication and training about anti-corruption policies and procedures	Data: Anti-corruption/Business integrity, page 183 . Partial omission of 205-2a, 205-2c, 205-2d. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.





2021 Disclosure	Location 2022
205-3 Confirmed incidents of corruption and actions taken	Data: Anti-corruption/Business integrity, page 183 ; Dismissals as a result of illegalities, page 183 . There were zero incidents of significant corruption. Partial omission 205-3c and 205-3d. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
Anti-competitive behaviour	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	De Beers Group – Our Code of Conduct ☐ Critical foundations – Business ethics, governance and transparency; and Anti-corruption and anti-bribery, page 157 . Data: Competition law training, page 183 .
GRI 206: ANTI-COMPETITIVE BEHAVIOUR 2016	
206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	There were zero legal proceedings pending for De Beers Group or concluded during the reporting period regarding alleged anti-competitive behaviour.
Tax	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Anglo American Tax and Economic Contribution 2022 ☐
GRI 207: TAX 2019	
207-1 Approach to tax	Anglo American Tax and Economic Contribution 2022 ☐ pages 40-41.
207-2 Tax governance, control, and risk management	Anglo American Tax and Economic Contribution 2022 ☐ pages 40-41.
207-3 Stakeholder engagement and management of concerns related to tax	Anglo American Tax and Economic Contribution 2022 ☐ pages 40-41.
207-4 Country-by-country reporting	Anglo American Tax and Economic Contribution 2022 ☐ pages 40-41.
Materials	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Responsible and Ethical Sourcing Policy for Diamonds ☐ Responsible sourcing policy for precious metals, minerals and gemstones (excluding diamonds) for Use in Jewellery products ☐ Leading ethical practices in industry – Responsible sourcing, page 32 . Enabling sustainability – Waste management and circularity, page 134 .
GRI 301: MATERIALS 2016	
301-1 Materials used by weight or volume	Leading ethical practices in industry – Responsible sourcing, page 32 . Partial omission 301-1a.i and 301-1a.ii. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.

2021 Disclosure	Location 2022
301-2 Recycled input materials used	Leading ethical practices in industry – Responsible sourcing, page 32 . Platinum; In 2022, De Beers Jewellers aimed to source 100 per cent of its newly mined platinum from Anglo American Platinum and the remainder from recycled sources. Work will continue in 2023 to support more robust data collection on manufacturers' platinum suppliers to better understand provenance and impact. Partial omission of 301-2a. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
301-3 Reclaimed products and their packaging materials	Omission of 301-3. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
Energy	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Building Forever – Our sustainability framework – 2022 Highlights, page 7 . Protecting the natural world – Climate change, page 81 . Protecting the natural world – Climate change – implementation of our energy and fossil fuel replacement strategy, page 83 . Anglo American Climate Change Report 2022 ☐
GRI 302: ENERGY 2016	
302-1 Energy consumption within the organisation	De Beers Group follow Anglo American standards. Data: Energy consumption (million gigajoules), page 180 .
302-2 Energy consumption outside of the organisation	Omission of 302-2. This is not applicable to De Beers Group operations.
302-3 Energy intensity	Reduced year-on-year energy intensity by 4% (2021: 11%). Partial omission of 302-3a, 302-3b, 302-3c, 302-3d. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
302-4 Reduction of energy consumption	Protecting the natural world – Climate change, page 81 . Protecting the natural world – Climate change – implementation of our energy and fossil fuel replacement strategy, page 83 . Anglo American Climate Change Report 2022 ☐ Partial omission of 302-4b, 302-4c and 302-4d. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
302-5 Reductions in energy requirements of products and services	Omission of 302-5. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
Water and effluents	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	De Beers Group Safety, Health and Environmental (SHE) Policy ☐ Protecting the natural world – Water, page 92 . Protecting the natural world – Climate change – Our nature-based climate solutions, page 89 . Protecting the natural world – Water – Our approach (performance against our water management standards), page 94 .

2021 Disclosure	Location 2022
GRI 303: WATER AND EFFLUENTS 2018	
303-1 Interactions with water as a shared resource	Protecting the natural world – Water, page 92 . Protecting the natural world – Water – Our approach (performance against our water management standards), page 94 . Protecting the natural world – Water stewardship, pages 94-97 . Anglo American Sustainability Report 2022 <input type="checkbox"/> , pages 62-65. Partial omission of 303-1b and 303-1d. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
303-2 Management of water discharge-related impacts	Protecting the natural world – Water, page 92 . Protecting the natural world – Water – Our approach (performance against our water management standards), page 94 . The implementation of the Anglo American Water Management Standard is foundational to water management practices. Anglo American Sustainability Report 2022 <input type="checkbox"/> , pages 60; 62-67. Partial omission of 303-2a.i, 303-2a.iii and 303-2a.iv. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
303-3 Water withdrawal	Protecting the natural world – Water, page 92 . Data: Water, page 180 . Partial omission of 303-3b and 303-3c. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
303-4 Water discharge	Protecting the natural world – Water, page 92 . Data: Water, page 180 . Partial omission of 303-4b, 303-4b, 303-4c, 303-4d, and 303-4e. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
303-5 Water consumption	Protecting the natural world – Water, page 92 . Data: Water, page 180 . Partial omission of 303-5b, 303-5c, and 303-5d. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
Biodiversity	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Protecting the natural world – Biodiversity, page 99 . Anglo American Climate Change Report 2022 , pages 21-22 <input type="checkbox"/> Anglo American Biodiversity Standard <input type="checkbox"/> De Beers Group Safety, Health and Environmental (SHE) Policy <input type="checkbox"/> Anglo American Sustainability Report 2022 <input type="checkbox"/> – Biodiversity, pages 61-62.
GRI 304: BIODIVERSITY 2016	
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Protecting the natural world – Biodiversity, page 99 . Omission of 304-1. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.

2021 Disclosure	Location 2022
304-2 Significant impacts of activities, products and services on biodiversity	Protecting the natural world – Biodiversity, page 99 . Anglo American Sustainability Report 2022 <input type="checkbox"/> – Biodiversity, pages 61-62. Anglo American Biodiversity Standard <input type="checkbox"/> Partial omission of 304-2b. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
304-3 Habitats protected or restored	Protecting the natural world – Biodiversity, page 99 . Enabling sustainability – Responsible mine closure, page 137 . Anglo American Climate Change Report 2022 <input type="checkbox"/> , pages 21-22 Anglo American Biodiversity Standard <input type="checkbox"/> Anglo American Sustainability Report 2022 <input type="checkbox"/> – Biodiversity, pages 61-62. Partial omission of 304-3a. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Omission of 304-4. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
Emissions	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Leading ethical practices in industry – BPP programme, page 34 . Protecting the natural world – Climate change, page 81 . Anglo American Climate Change Report 2022 <input type="checkbox"/> Anglo American Biodiversity Standard <input type="checkbox"/> De Beers Group Safety, Health and Environmental (SHE) Policy <input type="checkbox"/> 'In 2021 we decided to include voluntary carbon emissions reporting within the scope of the BPP programme', Supporting 2022 emissions reporting 'The Carbon Trust has provided its expertise to support De Beers Group in developing its environmental commitment and measurement framework, capturing emissions data and cutting emissions in line with its 2030 Carbon Neutral commitment'.
GRI 305: EMISSIONS 2016	
305-1 Direct (Scope 1) GHG emissions	Protecting the natural world – Climate change, page 81 . Anglo American Sustainability Report 2022 , pages 1; 55-57. Data: GHG emissions (millions tonnes of CO ₂ equivalents), page 180 . Partial omission of 305-1c and 305-1d. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
305-2 Energy indirect (Scope 2) GHG emissions	Protecting the natural world – Climate change, page 81 . Anglo American Sustainability Report 2022 , pages 1; 55-57. Data: GHG emissions (millions tonnes of CO ₂ equivalents), page 180 . Partial omission of 305-2d. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.

2021 Disclosure	Location 2022
305-3 Other indirect (Scope 3) GHG emissions	Protecting the natural world – Climate change, page 81 . Protecting the natural world – Climate change – Our scope 3 emissions, page 86 . Anglo American Sustainability Report 2022  , pages 1; 55-57. Data: GHG emissions (millions tonnes of CO ₂ equivalents); Sulphur dioxide and nitrogen dioxide emissions, page 180 . Partial omission of 305-3c and 305-3e. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
305-4 GHG emissions intensity	Omission of 305-4. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
305-5 Reduction of GHG emissions	Protecting the natural world – Climate change, page 81 . Protecting the natural world – Climate change – Building rooftop solar panels to reduce emissions, page 86 . Protecting the natural world – Climate change – Our nature-based climate solutions, page 89 . Omission of 305-5. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
305-6 Emissions of ozone-depleting substances (ODS)	Omission of 305-6. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Protecting the natural world – Climate change, page 81 . Critical foundations – Beyond zero – Managing environmental risks to people, page 155 . Anglo American Sustainability Report 2022  , page 68. Data: Sulphur dioxide and nitrogen dioxide emissions, page 180 . Partial omission of 305-7iii, iv, v, vi, vii. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
Waste	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	De Beers Group Safety, Health and Environmental (SHE) Policy  Enabling sustainability – Waste management and circularity, page 134 . Anglo American Sustainability Report 2022 , pages 69-72. Anglo American Circular Economy  Anglo American Sustainable Mining Plan 
GRI 306: WASTE 2020	
306-1 Waste generation and significant waste-related impacts	Enabling sustainability – Waste management and circularity – mineral residues; non-mineral waste, pages 134-135 . Anglo American Sustainability Report 2022 , pages 69-72. De Beers Group Safety, Health and Environmental (SHE) Policy  Anglo American Sustainable Mining Plan 
306-2 Management of significant waste-related impacts	Anglo American Sustainable Mining Plan  Enabling sustainability – Waste management and circularity – Enhancing our waste management and measurement, page 135 . In 2022, we standardised our non-mineral waste metrics and data sources to improve data on our waste streams.

2021 Disclosure	Location 2022
306-3 Waste generated	No significant spill occurred in 2022. Data: Waste by type, page 183 . Partial omission of 306-3b. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
306-4 Waste diverted from disposal	Omission of 306-4. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
306-5 Waste directed to disposal	Data: Waste by type, page 183 . Partial omission of 306-5b.i and 306-5b.ii. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
Supplier environmental assessment	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	De Beers Group Safety, Health and Environmental (SHE) Policy  Responsible Sourcing and Ethical Sourcing Policy for Diamonds  Responsible Sourcing Policy for Precious Metals, Minerals and Gemstones  Anglo American Responsible Sourcing Standard for Suppliers  Leading ethical practices across industry – Responsible sourcing, page 32 . Leading ethical practices across industry – BPP programme, page 34 .
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	
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 BPP programme, through participation in the associated BPP assurance process. The BPP programme includes requirements around good environmental practices including responsible sourcing standards. Data: Union membership across African operations, page 150 , Sightholder visits for the BPP programme cycle, page 145 , Sightholder infringements and improvement opportunities, page 146 , Sightholder infringements and improvement opportunities by theme, page 146 . Partial omission of 308-1a. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
308-2 Negative environmental impacts in the supply chain and actions taken	Leading ethical practices in industry – Responsible sourcing policies in the supply chain, page 38 . The Anglo American Responsible Sourcing Standard for Suppliers applies to our upstream mining operations procurement activity. The standard defines minimum sustainability requirements and decent work principles required. Under the standard, De Beers Group must prioritise ethical decision-making when purchasing goods and services. Omission of 308-2. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.



2021 Disclosure	Location 2022
Employment	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Accelerating equal opportunity, pages 112-132 . Anglo American Sustainability Report 2022 – Attracting, retaining and developing our talent, pages 38-41. De Beers Security Services and Human Rights Policy De Beers Group – Employee Human Rights Policy Leading ethical standards in industry – BPP programme, page 34 . Critical foundations – Human rights, page 161 . Critical foundations – Inclusion and diversity, page 170 .
GRI 401: EMPLOYMENT 2016	
401-1 New employee hires and employee turnover	Data: Employee turnover, Employee turnover by region; Employee turnover by gender, page 182 . Anglo American Sustainability Report 2022 , page 42. Partial omission of 401-1a and 401b. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Omission of 401-2. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
401-3 Parental leave	Anglo American Sustainability Report 2022 , page 42. Omission of 401-3. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
Labour/management relations	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	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 BPP programme, which set out the high labour standards and conditions we expect not only in our own operations but across our value chain. Critical foundations – Human rights, page 161 . Critical foundations – Human rights – Industrial relations, page 166 . In 2022, there were zero industrial disputes or instances of industrial action. We continue to work with unions across southern Africa to support them in capacity building and enabling a shift towards needs-based industrial relations.
GRI 402: LABOUR/MANAGEMENT RELATIONS 2016	
402-1 Minimum 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. Partial omission for 402-1a. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.

2021 Disclosure	Location 2022
Occupational health and safety	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	'Put Safety First' is the first of our core values at De Beers Group. Critical foundations – Beyond zero – Health, safety and wellbeing for employees and communities, page 148 . De Beers Group Safety, Health and Environmental (SHE) Policy Partial omission for 3-3a, 3-3b, 3-3d.iii, 3-3e, 3-3e.i. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	
403-1 Occupational health and safety management system	Critical foundations – Beyond zero – Health, safety and wellbeing for employees and communities, page 148 . Partial omission of 403-1a.ii and 403-1b. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
403-2 Hazard identification, risk assessment, and incident investigation	Critical foundations – Beyond zero, page 148 . Our core value of Put Safety First is defined as: We consider risks to people and the environment before proceeding with any activity. We seek to address relevant risks before beginning any activity, even if this means stopping a task. 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 page 178 . Anglo American Sustainability Report , pages 25-31.
403-3 Occupational health services	Critical foundations – Beyond zero: Safety, 'Our work in health and safety applies to all employees and contractors, and we ensure all our suppliers comply with our safety standards.'
403-4 Worker participation, consultation, and communication on occupational health and safety	Critical foundations – Beyond zero, page 148 . Our work in health and safety applies to all employees and contractors, and we require our suppliers to comply with applicable safety standards. In line with our core value of Put Safety First, De Beers Group 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 Group to an inherent safety maturity. Integral to this is worker participation in various forums and activations with management and leadership. We found through the EoF 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 on-site communications, for important health and safety communications.



2021 Disclosure	Location 2022
403-5 Worker training on occupational health and safety	<p>Critical foundations – Beyond zero – Health, safety and wellbeing for employees and communities, page 148. De Beers Group has embarked on a fresh approach to safety transformation and the EoF 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 risk assessment as an individual and in a team, and understand and apply their right to stop unsafe work.</p>
403-6 Promotion of worker health	<p>Critical foundations – Beyond zero – Health, safety and wellbeing for employees and communities, page 148. De Beers Security Services and Human Rights Policy</p>
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>BPP The Assurance Programme Workbook 2022 Leading ethical practices across industry – BPP programme, page 34. De Beers Group Safety, Health and Environmental (SHE) Policy</p>
403-8 Workers covered by an occupational health and safety management system	<p>Omission of 403-8. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.</p>
403-9 Work-related injuries	<p>Data: Safety: Frequency rates, page 178. Partial omission of 403-9a.iv and 403-9b and 403-9f. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future. On Thursday 1 September, a colleague lost his life while inspecting and live-testing the hydraulics of a boarding ladder on a haul truck that was undergoing maintenance. A thorough investigation was promptly initiated to identify the causes of the incident and to share lessons learned across both Anglo American and De Beers Group, to prevent repeat or similar incidents.</p>
403-10 Work-related ill health	<p>De Beers Group reported zero cases of occupational disease in 2022. Data: Employee health and wellbeing, page 178. Critical foundations – Beyond zero – Health, safety and wellbeing for employees and communities, page 149. Partial omission of 403-10a.iii. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.</p>

2021 Disclosure	Location 2022
Training and education	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	<p>Accelerating equal opportunity – Inclusive workplace, page 114. Critical foundations – Human rights – Human rights training, page 164. Enabling sustainability – Impacts of technology and innovation, page 144.</p>
GRI 404: TRAINING AND EDUCATION 2016	
404-1 Average hours of training per year per employee	<p>Data: Investment in employee training and development (USD million); Number of employees receiving training; Hours of training delivered, page 181; Human rights training, page 183. Partial omission of 404-1a. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.</p>
404-2 Programs for upgrading employee skills and transition assistance programs	<p>Leading ethical practices in industry – Artisanal mining, page 47. 'The GemFair team is focused on embedding three core values: ensuring fair value for miners; empowering them through training and upskilling; and enabling access to market through traceability and assurance of ethical working standards to customers.' Skills and education 'we want to help children benefit from high-quality schooling and prepare young people for employment, developing the kind of skills that are needed by local businesses now and in the future world of work. We also strive to upskill adults.' Enabling sustainability – Responsible mine closure – Voorspoed, page 140.</p>
404-3 Percentage of employees receiving regular performance and career development reviews	<p>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.</p>
Diversity and equal opportunity	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	<p>Accelerating equal opportunity, pages 112-132. Accelerating equal opportunity – Inclusive workplace, page 114. Accelerating equal opportunity – Women in business and technology, page 122. Accelerating equal opportunity – Diverse talent in diamond jewellery, page 127. De Beers Group – Our Code of Conduct De Beers Group – Employee Human Rights Policy</p>
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	
405-1 Diversity of governance bodies and employees	<p>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, pages 180-181. Partial omission of 405-1a.ii. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.</p>



2021 Disclosure	Location 2022
405-2 Ratio of basic salary and remuneration of women to men	De Beers Group 2022 – Gender Pay Gap Report Partial omission of 405-2. We are looking to improve on our disclosures in this area in the near future. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
Non-discrimination	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Critical foundations – Human rights, page 161 . De Beers Group – Employee Human Rights Policy
GRI 406: NON-DISCRIMINATION 2016	
406-1 Incidents of discrimination and corrective actions taken	Nineteen incidents of discrimination were reported across De Beers Group during 2022. All investigations have been closed. Coaching, training and mentoring was provided as applicable.
Freedom of association and collective bargaining	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Critical foundations – Human rights, page 161 . Critical foundations – Human rights – Industrial relations, page 166 . De Beers Group – Employee Human Rights Policy Data: Union membership, Union membership across African operations, page 182 .
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Critical foundations – Human Rights, page 161 . Critical foundations – Human Rights – Human rights and labour rights in the workforce; Setting and following high standards; Industrial relations, Compliance, pages 165-166 . We identified no operations where the right to exercise freedom of association and collective bargaining had been violated or put at significant risk.
Child labour	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Critical foundations – Human rights, page 161 . Critical foundations – Human rights – Human rights and labour rights in the workforce, page 165 . Critical foundations – Human rights – Setting and following high standards, page 165 . Critical foundations – Human rights – Human rights risk management, page 165 . Critical foundations – Human rights – Industrial relations, page 166 . Critical foundations – Human rights – Compliance, page 166 . De Beers Group Social Performance Policy De Beers Group – Employee Human Rights Policy
GRI 408: CHILD LABOUR 2016	
408-1 Operations and suppliers at significant risk for incidents of child labor	Leading ethical practices across industry – Responsible sourcing – BPP programme, page 34 . Critical foundations – Human rights – Human rights and labour rights in the workforce, page 165 . There were zero reported incidents of child or forced labour in 2022. Partial omission of 408-1a.ii. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.





2021 Disclosure	Location 2022
Forced or compulsory labour	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	De Beers Group Social Performance Policy De Beers Group – Employee Human Rights Policy Critical foundations – Human rights, page 161 . Critical foundations – Human rights – Industrial relations, page 166 . Critical foundations – Human rights – Compliance, page 166 . Critical foundations – Leadership and culture – Advocacy and public policy alignment, page 158 . Leading ethical standards in industry – BPP programme, page 34 . De Beers UK Modern Slavery Act Statement 2022
GRI 409: FORCED OR COMPULSORY LABOR 2016	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Critical foundations – Human rights – Human rights and labour rights in the workforce, page 165 . There were zero reported incidents of child or forced labour in 2022. Partial omission of 408-1a.ii. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
Security practices	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Critical foundations – Human rights – Security and human rights, page 166 .
GRI 410: SECURITY PRACTICES 2016	
410-1 Security personnel trained in human rights policies or procedures	Critical foundations – Human rights – Security and human rights, page 166 : 'All security personnel receive training in how to respect human rights, Private contract security entities receive the same training'. Partial omission of 410-1a. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
Rights of Indigenous Peoples	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Critical foundations – Human rights – Community and indigenous rights, page 167 . De Beers Group Social Performance Policy Ensuring local communities benefit from mining is important to us. 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). At each of these sites, we have signed IBAs with indigenous groups. These agreements provide legally binding commitments through which the communities benefit from our operations and impacts are mitigated.
GRI 411: RIGHTS OF INDIGENOUS PEOPLES 2016	
411-1 Incidents of violations involving rights of Indigenous Peoples	Critical foundations – Human rights – Community and indigenous rights, page 167 . Zero violations involving the rights of Indigenous Peoples were recorded in 2022 for Canadian operations.



2021 Disclosure	Location 2022
MM5 Total number of operations taking place in or adjacent to Indigenous Peoples' territories, and number and percentage of operations or sites where there are formal agreements with Indigenous Peoples' communities	Critical foundations – Human rights – Impact benefit agreements '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 Kué mines. The IBAs outline commitments with indigenous groups to maximise 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 wellbeing through program development.
Local communities	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Critical foundations – Human rights, page 161 . Critical foundations – Human rights – Community and indigenous rights, page 167 . Critical foundations – Human rights – Land access and resettlement, page 168 . Partnering for thriving communities – Livelihoods, page 70 . Enabling sustainability – Responsible mine closure, page 137 . De Beers Group Social Performance Policy Anglo American Social Way
GRI 413: LOCAL COMMUNITIES 2016	
413-1 Operations with local community engagement, impact assessments, and development programs	Data: Social investment spend by country (USD million), Social investment spend by type of initiative. Anglo American Collaborative Regional Development, page 18 . Partnering for thriving communities, pages 51-78 . De Beers Group Social Performance Policy Partial omission of 413-1a. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
413-2 Operations with significant actual and potential negative impacts on local communities	Critical foundations – Human rights – Impact benefit agreements, page 167 . Critical foundations – Human rights – Community and indigenous rights, page 167 . Anglo American Social Way Partial omission of 413-2a.ii. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
Supplier social assessment	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Critical foundations – Human rights, page 161 . Critical foundations – Human rights – Responsible sourcing standards for suppliers, page 163 . Leading ethical practices across industry – BPP programme, page 34 . Responsible Sourcing and Ethical Sourcing Policy for Diamonds De Beers UK Modern Slavery Act Statement 2022 Anglo American Responsible Sourcing Standard for Suppliers

2021 Disclosure	Location 2022
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	
414-1 New suppliers that were screened using social criteria	Responsible sourcing; Roll out of the Responsible Sourcing Standard for Suppliers, page 38 . 'All potential suppliers must pledge to operate responsibly and fill out a Self-Assessment Questionnaire'. All of De Beers Group's Sightholders and their substantial contractors abide by De Beers Group's BPP programme, 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 Group Responsible and Ethical Sourcing Policy for Diamonds and De Beers Group 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. Responsible sourcing 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, pages 178-179 .
414-2 Negative social impacts in the supply chain and actions taken	Leading ethical standards in industry – Responsible sourcing – Roll out of the Responsible Sourcing Standard for Suppliers, page 38 . Data: Total number of Sightholder Social Infringements (major and minor), page 179 . Partial omission of 414-2c, 412-2d and 412-2e. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.
Public policy	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Critical foundations – Leadership and culture – Advocacy and public policy alignment, page 158 . Critical foundations – Leadership and culture – Business ethics, governance and transparency; and Anti-corruption and anti-bribery, page 157 . De Beers Group – Our Code of Conduct
GRI 415: PUBLIC POLICY 2016	
415-1 Political contributions	We are not aware that any political donations were made in 2022. 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.
Customer health and safety	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Omission of disclosure as it is not applicable for De Beers Group.

2021 Disclosure	Location 2022
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	
416-1 Assessment of the health and safety impacts of product and service categories	Omission of disclosure as it is not applicable for De Beers Group.
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Omission of disclosure as it is not applicable for De Beers Group.
Marketing and labelling	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	<p>Leading ethical practices across industry – Introduction, page 30. Leading ethical practices across industry – Responsible sourcing, page 32. Leading ethical practices across industry – Provenance, page 40. Accelerating equal opportunity – Responsible and inclusive marketing and communications, page 131. Enabling sustainability – Waste management and circularity, page 134. Enabling sustainability – Sustainability topics impacting consumer demand for diamonds, page 141. Responsible Sourcing and Ethical Sourcing Policy for Diamonds  Responsible Sourcing Policy for precious metals, minerals, and gemstones (excluding diamonds) for use in jewellery products </p>
GRI 417: MARKETING AND LABELING 2016	
417-1 Requirements for product and service information and labeling	<p>Leading ethical practices across industry – Responsible sourcing, page 32. Leading ethical practices across industry – Provenance, page 40. Enabling sustainability – Waste management and circularity, page 134. De Beers Group RJC certification. Responsible Sourcing and Ethical Sourcing Policy for Diamonds  Responsible Sourcing Policy for precious metals, minerals, and gemstones (excluding diamonds) for use in jewellery products  Partial omission of 417-1b. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.</p>
417-2 Incidents of non-compliance concerning product and service information and labelling	<p>Leading ethical practices across industry – Responsible sourcing, page 32. Leading ethical practices across industry – Provenance, page 40. Leading ethical practices across industry – Provenance – The Pipeline Integrity Standard, page 45. In the year ahead, we are set to onboard a select group of retailers, including leading brands, so they can access the digital history of a diamond and assure provenance to the consumer. 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. We have not identified any non-compliance with regulations and/or voluntary codes.</p>

2021 Disclosure	Location 2022
417-3 Incidents of non-compliance concerning marketing communications	There were no incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship in 2022.
Customer privacy	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	<p>Critical foundations: Leadership and culture – Business ethics, governance and transparency, page 157. Every year, we have a compliance cycle, focusing on our overarching Code of Conduct, which addresses issues such as data privacy, anti-trust/competition, anti-tax evasion, conflicts of interest, anti-money laundering and anti-bribery and anti-corruption. De Beers Group – Our Code of Conduct  De Beers Group – Privacy Policy  Anglo American – Privacy policy  In 2022, 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.</p>
GRI 418: CUSTOMER PRIVACY 2016	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no substantiated complaints regarding breaches of customer privacy in 2022, either from outside parties or from regulatory bodies.
Artisanal and small-scale mining (sector specific topic)	
GRI: SECTOR SPECIFIC TOPIC	
3-3 Management of material topics	<p>Leading ethical practices across industry – Artisanal mining, page 47. De Beers Group Social Performance Policy  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.</p>
Number and percentage of company operating sites where ASM takes place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks	<p>Leading ethical practices across industry – Artisanal mining, page 47. Partial omission due to incomplete data required to fulfill disclosure. We are looking to improve on our disclosures in this area in the near future.</p>

2021 Disclosure	Location 2022
Land access and resettlement (sector specific topic)	
GRI: SECTOR SPECIFIC TOPIC	
3-3 Management of material topics	<p>Critical foundations: Human rights – Land access and resettlement, page 168. De Beers Group Social Performance Policy <input type="checkbox"/> Anglo American Social Way <input type="checkbox"/></p> <p>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.</p>
MM6: Number and description of significant disputes relating to land use, customary rights of local communities and Indigenous Peoples	<p>Critical foundations: Human rights – Land access and resettlement, page 168. Partial omission of MM6. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.</p>
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	<p>Partnering for thriving communities, pages 51-78. Each site has a proactive Stakeholder Engagement Plan, which is updated at least annually, and a grievance mechanism so that local stakeholders can raise any concerns about our activities. Our teams are also working to measure and strengthen accountability and trust with host communities. Anglo American Social Way <input type="checkbox"/></p> <p>Partial omission of MM7. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.</p>
Impacts of technology and innovation (De Beers Group topic)	
DE BEERS GROUP SPECIFIC TOPICS	
3-3 Management of material topics	Enabling sustainability – Impacts of technology and innovation, page 144 .
Impacts of technology and innovation	Enabling sustainability – Impacts of technology and innovation, page 144 .



DE BEERS GROUP