

BUILDING FOREVER

OUR 2023 SUSTAINABILITY REPORT



DE BEERS GROUP



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.

Rough natural diamond, Botswana.

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.

OUR VALUES:

*Underpin our culture and
guide the way we work.*

PUT SAFETY FIRST

We aim to consider all 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. Zero Harm is always our goal.

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.

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.

BE PASSIONATE

We are exhilarated by the product we sell,
the challenges we face and the
opportunities we create.

BUILD TRUST

We will listen first, then act with openness, honesty and integrity so that our relationships flourish.

SHAPE THE FUTURE

We will find new ways. We will set demanding targets and take both tough decisions and considered risks to achieve them. We will insist on excellent execution and reward those who deliver.

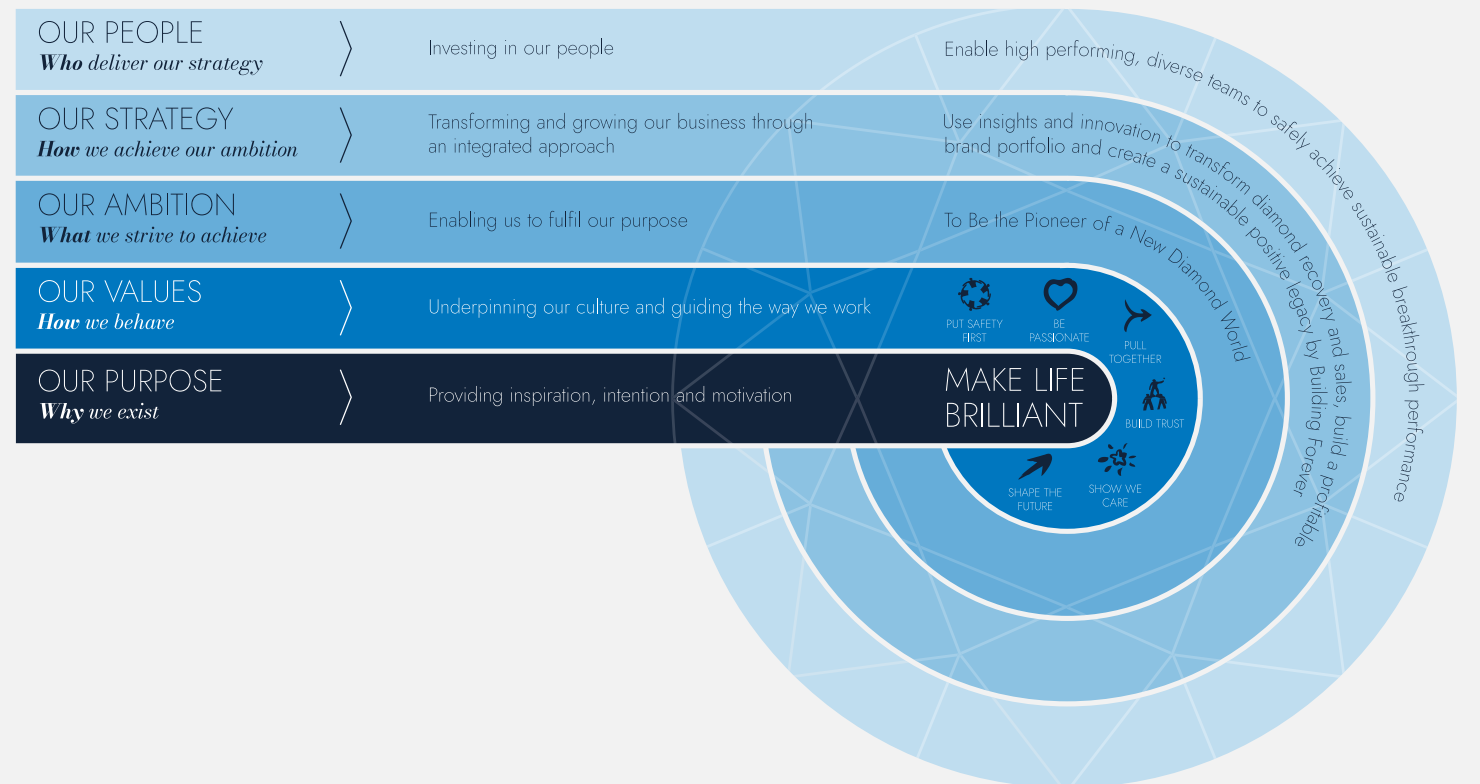
OUR AMBITION

*Be the pioneer of a
new diamond world.*

We've been recovering diamonds for more than 130 years. But our world is constantly changing, and we know we need to change too, not just with it, but ahead of it. So we are rewriting the rules to shape a brighter future.

One that is more equal, more intelligent and more connected. We use teamwork, technology and innovative thinking to build a world of opportunity: a new diamond world we can all take pride in.

This is the world we need to Make
Life Brilliant.



WELCOME TO OUR 2023 SUSTAINABILITY REPORT



FRONT COVER IMAGES

Main image: Sunset behind a baobab tree at Venetia Limpopo Nature Reserve, South Africa.

Top right, clockwise: Forevermark bracelet being worn, London. Group photo of schoolchildren at Mokobaxane Primary School, near Orapa, Botswana. Restored North Granny Creek by removing a mine road and culvert, near Victor mine, Canada. Mariches Tailor Shop, Tokafala programme, Botswana. Two employees in conversation at processing plant, Venetia mine, South Africa.

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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 Highlights 2023](#)



[Anglo American Sustainability Report 2023](#)



[Anglo American Climate Change Report 2023](#)



[Anglo American Tax and Economic Contribution Report 2023](#)



[De Beers plc UK Modern Slavery Act Statement](#)



Read more online at debeersgroup.com

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 2023. Unless otherwise indicated, the information and data recorded is aligned to our annual reporting period 1 January 2023 to 31 December 2023.

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 152).

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IMPACT AT SOURCE

Al Cook | Chief Executive Officer, De Beers Group.



A sustainable business is like a river. It connects people and places across borders, supporting life and livelihoods.

I have been reminded of this many times since joining De Beers Group as Chief Executive Officer a year ago and witnessing how our Building Forever sustainability framework runs deep in our 23,000-strong team. Whether upstream, midstream or in retail, my colleagues are connected by an ambition to make life brilliant.

Every twist and turn in a natural diamond's journey is an opportunity to create enduring positive impact. But just like a river, our value chain is sustained by its source — the countries where our diamonds originate. That's why the people and ecosystems of Botswana, Canada, Namibia and South Africa are front and centre in Building Forever and why sustainable development is at the heart of our business strategy. Our success flows from theirs.

You will read in this year's report about the transformative agreement we have reached with the Government of the Republic of Botswana, marking a new chapter in our decades-long partnership. As well as securing jobs in the diamond industry, the pact will see us establish a Diamonds for Development Fund to help the country diversify its economy, with an initial pledge of one billion pula (US\$75 million).

In South Africa, the first diamond-bearing ore emerged from Venetia Underground mine. This US\$ two billion project is creating hi-tech jobs and raising the bar for low-carbon, water-efficient mining.

In Namibia, we continue to engage with the government on a major wind farm project, while our joint venture, Namdeb, deployed Namibia's first ever battery-powered electric bus.

It was a difficult year for our colleagues in Canada, with many forced to evacuate their homes due to the unprecedented wildfire season. Jointly with our parent company Anglo American, we launched a CA\$270,000 relief effort to support our impacted families and partner communities. I would like to thank everyone who showed solidarity during this challenging period, including the South Africa team who flew to the Northwest Territories to join the firefighting.

Our core value at De Beers Group is Put Safety First. We recorded zero fatalities at our sites and operations where we have management control; however, it is with great sadness that I must report two fatal incidents in 2023.

On Thursday 22 June, a survey pilot employed by contracting company Xcalibur Airborne Geophysics was fatally injured when his light aircraft crashed during an exploration survey in Angola. On Sunday 17 September, a bus carrying employees of Murray & Roberts Cementation was involved in a head-on collision with a truck on the public road to Venetia mine in South Africa. Tragically, 20 people lost their lives, including 17 Murray & Roberts Cementation employees, the bus driver (Hope Transport), the truck driver and

the passenger in the truck. Four people were injured in the accident.

We send our deepest condolences to the bereaved families, friends and colleagues who lost loved ones in these tragic incidents. Fatalities are unacceptable. Everyone should return home safely from work.

“We must be relentless with our focus on safety. Nothing is more important.”

Al Cook | Chief Executive Officer, De Beers Group

There can be no compromises on safety at De Beers Group. Through our health and safety framework, Beyond Zero, all employees are required to complete training on identifying hazards, conducting a Stop Look Assess Manage risk assessment and applying their right to stop unsafe work. We must keep striving to ingrain a safety-first mindset through partnership with our employees and contractors. To make our company safe for everyone, we must be relentless with our focus on safety. Nothing is more important.

OUR 2023 PROGRESS

In 2023, we continued to make progress on our 2030 Building Forever goals, which focus on the four key areas that matter most to us and our partners.

LEADING ETHICAL PRACTICES ACROSS INDUSTRY

We continued scaling up our pioneering blockchain platform Tracr, which enables participants to provide a secure and immutable record of a natural diamond's journey from its source. With diamond traceability specialists Sarine, we announced that collaboration will focus on recording technologically assured, rough-to-polished diamond traceability. Tracr and Sarine technology is open to users across the industry and will focus on making digital access to information on diamonds available to G7 officials.

PARTNERING FOR THRIVING COMMUNITIES

We scaled up our Agri Services Hub supporting small-scale potato farmers in South Africa and completed a feasibility study to create a similar hub in Namibia as the mining town of Oranjemund prepares for a future beyond diamonds.

In Canada, we worked with communities to produce books and videos in local Indigenous languages to preserve cultural heritage, and distributed 'baby bundles' — containing items such as nappies, clothes, books and vitamins — to expectant parents.

A wellness day hosted by Venetia mine saw the successful completion of our government-endorsed project to screen 25,000 community members for health conditions such as human immunodeficiency virus (HIV), tuberculosis (TB) and heart disease.

PROTECTING THE NATURAL WORLD

We are progressing towards our goal to become carbon neutral, working within the enabling frameworks in our partner countries. Our projects to build renewable energy plants and reduce diesel dependency are making steady progress. We have also secured commitments with key suppliers to work on aligned carbon reduction roadmaps.

We donated 86,000 acres of biodiverse-rich land to the South African National Parks authority for its continued conservation, and reduced our freshwater withdrawals at Venetia mine by 23 per cent since 2021.

ACCELERATING EQUAL OPPORTUNITY

Our goal to engage 10,000 girls and women in science, technology, engineering and mathematics (STEM) took several leaps forward in 2023. We hosted major GirlEng workshops in Botswana and Namibia, welcomed our first cohort of women-owned businesses into our Trailblazer Accelerator programme, launched a national innovation challenge for women-owned businesses in Namibia and much more.

Over the past year, I have experienced many of these Building Forever initiatives first-hand, and I have been proud to see what our colleagues have achieved. Expectations of De Beers Group are — and should be — high. This was highlighted when I visited Angola, where we are exploring for diamonds. With President João Lourenço, I discussed both the progress we are making searching for kimberlite pipes below the ground and the positive impact we would seek to achieve above ground.

We are already working with Angolan communities as part of our five-year Okavango Eternal partnership with National Geographic. Angola is the source of the mighty Okavango River, which flows through Namibia and into Botswana where it fans out into an inland delta — one of the biggest and most biodiverse wetlands on earth.

The Okavango Delta is a protected UNESCO World Heritage Site, but the waters that feed it over the border in Angola and Namibia are not. With National Geographic, we are working to preserve these critical headwaters and the lives they support by empowering communities along the river, safeguarding wildlife corridors, researching water quality and supporting sustainable development.

In many ways, Okavango Eternal is a microcosm of the entire Building Forever framework. The delta's natural beauty is beyond measure. Yet it is only the end of a waterway that stretches some 1,000 miles. Our purpose is to make life brilliant along the whole river. And to do that we need to start at the source.

Al Cook | Chief Executive Officer, De Beers Group.

2023 AT A
GLANCE

SAFETY AND HEALTH

0

Work-related fatal injuries.
2022: 1
Target: 0

1.35

Total recordable injury frequency rate (TRIFR).
2022: 1.47
Target: 1.40

1

New cases of occupational disease.
2022: 2
Target: 0

100%

Proportion of workforce with access to free and confidential HIV testing and wellbeing programmes.
2022: 100%
Target: 100%

64

Incidence of tuberculosis cases per 100,000 full-time employees.
2022: 51
Target: 0

PEOPLE

~23,000

Number of employees and contractors.
2022: ~21,000

34.6%

Women in senior management positions.
2022: 33.3%

34.9%

Women in non-senior management positions.
2022: 34.0%

US\$17m

Total training spend.
2022: US\$19m

82%

Proportion of employees based in Africa.
2022: 82%

ENVIRONMENT

400,000

Acres of protected land.
2022: 500,000

46%

Reduction in freshwater withdrawals in 2023 compared to 2015.
2022: 46%

0

Level 3, 4 or 5 environmental incidents.
2022: 0
Target: 0

71%

Water reuse and recycling efficiency in 2023.
2022: 72%

6.9%

Year-on-year increase/ (reduction) in energy intensity.
2022: (0.3)%

SOCIO-POLITICAL

US\$2.7bn

Total tax and economic contribution (Group).
2022: US\$3.6bn

US\$1.9bn

Inclusive procurement spend.
2022: US\$1.7bn

US\$21m

Social investment spend.
2022: US\$44m

95%

Taxes and royalties borne and collected in Africa.
2022: 92%

7,919

Jobs supported in 2023 through various socio-economic development projects and initiatives.
2022: 6,476

HIGHLIGHTS OF 2023

FEBRUARY

Al Cook joins as new Chief Executive Officer

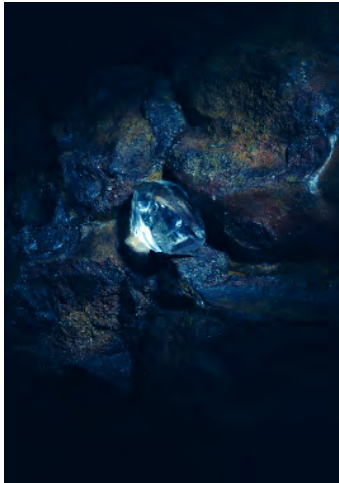
As announced in October 2022, Al Cook formally became Chief Executive Officer of De Beers Group on 20 February, with Bruce Cleaver moving into the role of Co-Chair on the same date.

JUNE

Tracr opens to diamond industry

On 1 June, we opened Tracr to select participants from the diamond industry. Brilliant Earth became the newest industry leader to join the platform. We also introduced the Origin suite of services, which brings immersive digital storytelling and lookup features to the Tracr platform.

Rough diamond, Botswana.



JULY

Agreement in principle for new mines and contracts

On 1 July, we announced an agreement in principle with the Government of the Republic of Botswana for a new Debswana sales contract and mining licences. This includes a 10-year sales agreement for Debswana's rough diamond production and a 25-year extension of our mining licences.

Al Cook, CEO of De Beers Group and the Hon Lefoko Maxwell Moagi, Minister of Minerals & Energy, Government of the Republic of Botswana.



DECEMBER

Kelp Blue wins Zayed Sustainability Prize

At COP28, Kelp Blue won the Climate Action category of the Zayed Sustainability Prize, for its efforts on kelp farming. By cultivating oceanic kelp, their nature-based solution sequesters 100,000 tonnes of CO₂ annually and enhances ocean biodiversity, boosting Namibia's 'blue economy'.

Giant Kelp underwater forests. Photo credit Kelp Blue.



2023

MARCH

Trailblazer Accelerator programme

In March, we launched the Trailblazer Accelerator programme to level up women-owned and sustainable technology businesses across South Africa, Botswana and Namibia. Read more on [page 142](#).

Participants at GirlEng workshop held in 2023, Botswana.



JULY

First production from underground operation at Venetia

July saw us deliver our first production from the underground Venetia mine. With overall construction on our new world-class mine passing 70 per cent, production ramp-up is continuing, with the eventual goal of producing approximately four million carats of diamonds annually.

Geotechnical Engineer in Venetia Underground mine, South Africa.

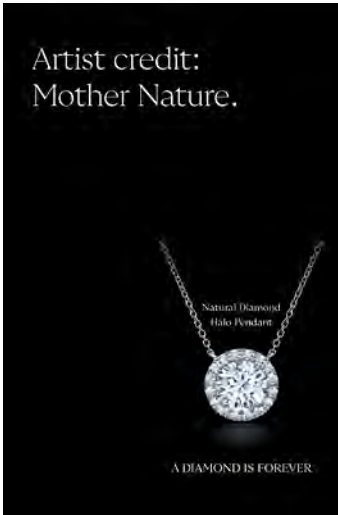


SEPTEMBER

'A diamond is forever' returns

Our classic 'a diamond is forever' campaign returned in September as part of a new US\$20 million campaign to attract a new generation of buyers. Subtly refreshed to reflect the changing priorities of new buyers, this campaign draws on our heritage and present-day mission and spans traditional and digital media, reminding buyers of the timeless value of a festive diamond gift.

Campaign 'a diamond is forever' returned in September 2023.



DECEMBER

A new Executive Committee is revealed

In December, we announced a new organisational structure and Executive Committee. This committee is the most diverse in our history and draws on an array of talent from our businesses in South Africa, Canada, Europe, Asia and Africa.

2024

OUR VALUE CHAIN



EXPLORATION

GLOBAL EXPLORATION
De Beers Group's prospecting and exploration unit. Explores for rough-diamond deposits around the world.



ROUGH DIAMOND PRODUCTION

MANAGED OPERATIONS
De Beers Group's managed mining operation unit. Recovers rough diamonds from Gahcho Kué mine in Canada and Venetia mine in South Africa.

DEBSWANA
A 50/50 joint venture partnership in Botswana with the Government of the Republic of Botswana. Recovers rough diamonds from the Jwaneng, Orapa and Letlhakane mines.

NAMDEB HOLDINGS
A 50/50 joint venture partnership in Namibia with the Government of the Republic of Namibia. Recovers rough diamonds on land through Namdeb, and off the coast through Debmarine Namibia.



ROUGH DIAMOND TRADING

SIGHTHOLDER SALES
Sorts, values and sells the majority of De Beers Group's rough-diamond supply through term contracts to Sightholders. Also sells to local businesses established in diamond-producing countries to support the development of local cutting and polishing operations and citizen value-creation.

AUCTIONS
Sells approximately 10 per cent of De Beers Group's rough diamonds, by value, via online auctions.



TECHNOLOGY AND SERVICES

DE BEERS INSTITUTE OF DIAMONDS
Provides grading and inscription services to the diamond industry via specialist facilities in the UK, India and Belgium, along with industry education and training services.

IGNITE
De Beers Group's innovation and technology function comprising diamond mining, sorting and detection technology for the diamond industry.



JEWELLERY HOUSES

DE BEERS JEWELLERS
Represents the pinnacle of luxury diamond jewellery, present in approximately 30 of the most prestigious locations around the world.

DE BEERS FOREVERMARK
Offers premium, contemporary diamond jewellery, in more than 2,400 retail jewellers worldwide.

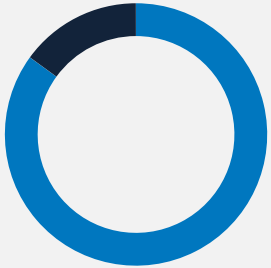


BEYOND THE NATURAL DIAMOND PIPELINE

ELEMENT SIX
Develops and produces synthetic diamonds and supermaterials for use in technological and abrasive applications across a number of industries.

LIGHTBOX™
Laboratory-grown diamond jewellery brand that provides consumers with high-quality fashion jewellery designs for everyday, casual occasions.

DE BEERS GROUP OWNERSHIP

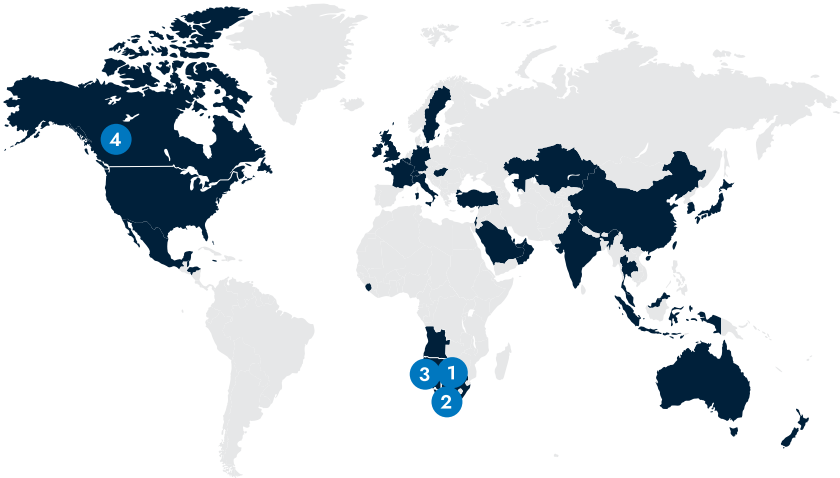


ANGLO AMERICAN PLC

85%

GOVERNMENT OF THE REPUBLIC OF BOTSWANA

15%



● 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.

OKAVANGO ETERNAL

In August 2021, National Geographic and De Beers Group launched a groundbreaking strategic partnership to address one of the most critical conservation challenges in Africa: protecting the source waters of the Okavango Delta and the lives and biodiversity it supports.

A freshwater oasis in the middle of the Kalahari Desert in Botswana, the Okavango Delta is one of the most biodiverse areas in Africa. Home to the world's largest elephant population, as well as lions, cheetahs, wild dogs and hundreds of species of birds, its source waters that originate in Angola are a lifeline for many endangered species, as well as over one million people.

While the Delta itself holds protected status, the broader Okavango Basin does not, and the effects of climate change, deforestation and upstream commercial agriculture across the basin have put this critical lifeline at risk.

The National Geographic Okavango Wilderness Project has been working to secure permanent, sustainable protection for the Okavango Basin alongside southern African communities, governments and NGOs since 2015. And with the support of De Beers Group, these efforts have been accelerated as part of a multi-year commitment — Okavango Eternal.

Okavango Eternal has a clear goal to protect the Okavango Basin's threatened species, and safeguard water and food security for more than one million people whilst co-creating sustainable livelihood opportunities for 10,000 people. And all while working with local communities who live throughout the basin to co-create solutions that help us conserve this vital lifeline.

2023 HIGHLIGHTS IMPROVED WATER AND FOOD SECURITY

The source waters of the Okavango Delta support wildlife and communities who live alongside it with fresh and clean water. But with climate change threatening the cleanliness and supply of water feeding into the Delta, the region's biodiversity and people face the prospect of increasing water and food scarcity.

As part of efforts to raise awareness and explore solutions for this issue, Jill Tiefenthaler, CEO of the National Geographic Society, met with the President of Angola in September. The focus of the meeting was to engage relevant policymakers

in Angola on local issues, particularly the importance of the Angolan Highlands Water Tower, a vital water source for seven African countries. Following this meeting, the Government expressed support for the registration of the Fundação Lisima, which is now part of the Wild Bird Trust family of organisations. The foundation will accelerate the on-ground work of the team to explore potential protected area solutions.

HYDROLOGICAL AND METEOROLOGICAL MONITORING SYSTEM

The National Geographic Okavango Wilderness Project maintains and manages an advanced hydrological and meteorological monitoring project (HMMP) system along the Okavango River Basin. This system comprises a series of monitoring stations positioned at points along each of the rivers and serves as a collaborative resource for local scientists, the tourism industry and governments who share access to the Okavango Basin.

This year, the team carried out maintenance on three installed monitoring stations and continued development of an online dashboard which will improve usability of the system. Looking forward, plans include the construction of 10 additional stations on the Cuando River in Namibia, as in the southeastern Delta at Setari in Botswana, which will result in extended coverage of the hydrological and meteorological monitoring network in the Okavango Basin.

SUPPORTING TERTIARY EDUCATION IN THE REGION

This year, Okavango Eternal continued to support the development of academic knowledge and skills in the three countries that share access to the Okavango Basin. By providing bursaries to students in science, tourism, socio-economic development and tertiary education, we are growing the local skills pool and helping to cultivate future conservation leaders.

Four students in receipt of post-graduate bursaries through Okavango Eternal attended the International Congress for Conservation Biology (ICCB) in Kigali, Rwanda in July, where they were able to present findings of their research and collaborate with other conservation students and professionals from around the world.

JOB CREATION AND SUSTAINABLE LIVELIHOODS

The co-creation of resilient livelihoods is key to supporting sustainable regional development that works in tandem with conservation efforts. This year, the team undertook two visits to the administration and traditional leaders of Tempué, Angola. During these meetings, we facilitated training in financial inclusion and the management of sustainable agriculture. We also workshoped with over 80 community members on sustainable beekeeping, as well as opened a solar-powered mill and trained two people to help run it.

Photo credit: Ami Vitale, National Geographic.



DE BEERS

OKAVANGO ETERNAL

PROTECTING A NATURAL WONDER

“

Through our Okavango Eternal partnership with De Beers, we have committed to using our research outputs to expand protection for key areas in the Okavango Basin, extending our monitoring capabilities and working with local communities to develop community based systems of protection.

”

Dr Steve Boyes | National Geographic Explorer and co-founder of the National Geographic Okavango Wilderness Project

EXPANDED SKILLS DEVELOPMENT

Together we are supporting the expansion of skills—needed for the development of sustainable enterprises through training, workshops and mentorship. We have continued to help communities in Botswana grow their business skills, and, building on our previous work in Tempué, the team has developed financial inclusion benchmarks to guide our community-led programme going forward.

We also assisted with the registration of the first two virtual design and construction companies (VDC) and launched a survey and mapping exercise around knowledge and natural resource use in Angola. This will involve youth mappers and will identify earning opportunities and barriers for local communities.

IMPROVED ACCESS AND RESOURCES FOR EDUCATORS AND LEARNERS

We are continuing to improve access to conservation education and resources for educators and learners. In 2023, our implementing partner The [Wild Birds Trust](#) held a three-day workshop to support teacher training. This workshop saw educators and 13 young people from Gudigwa village come together in an out-of-school programme. A visioning workshop involving teachers from the local primary school also helped us identify areas of focus for the primary and secondary curricula.

ECOTOURISM

Fostering sustainable tourism in and around the Okavango Delta is an important part of securing a sustainable future for the basin. In Botswana, we are helping local communities expand their ecotourism products by using regulated trails that minimise impact on wildlife. This year, we

explored options for a pilot trail route alongside community members and polers.

We are also supporting the development of sustainable ecotourism in the Angolan Highlands area which can benefit both sustainability efforts and local economic development. This is a new venture and is being designed in close consultation with government and community stakeholders.

AN AWARD-WINNING INITIATIVE

We were proud to see Okavango Eternal win the Content award at 2023’s Drum Awards for Social Purpose. The annual awards ceremony recognises socially responsible marketing that has made a positive impact on society, celebrating the people and brands that champion change. The Content category specifically recognised the use of content to create a successful social purpose campaign that achieved or exceeded measurable goals.

NKASHI: RACE FOR THE OKAVANGO

The Nkashi Classic is an annual mokoro (traditional canoe) race that takes place in the Okavango Delta. Bringing together 83 polers from 17 villages, this year’s event had a record turnout. Nearly 2,000 people watched the race unfold, including the Minister of Environment and Tourism, the US ambassador to Botswana and Batawana Paramount Chief Tawana Moremi II. With music, dancing, food stalls and children’s activities, the race was a celebration of local culture and traditions.

De Beers Group and National Geographic are long-term sponsors of this event. This year, in the months leading up to the event, we were proud to support the release of ‘Nkashi: Race for the Okavango’, a film by the National Geographic Society’s Impact Story Lab that was made possible by Okavango Eternal. This film, which was made in

Botswana, in the Setswana language, and in close collaboration with Batswana filmmakers, follows the participants in the Nkashi Classic race as they contend with life’s challenges and triumphs, the local impacts of climate change, and the urgency of preserving the tradition of the mokoro and nkashi for future generations. The premiere took place in Maun, the gateway to the Delta and the communities where the film was made. A subsequent screening followed in the capital, Gaborone. The film celebrates the importance of the Delta — to both local people and biodiversity, and is a timely reminder of the need to preserve its pristine waters. The film had extensive regional media coverage, a roadshow in 13 villages across the Delta and prime-time screening on Botswana Television (BTV) throughout the year. It also won nine awards, including best ‘original music score’ at the 2023 Jackson Wild Media Awards, which celebrate excellence and innovation in science and nature storytelling.

“

The mokoro race was held in its place of origin, Maun, and it was wonderful to see community, operators, NGOs, poler trusts and businesses pulling together and creating a memorable experience once again.

”

Koketso S Mookodi | Managing Director, Botswana Wild Bird Trust.

2023 HIGHLIGHTS OKAVANGO ETERNAL

3

new monitoring stations

4

students in receipt of post-graduate bursaries through Okavango Eternal attended the International Congress for Conservation Biology (ICCB)

80

community members attended workshops on sustainable beekeeping

9

awards won, including Drum Award and Jackson Wild Media

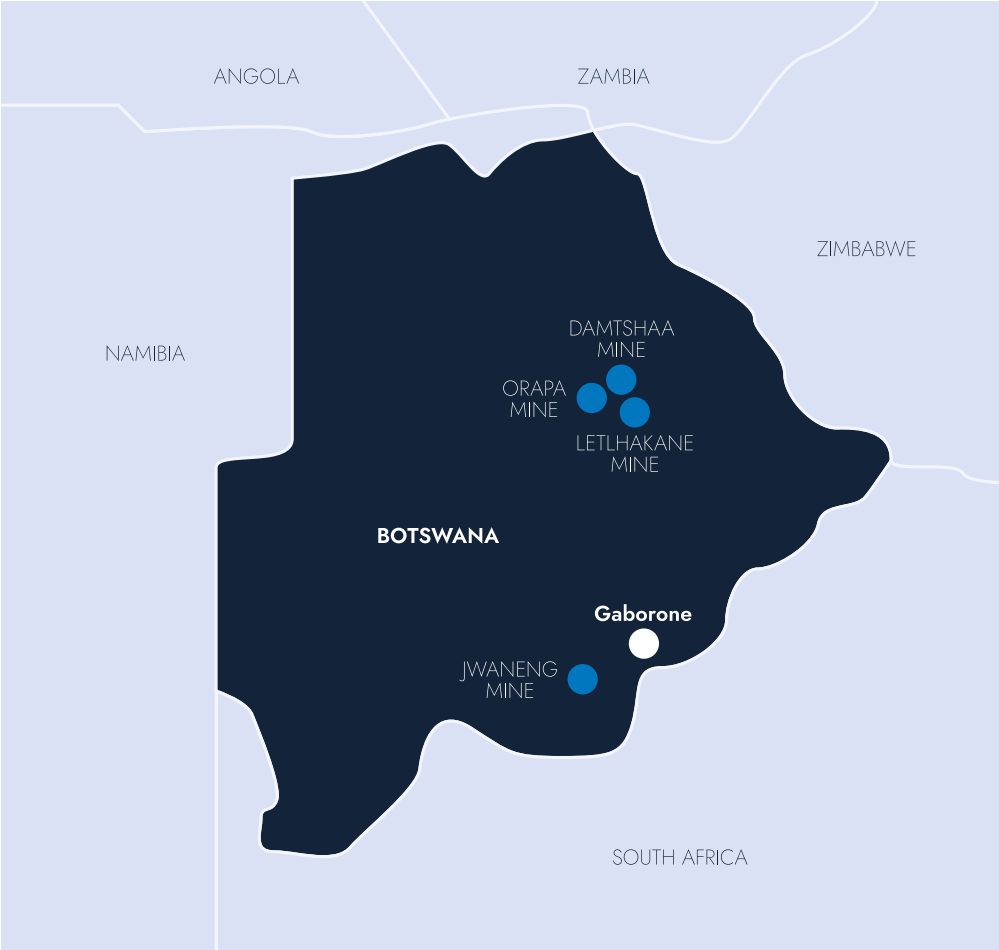
13

young people from Gudigwa village completed out-of-school programmes

2,000

people watched the Nkashi Classic mokoro race

COUNTRY FOCUS: BOTSWANA



FACTFILE

BOTSWANA

When De Beers' geologists discovered diamonds in Botswana in 1967 - only a year after the country gained independence - it triggered one of the world's greatest socio-economic success stories.

More than half a century of partnership later, the Government of the Republic of Botswana owns a 15 per cent stake in De Beers Group and is an equal joint owner of our mining company Debswana, the world's leading diamond producer by value.

9,514
total workforce

24,700
thousand carats (kct) recovered in country

US\$1.2bn
tax and economic contribution

DIAMONDS AND DIVERSIFICATION INSPIRE NEW DEAL FOR BOTSWANA

Botswana and De Beers Group are to continue 'building forever' together following a landmark deal to both strengthen the country's diamond economy and help it diversify into new sectors.

Our agreement in principle with Botswana's government opens a new chapter for Debswana, the 50/50 joint venture we founded half a century ago that has played a transformational role in the country's socio-economic progress.

The key terms signed in July are to extend Debswana's rough diamond production by 10 years to 2033 and Debswana's mining licences by 25 years through to 2054. It will see Botswana ultimately equalise the share of Debswana's diamonds it sells into the market.

Crucially, it also commits us to establishing a multi-billion-pula Diamonds for Development Fund that will support Botswana's emerging knowledge-based economy by investing profits from diamonds into a future beyond mining. This includes an upfront investment by De Beers Group of BWP one billion (approximately US\$75 million) and further contributions over the next 10 years that could total up to BWP10 billion (approximately US\$750 million).

The fund, which will be managed separately from De Beers Group, will accelerate Botswana's economic diversification into sectors such as agriculture, renewable energy and tourism, in line with the government's Vision 2036 of "a moral, tolerant and inclusive society that provides opportunities for all".

“
Our diamonds are not just gems; they are the foundation upon which the hope and promise of our economies have been built. They are the engine through which our aspirations for greater wealth, more diversified economies, the development of people and a more fair and equitable future can be realised.
”

Hon Lefoko Maxwell Moagi | Minister of Minerals and Energy for the Government of the Republic of Botswana.

10 YEARS ON, GLOBAL HUB IS A SIGHT TO BEHOLD

In 2023, we marked the 10th anniversary of an historic move that shifted the centre of gravity for rough diamond sales from northern Europe to southern Africa.

In 2013, we relocated our Global Sightholder Sales (GSS) division to the Botswana capital Gaborone from London, where it had been based for 70 years.

Today, 90 per cent of De Beers Group's rough diamonds, by value, are sold in southern Africa, with the majority sold by the Gaborone team, retaining economic benefits in our partner countries.

Every five weeks, the world's leading diamond buyers travel to Botswana to attend the sales, known as 'Sights'. Global Sightholder Sales (GSS) also sells to 'beneficiation' businesses in Botswana, Canada, Namibia and South Africa so they can benefit from the value increase by cutting, polishing and jewellery making. Read more on 'What is Beneficiation' on [page 77](#).

Ten years after our historic transfer of economic activity to Gaborone, we are proud to see that Botswana has one of the strongest economies in Africa.

MORE 2023 BOTSWANA HIGHLIGHTS

Supported the Nkashi Classic, a traditional boating race uniting communities around the Okavango Delta, celebrating cultural heritage and stimulating ecotourism.

Reinstated large-scale GirlEng workshops with 100 girls participating in Gaborone for the first time post-pandemic.

Helped to support 170 small and medium-sized businesses, many women-owned, through our joint enterprise, supplier and youth development programme Tokafala.

Sponsored nine companies to take part in our entrepreneur development programme delivered in partnership with the Stanford Graduate School of Business.

Continued to increase citizen participation in the diamond supply chain through Debswana's Citizen Economic Empowerment Programme (CEEP).

Miner, Jwaneng mine, Jwaneng, Botswana.



COUNTRY FOCUS: SOUTH AFRICA



FACTFILE

SOUTH AFRICA

Diamonds were first discovered in South Africa in 1867, sparking a diamond rush that spread worldwide.

Venetia mine is the country's largest diamond producer, supporting local communities. Our Voorspoed mine ceased production in 2018 and is in extended care and maintenance.

6,843
total workforce

2,004
thousand carats (kct) recovered in country

US\$619m
tax and economic contribution

ROUGH DIAMOND CENTRE HELPS
BUSINESSES SPARKLE

Our new rough diamond sorting and sales facility has opened for business in Johannesburg, underscoring De Beers Group's efforts to create positive impact in the countries where our diamonds originate.

Sightholder Sales South Africa was previously located in Kimberley in the Northern Cape province, but in January, we successfully relocated 87 employees to a state-of-the-art facility in South Africa's biggest city. The move supports the South African government's strategy to consolidate the country's mineral beneficiation sector into one area at the Gauteng Industrial Development Zone, close to Africa's largest international airport.

Read more on 'What is Beneficiation' and its context in the diamond industry, on [page 77](#).

Sightholder Sales South Africa's new base comprises Sightholder offices, hand and machine sorting areas, a training academy and a diamond cleaning plant. Our relocation to a national centre of diamond beneficiation means we can expand projects to help emerging businesses compete on the world diamond stage, especially Black-owned and women-owned enterprises.

For example, in 2023, Johannesburg-based company Molefi Letsiki Diamonds became the first majority Black-owned South African Sightholder for De Beers Group after graduating from our Enterprise Development Project for Diamond Beneficiators. To date, 10 diamond cutting and polishing companies have benefitted from the groundbreaking scheme, with 60 per cent of these companies being women-owned

and 80 per cent Black-owned. We launched a Small Beneficiator Customers (SBC) pilot programme in 2023, in partnership with several key industry players, to further increase small businesses' access to affordable high-quality rough diamond parcels. One participant, Andile Gcaba, of Johannesburg-based Vivid Gems, told us:

“
I'm now able to purchase consistently high-quality affordable parcels of rough diamonds, which means my business can be sustainable. I'm also establishing key networks to grow my business. Essentially, I'm now able to use jewellery as a driver to get me to where I want to be as a businessman.
”

Andile Gcaba | Johannesburg-based Vivid Gems.

VENETIA UNDERGROUND DELIVERS FIRST PRODUCTION

Venetia Underground Project achieved first production in July, a key milestone from our underground operations at Venetia mine in Limpopo, South Africa.

Our US\$ two billion investment in the underground operation is expected to benefit the South African economy and host communities until at least 2045.

At 70 per cent complete, the mine in Limpopo province has successfully transitioned more than 180 employees from open-pit operations thanks to our US\$10.5 million new training centre that is aiming to create skills development and hi-tech job opportunities.

Projects are underway to wheel renewable solar and wind electricity to the mine and to build an embedded solar PV facility. Together, these projects are expected to meet 90 per cent of the mine’s electrical energy needs. Efficiency projects such as advanced process control and ventilation initiatives are delivering a reduction in total site energy of up to six per cent compared to baseline, whilst improving safety.

Meanwhile, we have managed to reduce annual freshwater withdrawals from Venetia’s wellfields by 23 per cent since 2021 thanks to projects to circulate run-off and recycle water.

De Beers Group delivers first production from underground operations at its world-class Venetia mine in South Africa.

MORE SOUTH AFRICA 2023 HIGHLIGHTS

Launched our Agri Services Hub in Blouberg municipality to help hundreds of small-scale potato farmers grow and market their produce across South Africa and beyond.

Donated some 86,000 acres of biodiverse-rich land to South Africa National Parks conservation authority for its continued protection within Namaqua National Park.

Successfully completed a project to fund health screenings for 25,000 people in communities around Venetia mine in support of a government drive to tackle HIV, TB, STIs and non-communicable diseases.

Helped raise attainment levels in 25 schools through our South Africa Schools Programme.

Sold our last remaining mining right at Namaqualand Mines (Buffels Marine Mining Right) and associated assets, to Kleinzee Holdings, sparking new economic opportunities.

Donated the former diamond sorting and sales office in Kimberley to Sol Plaatje University.



COUNTRY FOCUS: NAMIBIA



FACTFILE

NAMIBIA

Namibia's diamond journey began in 1908 and the country is now a top 10 producer of gem-quality diamonds, creating wealth that impacts the entire nation.

Our 50/50 joint venture partnership with the Government of the Republic of Namibia is the country's biggest taxpayer. It recovers rough diamonds on land through Namdeb Diamond Corporation (Namdeb) and offshore through Debmarine Namibia. The Namdeb land-based operations are centred around Oranjemund and along the Orange River. The Debmarine Namibia marine-based diamond recovery began in 2002 and takes place off the southwest coast, reaching deposits as deep as 140 metres below sea level.

3,537
total workforce

2,327
thousand carats (kct) recovered in country

US\$611m
tax and economic contribution

POWERING TOWARDS A FOSSIL-FREE FUTURE

In Namibia in 2023 the country's first ever battery-powered e-bus rolled into our joint-venture operation in Oranjemund. The pioneering e-bus can travel 350km on one charge. It was one of many highlights in a year in which we took our fossil fuel replacement strategy up a gear by electrifying some of our fleet and exploring ways to produce sustainable fuel.

Namdeb also acquired a battery-operated forklift used by the supply chain at the mine store in the town.

In 2023, we also advanced our efforts to produce a certified green fuel that could replace the diesel used in our Debmarine vessels. Our research is focusing on 'encroacher bush' biomass — various species of dense woody plants that encroach on Namibia's agricultural land, resulting in biodiversity loss and underground water depletion. Having engaged a number of stakeholders in the sector, we have dispatched samples of two common species — *Acacia mellifera* and *Dichrostachys cinerea* — for laboratory testing in order to determine their potential yield and performance as feedstocks.

To further our aims of achieving carbon neutrality in Namibia by 2030, our main focus is on a project to build a 34MW wind farm near Oranjemund. Regulatory challenges in Namibia caused some delays to the project in 2023, but a feasibility study is underway. Studies indicate this



Namibia's first battery-powered e-bus, Oranjemund.

project could meet 70-75 per cent of Namdeb's electricity needs. Meanwhile, we pressed ahead with solar installations including rooftop solar systems at the Namdeb Centre main office in Windhoek and offices in Oranjemund as well as at Oranjemund airport. We also installed a solar battery system on a radio mast that serves as a key telecommunications link with Debmarine Namibia's vessels off the Namibian coast.

Aligned to these decarbonisation efforts, in 2023 Namdeb awarded bursaries to two women pursuing postgraduate studies in renewable energy. One of the recipients, Selma Nandjembo, is completing a master's degree in environmental engineering studies at the Namibia University of Science and Technology.

“

I am evolving into an agent of change,” she said. “This opportunity is testament to the magic that transpires when a company invests in people, offering them the chance to rise above the limitations they once knew.

”

Selma Nandjembo | Recipient of Namdeb bursary in post-graduate studies in renewable energy, currently completing her master’s degree at the Namibia University of Science and Technology.

MINING TRANSITION TOWN WELCOMES THE WORLD

Tourists from around the world have visited a new museum that is helping the historic mining town of Oranjemund reinvent itself as a self-sustaining community.

Jasper House Museum is located in what was originally the General Manager’s house when the mine in southwest Namibia was founded in 1936. Oranjemund was purpose-built to service the mine and, for over 80 years, was accessible only to mining families and invited guests.

However, since the Namibian government proclaimed the 10,000-strong community a public town in 2011, Namdeb has been working with local stakeholders to help Oranjemund open up and diversify its economy in preparation for the eventual end of local diamond mining. Transforming Jasper House into a smart tourist attraction was a combined effort by Namdeb, the Oranjemund Town Council, the community organisation OMD 2030 and OMDis, the Namdeb-funded special purpose vehicle created to drive Oranjemund’s diversification beyond diamonds.

In its first two years, Jasper House Museum has attracted more than 4,000 visitors, including 500 visitors from 22 countries, inspiring confidence that Oranjemund has a promising future as one of Namibia’s new tourist destinations.

MV Benguela Gem, courtesy Debmarine Namibia.

MORE 2023 NAMIBIA HIGHLIGHTS

Through our Debmarine Namdeb Foundation, we completed a nationwide spatial analysis to identify promising socio-economic development opportunities across Namibia as part of our Collaborative Regional Development strategy.

We garnered support from the One Economy Foundation, the charity organisation of the Office of the First Lady of the Republic of Namibia, for our commitment to tackling GBV as a critical business imperative.

At Namdeb, we completed a feasibility study on expanding the Nursery, a successful agricultural pilot project in Oranjemund, into a commercial 500-hectare agricultural hub as part of Namdeb’s collaboration with OMDis to diversify the mining town’s economy.

Through support from our joint venture Namibia Diamond Trading Company, Olafika small and medium-sized enterprise (SME) Development and Mentorship Programme has trained 869 mentees so far, half of whom are women.

De Beers Group continued to support start-up of Kelp Blue, which won a climate action award at COP28 for its work cultivating oceanic kelp forests off the Namibian coast.



COUNTRY FOCUS: CANADA



FACTFILE

CANADA

De Beers Group has been active in Canada since the early 1960s, and in 1987 we made the country's first economic diamond discovery, Victor mine, near Attawapiskat in Northern Ontario.

Gahcho Kué, our active mine in the Northwest Territories (NWT), began commercial production in 2017 and is a joint venture between De Beers Group (51%, the operator) and Mountain Province Diamonds (49%). It has received many awards for its safety and respect for the land and communities of NWT.

We have two mines in active closure: Victor in Ontario and Snap Lake in NWT. At these sites, we are rehabilitating the land in collaboration with our partner communities.

788
total workforce

2,834
thousand carats (kct) recovered in country

US\$271m
tax and economic contribution

WILDFIRE SUPPORT AND SOLIDARITY

A major relief effort was mounted by De Beers Group in the summer when more than 130 of our colleagues and their families were impacted by Canada's unprecedented wildfire season.

Twelve communities in the Northwest Territories (NWT) were forced to evacuate during the fires, which temporarily displaced two-thirds of the territory's population and ultimately burned an area twice the size of Portugal.

De Beers Group and the Anglo American Foundation contributed CA\$270,000 for support and recovery efforts, including the coordination of food shipments to two communities cut off from regular food supplies. We gave affected employees three days' emergency leave on top of their holiday allowance and issued grants of CA\$1,250 per family to support with the costs of evacuating and returning home.

During the emergency, we helped employees reconnect with their evacuated families and travel to new pick-up points so that those who were able could report for work at Gahcho Kué or Snap Lake mines.

At the NWT Mining and Exploration (MAX) Awards in November, Gahcho Kué jointly with other mining operations received the Environmental, Social and Governance (ESG) award recognising our "unflinching and significant" support for people impacted by the emergency.

SAFEGUARDING CULTURAL HERITAGE

More than half the people in Canada's Northwest Territories (NWT) are Indigenous, with a rich cultural and linguistic heritage dating back millennia. Gahcho Kué, for example, means 'place of the big rabbits or hares' in Chipewyan, one of the region's 11 official languages.

As community elders pass on, many of these languages are endangered, along with the stories and customs infused in them. In 2023, we worked with schools and non-profit organisations in partner communities to turn oral histories and folk tales into books in Indigenous dialects, and to record elders reading them. The project builds on our literacy outreach work as well as our human rights due diligence, which helps us to engage with community members in their own languages.

MORE CANADA 2023 HIGHLIGHTS

Achieved over 90 per cent post-closure land rehabilitation at Victor mine in Ontario, following reseeded, tree planting, culvert removal and the completion of fish habitat ponds.

Awarded 14 university scholarships to women studying STEM subjects and provided five work placements on our Women's Pre-Trades programme, which encourages women in NWT to pursue careers in technical trades.

Funded a four-day 'impact camp' at the University of Calgary to encourage girls from underrepresented First Nations communities to consider STEM careers.

Collected environmental DNA samples in lakes, streams and rivers near Gahcho Kué mine to confirm the presence of Arctic Grayling, an ecologically significant fish, during mine closure.

Reviewed our Indigenous peoples strategy to ensure it aligned with the United Nations Declaration on the Rights of Indigenous peoples (UNDRIP) which is now being implemented by Canada's federal and NWT governments.



De Beers Group employee stood at the edge of the pit with the Northern Lights in view, Gahcho Kué mine, Canada.

COUNTRY FOCUS: ANGOLA



FACTFILE

ANGOLA

Angola is one of the largest producers of diamonds in Africa and yet much of the country's area remains unexplored or under-explored for diamond deposits.

Since the end of a civil conflict 20 years ago, progress in the southern African country has been rapid. Now, as the Angolan Government looks outward, we're building a partnership, actively exploring for diamonds and bringing our Building Forever ambitions to life in the region.

EXPLORATION

De Beers Group returned to exploration in Angola in 2022 after reaffirming with the government our shared vision of a thriving diamond sector that delivers socio-economic benefit for all Angolans.

We are making good progress on electromagnetic surveys for kimberlite pipes across a 20,000km² swathe of the southern African country. De Beers Group has been granted two 35-year licences giving us rights to explore and mine through two new joint ventures with Angola's state diamond company, Endiama.

Should we discover an investment opportunity in the region, we will apply the same Building Forever framework that has been a catalyst for sustainable economic, social and environmental change in neighbouring Botswana and Namibia.

ENHANCING ANGOLA'S ALLURE TO INVESTORS

Since we last prospected for diamonds in Angola a decade ago, the government has worked hard to create a stable and attractive business environment. It recently joined the Extractive Industries Transparency Initiative, a global standard that promotes open and accountable management of oil, gas and mineral resources.

In addition, to satisfy our conditions for signing the two mineral investment contracts, ministry personnel worked closely with us to revise the foreign exchange regulation, simplifying the process for paying contractors from overseas and providing the ability for producers to keep the proceeds of sales in foreign currency. This has enhanced the attractiveness of Angola as a destination not only for De Beers Group but for all investors in the mineral resource sector.

ENGAGING LOCAL PEOPLE

Effective stakeholder engagement in line with our human rights-based approach is integral to De Beers Group's social licence to operate.

Before starting activities in Angola, we sought to ensure local communities were aware of our presence through radio and newspaper adverts, not only in the official language, Portuguese, but also in the local language, Chokwe. We also consulted with existing mines, including alluvial operations, in our licence areas and forged cooperative agreements. As and when we identify potentially viable diamond deposits, we will engage further with surface rights owners, communities and other stakeholders, as outlined in our social performance management system, the [Anglo American Social Way](#).

SAFETY-FIRST SURVEY APPROACH

More than 1,000 known live minefields dating back to Angola's civil war are scattered throughout Angola. Malaria poses an ever-present risk to our exploration personnel, as does the challenging terrain and presence of wild animals.

We are planning to explore as much land as possible through airborne and unmanned surveys which means we can significantly reduce the size of, and risks to, our on-the-ground team.

Alongside battery-powered drone flights, we have begun testing a pioneering fuel-powered, unmanned helicopter with mounted magnetometer, operated from the ground by a qualified pilot. Thanks to its 100km range and weight-bearing capabilities, it can precisely survey in one two-hour flight an area that would take our on-the-ground team two days to cover.

We are now more than halfway through our surveys and have identified several promising geophysical anomalies for further investigation.

LEAVING A POSITIVE LEGACY OF EXPLORATION

At De Beers Group, we want our activities to create a positive lasting impact for people and ecosystems.

As we establish exploration camps in Angola, we commit to replicating the approach used in our other partner countries, where we have increased access to medicine and education, supported jobs and bequeathed infrastructure such as water tanks and roads to communities in the exploration areas.

As much of our Angolan search area is unconnected to traditional internet infrastructure, we are testing high-speed internet access via satellite service Starlink and working with the Ministry of Communication to have it implemented across the country.

In support of Angola's new diamond bourse in the capital Luanda, we are helping the government with equipment and material standards and process safeguards to protect workers using chemicals to clean diamonds.

Al Cook, Chief Executive Officer, De Beers Group (left) and CEO of Endiama, Dr Ganga Júnior.




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.





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

Within the overarching framework, 12 ambitious goals focus our efforts to 2030. Our approach is dynamic and shaped by stakeholder priorities, pushing us to do better, go faster and innovate at scale.

Underpinning everything we do are the principles we operate by every day — safety, a values-based leadership culture, respect for human rights, inclusion and diversity, high standards across operations, and legal compliance.



[Listen to our Building Forever Podcasts here](#)

CREATING LONG-TERM POSITIVE IMPACT, EARNING TRUST IN OUR DIAMONDS				
 LEADING ETHICAL PRACTICES ACROSS INDUSTRY	 PARTNERING FOR THRIVING COMMUNITIES	 PROTECTING THE NATURAL WORLD	 ACCELERATING EQUAL OPPORTUNITY	
<div>OUR VISION</div> <div>We aim to advance industry standards, enhance the transparency of diamond provenance and improve the livelihoods of artisanal miners.</div>	<div>OUR VISION</div> <div>We will partner to improve health and education outcomes and increase livelihood opportunities to support community resilience and economic diversification in our host countries across southern Africa and Canada.</div>	<div>OUR VISION</div> <div>We will be carbon neutral, minimise our water footprint and deliver a net-positive impact on biodiversity.</div>	<div>OUR VISION</div> <div>We will accelerate economic inclusion and support diverse voices to help shape the future of our business, communities and society.</div>	
<div>2030 GOALS</div> <div><div>Responsible Sourcing</div><div>Extend our Best Practice Principles Assurance Programme (BPP programme) beyond our value chain to advance industry standards</div><div>Provenance</div><div>Aim to provide the origin and impact of every diamond we discover and sell</div><div>Artisanal Mining</div><div>Deliver scalable solutions to improve the livelihoods of artisanal miners</div></div>	<div>2030 GOALS</div> <div><div>Health and Wellbeing</div><div>Achieve priority SDG3 health targets in all our partner communities</div><div>Skills and Education</div><div>Establish skills partnerships in all our partner communities</div><div>Livelihoods</div><div>Support four jobs across our partner countries for every one job at our operations</div></div>	<div>2030 GOALS</div> <div><div>Climate Change</div><div>Be carbon neutral across our operations</div><div>Water</div><div>Reduce our water footprint by 50%</div><div>Biodiversity</div><div>Achieve a net-positive impact on biodiversity</div></div>	<div>2030 GOALS</div> <div><div>Inclusive Workplace</div><div>Achieve equal opportunity, including gender parity, for employees across our workforce</div><div>Women in Business and Technology</div><div>Support 10,000 women entrepreneurs and engage 10,000 girls in STEM</div><div>Diverse Talent in Diamond Jewellery</div><div>Increase the diversity of creative talent in the diamond jewellery sector</div></div>	
REGIONAL PARTNERSHIPS TO SUPPORT SUSTAINABLE DEVELOPMENT BEYOND MINING				
<div>BEYOND ZERO</div>	<div>LEADERSHIP AND CULTURE</div>	<div>HUMAN RIGHTS</div>	<div>INCLUSION AND DIVERSITY</div>	<div>GROUP STANDARDS AND LEGAL COMPLIANCE</div>

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 health and safety framework which aims 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 set standards and strive to drive continuous improvement in our own operations and beyond.

[+ Read more on pages 32 to 38.](#)

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 39 to 49.](#)

HUMAN RIGHTS

Respect for human rights is embedded in our business. We require adherence 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 50 to 58.](#)

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 59 to 60.](#)

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 61 to 69.](#)



Rough diamond in kimberlite, De Beers Group offices, London.

WHY ARE WE DOING THIS?

Making sure every diamond helps future generations

When people buy a De Beers diamond, we want them to wear it with pride. We recognise we play an important role in helping to address crucial issues like climate change and poverty, and want the people we care about to know that too.

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

Addressing these issues is critical in maintaining our social licence to operate and preserving the confidence of those who buy our diamonds.



HOW ARE WE DOING THIS?

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

Catalysed by the launch of the UN Sustainable Development Goals (SDGs) in 2015, we engaged with our partners, host communities and employees across all areas of the business to set our 2030 goals. Together, we identified four key areas in which we have a unique capability and responsibility to drive meaningful progress and change. These are our Building Forever pillars and each has three accompanying goals.

We launched our framework in 2020, at the beginning of what the UN termed the 'Decade of Action' when it called for accelerated solutions to the world's biggest sustainability challenges.

Many of these goals build on long-standing commitments and programmes, 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 require fundamental changes to the way we operate, such as our goal to be carbon neutral across all our operations.

Schoolgirls playing wooden xylophone during music class in Acacia Primary School, Botswana.

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

Our 2030 goals are deliberately ambitious — driving us to do better, go faster and innovate at scale — and achieving them will be challenging. Since we launched Building Forever at the end of 2020, we have developed robust baselines and pathways to measure our progress, and put the right skills in place to support our aims.

We have committed to regular reporting to bring stakeholders on the journey with us and hold us accountable. Key partnerships, systems and mechanisms have been built and dedicated goal leads appointed to integrate Building Forever across our organisation. This has resulted in more than 23,000 people working hard every day to help ensure that our customers can wear a De Beers diamond with pride.

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

2023 marks the halfway point to the delivery of the SDGs in 2030. At the annual UN SDG Summit in New York in September 2023, the Secretary-General highlighted that progress on 30 per cent of its targets has stalled or gone into reverse. He called for a new phase of accelerated progress and set out to reignite a sense of hope, optimism and enthusiasm for the 2030 agenda.

“

When people buy a De Beers diamond, we want them to wear it with pride.

”

Burger Greeff | Executive Head of Technical, De Beers Group.

OUR EMPLOYEES GALVANISING ACTION

Building Forever galvanises our people to put their passion for sustainability into action and inspire each other to make life brilliant.

FOSTERING A CLIMATE ACTION CULTURE

We believe our employees have an important part to play in our climate change action journey. Our Climate Action Manifesto was developed by our employee-led Climate Action Team to help everyone at De Beers Group get involved in the global decarbonisation effort.

The living document, which can be accessed through our intranet, recommends simple actions everyone can take to reduce their personal carbon footprint, such as using appliances on eco settings, eating a plant-based diet and cooling leftovers before putting them in the fridge. It also suggests actions that help to reduce De Beers Group's Scope 3 emissions, such as minimising business travel and using public transport or carpooling for commuting.

In 2023, a year after launching the manifesto, we recorded a 37 per cent drop in employee commuting emissions. Read more on [page 117](#).

CLIMATE ACTION CHALLENGES

In 2023, we held two Climate Action Challenges using Deedster, an app that helps people learn about climate change, climate action and how to calculate their own carbon footprint. Participants then competed in teams to do planet-friendly "deeds" to win prizes, and collectively saved over 70 tonnes of carbon emissions.

AMBASSADORS FOR GOOD

Our Ambassadors for Good programme supports our employees to use their unique skills for the good of their local communities. This skills-based volunteering programme, which has been running since 2018, sees our people work in teams of two to five to support causes that are important to them. Colleagues, ranging from apprentices to senior managers, can use up to three working days for volunteering and access up to US\$6,500 (or local equivalent) in funding from the Anglo American Foundation to support their efforts.

In 2023, 126 of our colleagues teamed up with 35 partner organisations in seven countries to work on projects covering a variety of themes, including health and wellbeing, education and youth development, the environment, skills and community development, and disaster aid.

In Botswana, colleagues took part in a project to build the confidence of women who stay at home to raise families by helping them recognise their value as 'home engineers' and critical decision-makers. In Canada, employees began planning to install outdoor play equipment and strollers at a daycare centre serving mainly Indigenous children from Métis and First Nations communities. And in Namibia, colleagues supported a mentorship programme to raise educational attainment, life skills and resilience among teenage girls to smooth their path to university.

Meanwhile, a climate-smart agriculture project took off in South Africa under the auspices of Diksha Pillay, from our Climate Action Team. Harvesting Hope seeks to enhance climate resilience among emerging farmers by helping them understand the challenges they face and equipping them with the knowledge and tools to adapt.

Diksha, who is our Scope 3 emissions Principal and part of the Technical Advisory Group for the [Science Based Targets initiative](#) (SBTi), is running the project in partnership with the Temo Foundation, a non-profit organisation that offers coaching to rural and township entrepreneurs, especially women, youth and people living with disabilities. In the first phase of the project, more than 60 village farmers from the Mepala region were upskilled in regenerative agriculture, bio-stimulants, genetics, herd management, and data and analytics, as well as optimising feed mixes to reduce methane emissions.

Harvesting Hope will continue in 2024, with initiatives in communities across three South African provinces.

DISCOVERING INDIGENOUS CRAFT MAKING AT GAHCHO KUÉ MINE

Colleagues at our Gahcho Kué mine took part in an Indigenous craft-making workshop in the latest in a series of long-running craft-focused events led by local Indigenous communities. Among the participants was Nikhil Agarwal, who said the event was a chance for the team to "immerse themselves in the artistry and craftsmanship of the local First Nations community".

RAISING FUNDS FOR THE ALBERTA CANCER FOUNDATION

Patrick Donovan, a resource geologist at Gahcho Kué mine, and his wife raised CA\$3,832 for the Alberta Cancer Foundation by cycling 200km at the Tour Alberta for Cancer. They were among 1,200 cyclists taking part in the annual event, which was set up 15 years ago and has raised more than CA\$5.5 million for the foundation to date. We were proud to support their efforts with an additional contribution of CA\$1,730.

“We heard the emotional stories of those who have lost, survived or are currently fighting, and we also shared our own stories. It was a tough event, but an amazing experience and I would recommend it to anyone.”

Patrick Donovan | Resource geologist at Gahcho Kué mine.

GLOBAL CONTEXT AND INDUSTRY INSIGHTS

At De Beers Group, we stay attuned to emerging and growing trends in sustainability. Here, we identify some of the key trends that are shaping our work.

PROVENANCE

Today's consumers are demanding more visibility of a product's journey so they can have enhanced confidence in making their purchase. At De Beers Group, we have responded to this demand 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 82 to 86.](#)

CLIMATE CHANGE AND NET-ZERO TARGETS

Although progress has been made, the world remains off course to reduce greenhouse gas (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. Achieving net zero remains the top concern of our stakeholders and we are working hard to become carbon neutral across our operations.

[+ Read more on pages 111 to 119.](#)

BIODIVERSITY & CONSERVATION

There is increasing recognition of the importance of biodiversity in the natural world. Despite this, biodiversity loss continues worldwide, posing a major risk to humanity. In a landmark decision, nations at the United Nations Biodiversity Conference (COP15) agreed to a pursuit of global goals, including protecting a third of the planet for nature and encouraging 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 126 to 132.](#)

ROLE OF ARTIFICIAL INTELLIGENCE (AI)

The use of AI is an emerging trend at the industry level. AI's data analysis capabilities help us to monitor and minimise environmental impacts and improve supply chain efficiency. In operations, it boosts energy efficiency and aids precision agriculture, leading to more sustainable practices. AI is also helping us optimise resource use and sort our waste more efficiently while predicting generation patterns more accurately. In addition, we are using AI to engage our customers in helping us accelerate progress on our Building Forever goals.

TRANSPARENCY, REGULATION AND REPORTING

Expectations of corporate transparency have been steadily increasing and 2023 saw a flurry of activity in standards covering 'non-financial' reporting. Most notably, the European Sustainability Reporting Standards (ESRS) mandated by the Corporate Sustainability Reporting Directive (CSRD) introduced new sustainability reporting obligations for an estimated 50,000 companies, including multinationals headquartered outside the EU. In addition, the International Sustainability Standards Board (ISSB) launched its first two global sustainability standards, covering general reporting practices and climate-related disclosures. More standards will be issued in the future.

Also, 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 2023, shows that 36 per cent of women and 39 per cent of Gen Z consumers now specifically seek out this information when buying diamonds. We hold ourselves accountable through our 2030 goals and Building Forever sustainability framework.

STRESS ON NATURAL 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.

Read more about how we incorporate circularity into our work and use materials efficiently to reduce waste on [pages 134 to 136](#).

WATER STEWARDSHIP

With water scarcity becoming a major concern in various parts of the world, businesses and communities are focusing on efficient water use and management. Climate change and its negative impacts on freshwater are threatening health, food security and stability for people and nature. We are responding to this with innovative solutions that seek to minimise our water footprint.

[+ Read more on pages 120 to 125](#)

INEQUALITY

Recent crises have only widened persistent inequalities in income, health and education between countries and socio-economic groups. Global unemployment remained above pre-pandemic levels in 2023, worsening skills shortages and widening income inequality. Around a fifth of young people are not in work, education or training — most of them women — and a further 123 million are working but living in poverty.

[+ Read more about our skills development strategies on pages 97 to 101.](#)

[+ Read more about our goal to support women and girls in business and technology on pages 139 to 143.](#)

[+ Read more about the steps we are taking to accelerate equal opportunity on pages 133 to 149.](#)

[+ Read more about how we help to create thriving communities on pages 92 to 109.](#)

NAVIGATING UNCERTAINTY

The diamond market is navigating a period of significant challenges, with a downturn primarily driven by macroeconomic factors. The US market, traditionally a strong consumer of diamonds, has seen a decrease in demand due to recessionary concerns. China's economy, slow to rebound post-Covid-19, has also contributed to subdued demand. The rise of laboratory-grown diamonds in 2023 and growing global geopolitical uncertainty, especially the war in Russia and sanctions on Russian diamonds, have added market complexity. These factors have led to stagnant prices and declining volumes.

These challenges underscore the importance of strong Environmental, Social, and Governance (ESG) performance. Balancing economic goals with environmental and social responsibilities is crucial for the industry's sustainable future.

[+ Read more about our advocacy and public policy work on pages 42 to 44.](#)

[+ Read more about our provenance goal on pages 82 to 86.](#)

[+ Read more about how we keep pace with consumer expectations on pages 45 to 46.](#)

OUR APPROACH TO REPORTING AND MATERIALITY

Through our Building Forever reports, we communicate our goals, initiatives and progress on the sustainability issues that matter most to De Beers Group and our stakeholders.

To identify the environmental, social and governance topics that impact society and our business, we engaged a third-party consultancy to independently conduct a double materiality assessment in 2022.

The double materiality assessment is a new concept that looks at topics from a dual perspective — how that topic impacts our corporate value and how our business impacts the topic. This exercise provides a holistic perspective on ESG impacts and is a key compliance requirement for reporting against the GRI standards which offers a transparent way for us to sense-check our sustainability strategy. We aim to conduct this exercise every two to three years and conduct a review annually with key stakeholders.

For 2023, we noted no significant changes to our material topics.

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
- Business ethics
- Community impact
- Responsible sourcing
- Equity, diversity and inclusion.

Read more about the themes in our [Sustainability Data Basis of Reporting](#) document.

Sunrise image of Orapa Game Park landscape, Botswana.



UPDATES TO GRI SUSTAINABILITY REPORTING STANDARDS

This report has been prepared in accordance with the GRI 2021 sustainability reporting standards.

The GRI 2021 standards were implemented in 2023 with an increased reporting emphasis on human rights and impacts across the value chain (negative and positive).

Since 2007, De Beers Group has continued to aim to report transparently and align to these expanded global standards.

In 2024, there has been a global approach to universalise corporate sustainability reporting standards with an expanded emphasis on due diligence within the value chain. The GRI has been integral in this process and continues to drive more granular reporting, including the updated Biodiversity 2024 standard and the Mining sector topic framework.

De Beers Group is currently reviewing the requirements of these standards.

[+ Read more on page 169.](#)

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

LEADING ETHICAL PRACTICES ACROSS INDUSTRY — Responsible sourcing — Product traceability	UN SDGs 	COLLABORATIVE REGIONAL DEVELOPMENT
PARTNERING FOR THRIVING COMMUNITIES — Training and upskilling employees and communities — Local socio-economic/community development — Local hiring/procurement — Economic impact on producer countries	UN SDGs 	
PROTECTING THE NATURAL WORLD — 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	UN SDGs 	
ACCELERATING EQUAL OPPORTUNITY — Diversity, equity and inclusion in the workplace — Responsible and inclusive marketing and communications	UN SDGs 	

UNDERPINNED BY OUR CRITICAL FOUNDATIONS

BEYOND ZERO — Health, safety and wellbeing for employees and communities	LEADERSHIP AND CULTURE — Business ethics, governance and transparency — Anti-corruption and anti-bribery — Advocacy and public policy alignment — Sustainability topics impacting consumer demand for diamonds — Impacts of technology and innovation	HUMAN RIGHTS — Human rights and labour rights in the workforce — Community consultation and engagement — Indigenous rights	INCLUSION AND DIVERSITY — Gender equity	GROUP STANDARDS AND LEGAL COMPLIANCE — Waste management and circularity — Responsible mine closure/post-mining transition
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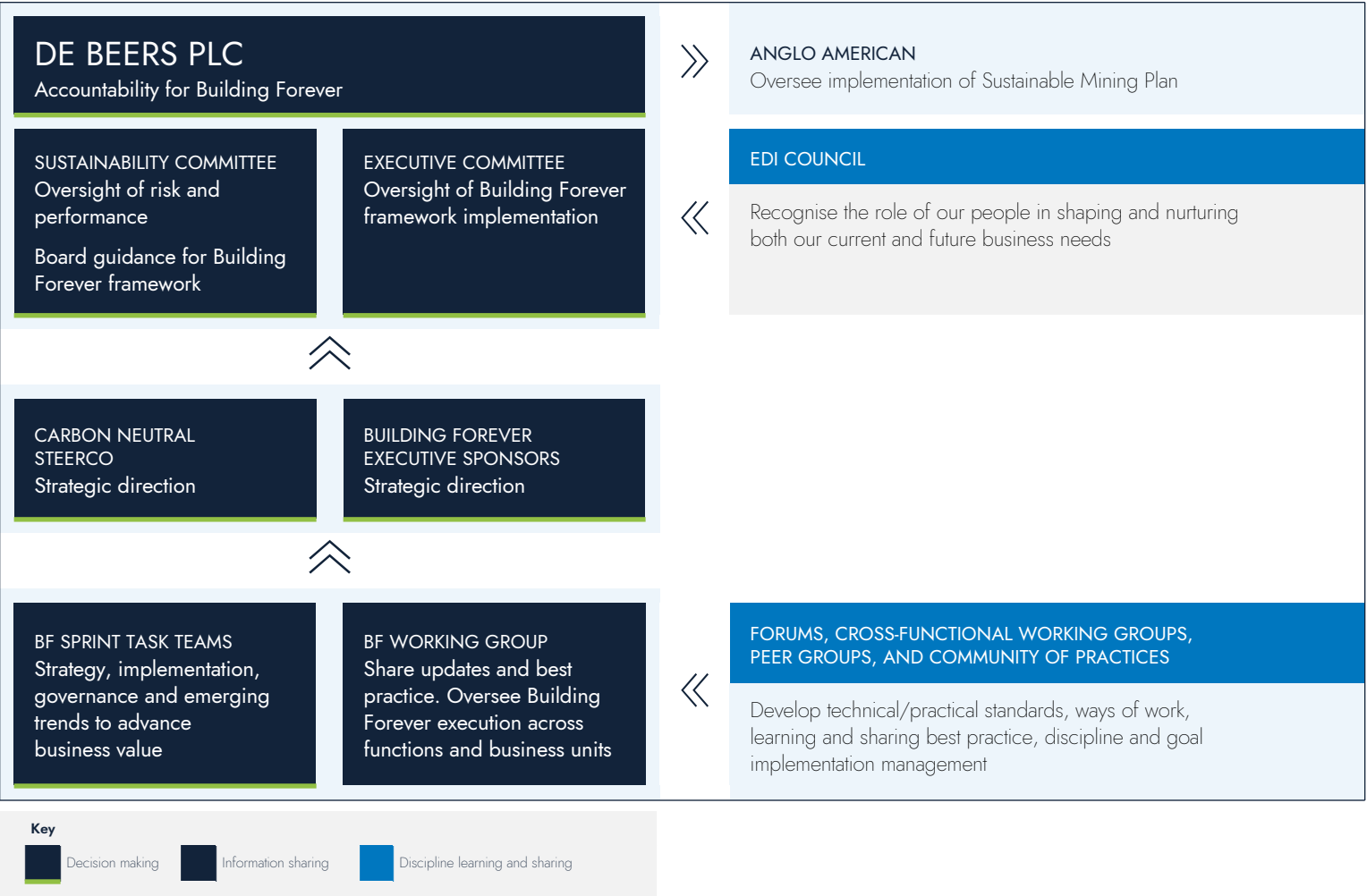
GOVERNANCE

Accountability for our Building Forever sustainability framework and delivery 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 several working groups and specialist discipline peer groups, which set direction and share best practice and learning at an operational level.

Our Building Forever governance structure was reviewed during 2023 to enhance the effectiveness of governance of our forums by clarifying its terms of reference, including objective, materiality, accountabilities, authorities and frequency of engagements. The new structure reflects our maturity evolving from establishment to integration.

TOPICS COVERED IN 2023 BY THE SUSTAINABILITY COMMITTEE
Progress of our Pioneering Brilliant Safety programme
The Elimination of Fatalities risk assurance and governance workstream
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.



HOW WE ENGAGE WITH OUR STAKEHOLDERS

We partner with a wide range of stakeholders to seek 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. Through these engagements we 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)).

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, 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.

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 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.

5,000

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

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

15%

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

50/50

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.

We focus significant effort on achieving strong performance across all five of our Critical Foundations.

In the next section, we report on the key developments and progress for each of our critical foundations, and our material topics linked to these.

OUR CRITICAL FOUNDATIONS

- 32 BEYOND ZERO
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Environmental scientists water sampling in the field at Gahcho Kué mine, Canada.

CRITICAL FOUNDATIONS

BEYOND ZERO

Beyond Zero guides our health and safety framework, which seeks to ensure safety is 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. Our teams work in some of the world's most complex environments, and their safety and wellbeing are paramount to us. Zero Harm should be a normal condition of doing business, so we strive to consider and address all risks to people and the environment before commencing any activity, even if this means stopping a task.

Employee on SS Nujoma, Namibia.



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.

We prioritise all our people's wellbeing, whether they work within De Beers Group or live close to our operations.

Our work in health, safety and wellbeing applies to all employees and contractors. As strategic business partners, it is important to us that our suppliers understand we want them to be safe and healthy. Together, we partner with our business partners and suppliers to achieve compliance.

Our health team's ongoing work to manage risks covers multiple areas including hearing and respiratory conservation, musculoskeletal protection, mental health and wellbeing, and communicable diseases prevention (HIV/AIDS, TB, and pandemic preparedness).

There is integration with the work of our safety team, which analyses how strong leadership, culture, systems and innovation can reduce risk to make safety inherent to all our operations. As part of this, our Visible Leadership Programme requires all leaders to encourage safe practices and to understand employees' safety-related concerns. This approach aims to reduce the chance of accidents, which can lead to fatalities, injuries or environmental damage off-site.

OUR SAFETY PLEDGE

In 2020, we signed our De Beers 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.

Geotechnical Engineer in Venetia Underground mine, South Africa.

INCENTIVISING SAFETY

A safety-conscious workforce starts with a culture that rewards individuals for protecting each other and speaking up about actual or potential hazards.

In 2019, Gahcho Kué mine developed the Brother's and Sister's Keeper (BSK) Programme to nurture safety leadership and promote De Beers Group values, including Put Safety First, Build Trust and Show We Care.

BSK revolves around a monthly programme of interactive talks based on an annual theme, such as safety trends on site. A key aim is to promote 'courageous conversations' whereby all individuals feel confident speaking up about how to make conditions safer even if that means temporarily stopping a co-worker from proceeding with a task.

Workers who display safety leadership are entered into a monthly prize draw, and those who engage in a 'courageous conversation' that mitigates a fatal risk are entered into a special annual draw. Previous prizes included a CA\$7,500 travel voucher and a small caravan.

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) programme provides a framework for De Beers Group to understand our level of safety maturity and the journey required to get to beyond Zero Harm over five levels.

Level one represents the lowest stage of safety maturity, and lacks any relevant or established systems. Level five, by contrast, represents a more sophisticated state where appropriate systems and technology are in place, investigations are carried out to understand where deficiencies still exist and how they can be resolved, and everybody accepts responsibility for their own and their colleagues' safety.

The programme is based on quantitative and qualitative analysis from the highest levels of management to frontline workers to help participants improve their maturity by seeking to ensure factors like psychological safety, contractor performance management and safety-in-design are embedded in good management practice.

The programme is running at different stages throughout the organisation. Currently, De Beers Group's overall maturity stands at level 2, where an organisation is at a responsive level and acts when something goes wrong.

We have endeavoured to embed our PBS programme concepts throughout the organisation. There is much greater awareness of safety and everyone's role in keeping themselves and their colleagues safe. We plan to carry out the next stage of analysis in early 2025, targeting the 'participative' level of maturity in which employees understand their responsibility to keep themselves safe.



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. Taking this approach means that everybody is both empowered and required to take action when necessary, and its importance is emphasised at every stage.

As a large organisation, we have increased our understanding of what drives psychological safety. We have now identified the leading indicators and are engaged in a two-year programme to understand how these relate to creating a safe environment for everybody.



SAFE SENTRY PROGRAMME

Launched in 2021, our Safe Sentry programme is designed to identify hazards through the use of an app that enables employees to record a potential safety issue and automatically alert the responsible manager. The user can take an image of the hazard and overlay commentary that is translated from voice to text.

The information is also uploaded to a database to provide detailed analysis of all unwanted events on a given site and provides an accurate overview of how our critical safety controls are performing.

The programme is having a significant impact, helping to identify and eradicate potential hazards and contribute to the safety maturity of our operations.

SAFETY-IN-DESIGN INITIATIVE

We continued our Safety-in-design initiative in 2023, engaging an expert partner company to identify safety technologies that are applicable to our needs.

Safety reviews are integrated into the design and implementation of all applicable new equipment. One example was in the design and build of a permanent platform to enable our maintenance teams to safely carry out their work. While initially costly to integrate, the platforms provide a much safer solution than the ladders and cherry-pickers used previously. At Orapa mine, we are carefully considering the risks involved with maintenance in the design of a new conveyor belt system.

Other focuses include seeking to ensure applicable mining equipment we buy has an integrated safeguard and interlock, which disables the equipment if the safeguard is removed.

We will continue a programme of improvement as part of our focus on safety-in-design, even once all identified issues have been addressed, as our sites have an average life of 15 years for marine plants and 30 years on land. Safety-in-design is now a factor for investment decisions.

PREVENTING ACCIDENTS BY IDENTIFYING HAZARDS

Our people continue to demonstrate taking responsibility for their personal safety and the safety of their colleagues. One indicator is the significant level of high-potential hazards that are reported through our risk-reporting process. In 2023, more than 1,062 hazards were identified and addressed.

1,062
hazards were identified and addressed in 2023.

ROAD SAFETY

We have a long history in addressing road safety across the areas in which we operate. In 2022, we worked with 12,000 schoolchildren in the Limpopo province in South Africa, where our Venetia mine is located, to educate them on road safety and risk. In the same year, we launched a pilot to reduce the number of traffic accidents in that area.

On Sunday 17 September, a bus carrying employees of Murray & Roberts Cementation was involved in a head-on collision with a truck on the public road to Venetia mine in South Africa. Tragically, 20 people lost their lives, including 17 Murray & Roberts Cementation employees, the bus driver (Hope Transport), truck driver and passenger in the truck. Four people were injured in the accident.

Since the accident, we have designed a comprehensive programme that aims to address key aspects of road safety based around three focus areas: driver fitness and safety, vehicle safety, and maintenance and road conditions.

ELIMINATION OF FATALITIES

De Beers Group successfully participated 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 EoF sustainability process identified 179 actions that were loaded onto the Group-wide operational management system, IsoMetrix. Closure of these will be tracked through 2024.

179
The EoF sustainability process identified 179 actions that were loaded onto IsoMetrix.

EMPLOYEE HEALTH

We strive to empower our colleagues to better understand and look after their general health in an informed manner. This not only improves wellbeing but also helps us maintain a resilient workforce.

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.



HEALTH IMPACT ASSESSMENTS FOR EVERY OPERATION

In 2023, 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.

Doctor and patient in Jwaneng Mine Hospital, Botswana.

HEART HEALTH

During 2023, we launched our Heart Health programme to develop our understanding of global mortality and morbidity patterns related to cardiovascular health risk. According to the World Health Organization (WHO), heart disease is among the leading causes of death, across countries at all stages of development.

In light of this, we decided to adopt the WHO predictive score on heart health across our De Beers 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 2023, we had reached more than 92 per cent of eligible colleagues.

In 2024, we will go into phase two of the Heart Health programme, looking at how to extend intervention programmes to our employees.

2023 HEART HEALTH PROGRAMME PARTICIPATION

92%
2023



2023 Target 2023

PREVENTION AND TREATMENT OF HIV AND TB

During 2023, we continued to focus on reducing the incidence of new cases of HIV infection, and expanded our programme of empowering our people to adopt available methods of prevention to reduce their chances of infection.

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

Performance analysis of the past 10 years indicates that new cases incidence has been gradually increasing. It is a trend that we are investing all efforts to reverse.

A total of 81 per cent of our employees in southern Africa now know their HIV status, 83 per cent of employees diagnosed with an HIV infection are receiving sustained antiretroviral therapy, and 84 per cent of employees receiving this treatment are successfully suppressing the virus, so reducing the risk of transmission. While these figures are encouraging, they are slightly down from previous years due to the impact of Covid-19.

Our TB incidence has increased year-on-year, from 51 per 100,000 people in 2022 to 64 per 100,000 in 2023. Work to reduce the risk is ongoing. However, the overall improvement in the past 10 years demonstrates a decrease from 149 per 100,000 to 64 per 100,000.

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 treatment.

DE BEERS GROUP EMPLOYEES IN SOUTHERN AFRICA

81%
of employees know their HIV status.

83%
of employees diagnosed with HIV are receiving antiretroviral therapy.

84%
of employees receiving this treatment are successfully suppressing the virus.

OCCUPATIONAL HEALTH PERFORMANCE

While we work hard to embed controls in all workplaces to limit exposure, 13 per cent (2022: 15 per cent) of our workforce was exposed to occupational health hazards above the recommended exposure limit.

De Beers Group reported one case of occupational disease in 2023. In 2024, we will continue to focus on minimising exposure and implementing an integrated health management solution.

We are partnering with Anglo American on developing focus areas for health and outlining critical tasks for 2024. This will help in focusing on a few but impactful areas. The 2024 focus areas are:

- Health stressors exposure reduction
- Cardiovascular health optimisation
- Mental health and wellbeing
- Communicable disease
- Innovation, technology and partnerships.

OCCUPATIONAL HEALTH PERFORMANCE



MANAGING ENVIRONMENTAL RISKS

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 endeavour to ensure that all hazardous materials and wastes are managed and treated responsibly, and in accordance with strict legal requirements. 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 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 2023, all our incidents have been classified as insignificant (Level 1) or minor (Level 2) in severity, with 89 per cent falling into the insignificant category.

Environmental scientists in laboratory at Gahcho Kué mine, Canada.



CRITICAL FOUNDATIONS

LEADERSHIP AND CULTURE

At De Beers Group, our values-driven, purpose-led, high-performance culture is a key part of our business. Our culture fosters safety, diversity and innovation alongside performance.

De Beers Group’s business success is rooted in a culture centred on purpose, values, collaboration and excellence, promoting our purpose to Make Life Brilliant and our ambition to Pioneer a New Diamond World.

Our leaders are expected to demonstrate our values, and focus on innovation, diversity and safety as well as performance. We empower them to build teams capable of achieving their objectives and full potential. Our extensive development programmes equip leaders with the skills to coach and mentor team members, manage change and drive continuous improvement.

We guide all employees on our values and behaviours, maintaining a focus on our purpose and strengthening our culture. Key to this is our Safety 365 programme, which reminds every team member that a responsible approach to production is non-negotiable and enables them to think through the full consequences of any decisions.

We extend the spirit of collaboration to our external partners, in our drive to have a positive impact across the diamond value chain.



Teacher leading class in Mokobaxane Primary School, near Orapa, Botswana.

BUSINESS ETHICS GOVERNANCE AND TRANSPARENCY

ANTI-CORRUPTION AND ANTI-BRIBERY

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

A VIGILANT APPROACH

Through policy reviews, training and communication, we highlight the fundamental importance of business integrity for every team, and provide avenues for confidential reporting of potential misconduct.

We adopt a number of Anglo American group-level policies, which provide a framework for ethical practices and help to cement our culture. In 2023, De Beers Group continued to contribute to these policy discussions.

As part of our regular compliance cycle, we reviewed our Code of Conduct, which covers data privacy, bribery, fair competition, tax evasion, money laundering, financing of terrorism, trade controls and sanctions, and found no material changes were necessary.

De Beers Group continues to review proposed sponsorships and charitable donations to anticipate any risk of bribery or corruption. Colleagues are expected to declare conflicts of interest, gifts and hospitality and, in 2023, we began to roll out Disclosure, an electronic compliance tool that allows for more effective monitoring of adherence to our policies and procedures. We will continue its roll-out in 2024.

Our legal and policy teams can respond quickly to urgent external issues as they arise, supported by robust governance structures that allow for rapid review of developing situations locally, regionally and internationally. All our business entities, regardless of their location, are required to comply with any sanctions imposed by any country in which we operate.

TRAINING

Training and clear communication are vital to ensure our colleagues are aware of their obligations and able to comply with our policies and procedures.

In 2023, we developed and launched an online combined training module on Doing Business with Integrity, covering business integrity, competition law, sanctions, money laundering and tax evasion. At the end of 2023, 2,214 staff members had completed the training and the feedback has been positive, with employees enjoying the practical examples and making connections between compliance areas.

Face-to-face specialist workshops began during the last quarter of the year for a targeted population of employees who engage with public and government officials in high-risk roles, with 118 completing the training by the end of 2023.

We developed several awareness communications throughout the year, including a regular newsletter to compliance colleagues and broader communications to the business. We continued our regular communication programme Action for Integrity, which raises awareness of key issues across a number of internal channels.

ANTITRUST/ COMPETITION RISK MANAGEMENT

In 2023, we refreshed our antitrust/competition risk assessment.

Industry events attended by competitors pose a higher risk of antitrust/competition infringement, so in 2023, as part of enhanced measures, Anglo American rolled out a new industry associations legal approval portal. De Beers Group staff are now expected to seek legal approval for new industry association membership. The tool provides a means by which employees can self-certify compliance with the Group Antitrust Policy and are provided with guidance on how to avoid an infringement. De Beers Group is planning to embed this approach in 2024.

There were no new legal proceedings during the reporting period regarding alleged anti-competitive behaviour.

CASE STUDY

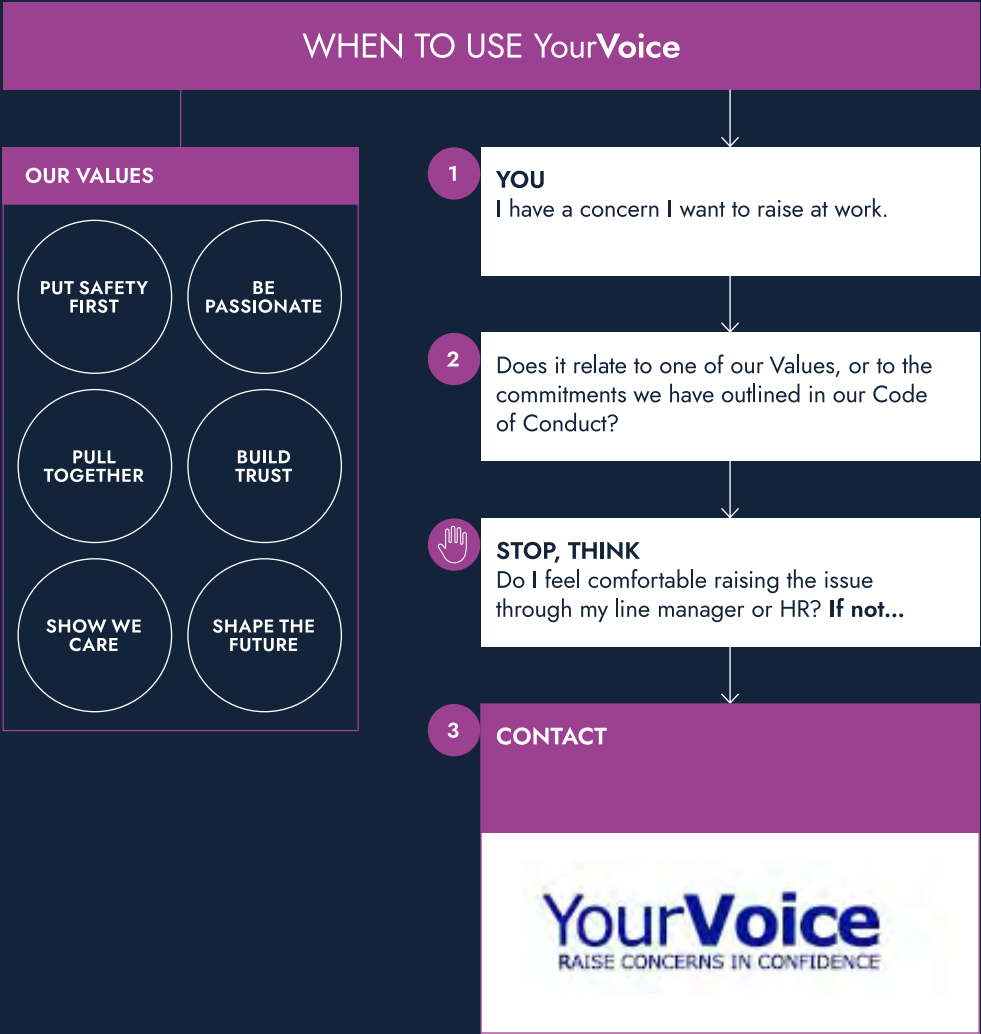
WHISTLEBLOWING HOTLINE YOURVOICE

Our whistleblowing channel YourVoice 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. YourVoice allows people to report issues and concerns confidentially, with the option to remain anonymous.

An independent, internal investigations team explores all reports, which are analysed to identify any recurring trends and problems. The response to these reports is managed by Anglo American Business Assurance Services through an investigations committee. Where appropriate, we issue 'Action for Integrity' communications to relevant teams in light of identified themes.

Our business units operate in diverse environments, including offices, mining operations and retail settings, with team members from a variety of backgrounds, so we communicate the existence and purpose of YourVoice in an accessible manner depending on the context.

This includes regular notification through the De Beers Group intranet, and in September 2023 we ran a campaign to further raise awareness of the channel. A podcast was created with the investigations team to answer some of the common questions people have about YourVoice, and various communication channels were also used, including digital screens, posters, leaflets and articles.



YourVoice allows people to report issues and concerns confidentially, with the option to remain anonymous.

ADVOCACY AND PUBLIC POLICY ALIGNMENT

At De Beers Group, we have long emphasised advocacy and public policy work, as part of our overall ambition to help raise standards across the industry and to drive sustainability in the diamond sector.

This includes public policy work across our upstream, midstream and downstream operations, with dedicated assistance from our Corporate

Affairs team, whose work includes advocacy on ethical and sustainable value chains and international relations.

De Beers Group is a member of several industry organisations and supports the Kimberley Process, a multi-stakeholder regulation certification scheme for the trade in rough diamonds.

We maintain our own rigorous internal standards and use our experience to influence the international agenda, which in turn protects the credibility of the Kimberley Process and the global diamond industry, and promotes consumer confidence in natural diamonds.



ANOTHER IMPORTANT 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.

The year 2023 marked the 20th anniversary of this landmark agreement, which is unique in the precious gem industry. The Kimberley Process Certification Scheme remains central to De Beers Group's work on responsible sourcing and provenance. During the past two decades, we have endeavoured to approach the process with political impartiality, maintaining a focus on diamond stakeholders' mutual interests and supporting efforts to build consensus.

Namdeb employee sorting through rough diamonds with loupe.

REVIEW AND REFORM CYCLE

The Kimberley Process committee overseeing the fourth review and reform cycle began its work in January 2023, chaired by Angola, with South Africa as Vice-Chair. The World Diamond Council, now under the Presidency of De Beers Group's Senior Vice-President for Corporate Affairs, Ferial Zerouki, who took the role in May (see 'De Beers Group Executive becomes President of World Diamond Council' [page 43](#)), was nominated to lead the review and expansion of the definition of 'conflict diamond'. Key issues on the Kimberley Process reform agenda included:

- the expansion of the definition of conflict diamonds (read more on [page 44](#));
- strengthening governance;
- defining compliance with the Kimberley Process Certification Scheme in producing countries;
- technical assistance provided by Kimberley Process participant governments, industry and civil society;
- options for expanding the number of countries that may consider becoming candidates to chair the Kimberley Process; and
- the 2024 establishment of the Kimberley Process Permanent Secretariat in Botswana.

A sub-team was established to discuss the crucial issue of the definition of 'conflict diamonds', which will be led by De Beers Group's International Relations Lead, Kele Mafole.

Read more about the definition of 'conflict diamonds' on [page 44](#).

With the appointment of Ferial and Kele to key posts, De Beers Group continues to support the Kimberley Process and participant governments in addressing current challenges. Having supported Botswana's successful bid to host the Kimberley Process Permanent Secretariat in Gaborone, we were also pleased with the progress made towards its launch, scheduled for 2024.

“

I have come to learn and appreciate the real value that natural diamonds bring to the people that work across its value chain, the host countries, communities and consumers. I hold a new and refreshed view of diamonds and I am proud to work in service of these ideals.

”

Kele Mafole | International Relations Lead, De Beers Group.

HIGHLIGHTS

59

Kimberley Process participants, covering

85

countries.

WDC

is an observer and represents the industry in the Kimberley Process.

CASE STUDY

DE BEERS GROUP EXECUTIVE BECOMES PRESIDENT OF THE WORLD DIAMOND COUNCIL

In May 2023, De Beers Group’s Senior Vice-President for Corporate Affairs, Ferial Zerouki, became the first female President of the World Diamond Council (WDC), having served as Vice-President since 2020.

De Beers Group was a founding member of the WDC. The WDC represents the industry at the Kimberley Process and advocates for governmental and civil society commitment to reform, in recognition of the changing regulatory and commercial environment and the need to maintain consumer confidence in the sector’s ethical framework.

Ferial has been involved with the work of the WDC and Kimberley Process since 2014. As Head of International Relations from 2018 to 2020, she was General Manager of GemFair, De Beers Group’s initiative in Sierra Leone that connects artisanal diamond miners to the global market, incentivising participating miners to meet responsible mining and business practices and tracing their diamonds using a tailored technology solution. Read more about artisanal mining on [page 87](#).

Her first task as President of the WDC, which has 55 members, was to lead its delegation to the Kimberley Process Intercessional in Zimbabwe in May, where she gave her inaugural speech.

While acknowledging the range of national and business interests involved in the Kimberley Process, she emphasised the common interests of all, and two important and intertwined principles: first that “natural diamond resources need to provide fair and equitable benefit to the people and countries from which they originate”, and secondly “the success of the natural diamond economy is dependent upon the product maintaining its status as an aspirational purchase from a consumer perspective”.

She emphasised: “Consumers in 2023 insist that the purchases they make meet their own values system, and we need to lean in to this prevailing attitude if we are to meet their expectations in the long run. Put simply, the values of a diamond will determine the value of that diamond.”

At the subsequent Kimberley Process Plenary in November, she emphasised the determination of the WDC to drive the process forward, contributing to peace and security for all diamond stakeholders.

Under her presidency, the council is continuing the work of former WDC President Edward Asscher to promote collaboration and equity and avoid the development of a two-tier diamond industry. An example of these efforts to ensure inclusion was the WDC response to the G7’s call for input into their forthcoming import restrictions on all diamonds. Industry proposals, which were facilitated by the WDC, seek to ensure that diamond industry players and companies of all sizes can still access these important markets, providing an inclusive and equitable way forward. The WDC-facilitated proposals were also fully endorsed by De Beers Group Chief Executive Officer, Al Cook, in an open letter to G7 leaders.

Ferial will continue to collaborate with industry partners to promote the integrity of the Kimberley Process, improvements in responsible sourcing, and the positive impact of natural diamonds, drawing from her experience of supporting De Beers Group’s values and continually reviewed standards.



“Trust that in every meeting and every dialogue, we come from a place to strengthen, protect and secure the future of the Kimberley Process in a challenging world that is changing faster than ever.”

Ferial Zerouki | speaking as President of the WDC at the Kimberley Process in Zimbabwe in November 2023.

CASE STUDY

A KEY ROLE IN DISCUSSIONS TO EXPAND THE DEFINITION OF CONFLICT DIAMONDS

A key part of the Kimberley Process review and reform cycle is reshaping the definition of ‘conflict diamonds’. In the 20 years since the foundation of the Kimberley Process Certification Scheme, the global regulatory environment has evolved and the diamond-financed and rebelled conflicts that prompted the introduction of the Kimberley Process are no longer a feature of the industry landscape. For several years, Kimberley Process participants and observers have discussed how to use the forum to progress sustainable, inclusive development more broadly, with a definition that considers a broader range of regulatory principles, including human rights and environmental protection.

In 2023, the participant governments nominated the WDC to lead a sub-team to discuss a new definition. The WDC proposed De Beers Group’s International Relations Lead, Kele Mafole, to take on this leadership role, and her selection was unanimously agreed by the Kimberley Process participant governments and all observers.

Kele previously attended the Kimberley Process as a delegate of the South African government, in her role in its Ministry of Foreign Affairs where she worked from 2011. Her diplomatic career helped foster her passion for multilateral negotiations, before she transitioned into industry in 2021 with her role at De Beers Group’s London office.

In her role leading the sub-team at the Kimberley Process Intersessional in May, she proposed a set of guiding principles for the discussions: mutual respect and honesty, inclusivity and cooperation, continuous dialogue, and transparency and impartiality. During the year, the active engagement of participants and observers with these principles and the discussions demonstrated the shared ambition and commitment to reform, with progress made towards a consideration of a number of proposals to expand and evolve the definition of ‘conflict diamonds’ to strengthen the Kimberley Process.

WIDER INFLUENCE

VISIBLE ENGAGEMENT

We have maintained a strong presence in many fields of policy advocacy through participating in speaking engagements, events, media appearances, briefings and roundtable discussions.

This included co-hosting a Chatham House partner event in London on the topic of ‘Voluntary Initiatives and Soft Law Governance of Extractive Industries in Africa’, which included discussions on business governance, engagement with artisanal miners, and industry perspectives and priorities. De Beers Group is a corporate member of the international affairs think tank Chatham House in London and hosts Diamond Dialogues in partnership with Chatham House.

On 13-14 November, De Beers Group partnered with the Botswana Ministry of Minerals and Energy to host the Natural Diamond Summit (NDS). The event, which had the theme ‘Sustainability: People, Product, Planet’, brought together stakeholders from the diamond industry. Groups including governments, Kimberley Process delegates and Sightholders were given a platform to discuss the industry’s most topical issues. De Beers Group Chief Executive Officer, Al Cook, delivered opening remarks alongside the President of the Republic of Botswana, Dr Mokgweetsi Eric Keabetswe Masisi, and Minister of Minerals, Hon Lefoko Moagi.

We also hosted a partner session at the Organisation for Economic Co-operation and Development (OECD) Responsible Minerals Forum in Paris on 27 April, which focused on an

‘Overview of Responsible Sourcing, Provenance and Traceability Initiatives in the Diamond Value Chain’. This allowed De Beers Group, including GemFair and Tracr, to discuss the work that we and other businesses are doing in these areas. The session was attended by government representatives, including from G7 countries, civil society organisations and major jewellery brands.

RESPONSIBLE JEWELLERY COUNCIL

De Beers Group was a founding member of the Responsible Jewellery Council (RJC), which was formed in 2005 by 14 top-level brands and financial institutions to drive sustainability and engender trust in the jewellery and watch sector.

We remain highly involved in the work and direction of RJC, with De Beers Group’s Head of Ethical and Sustainable Value Chains, Purvi Shah, chairing the RJC standards committee, working throughout 2023 towards an update of the organisation’s industry-leading standard. This includes revising the mining supplement and ensuring best practice in the laboratory-grown diamond sector, with the new certification standard now scheduled for completion in 2024. In May 2023, Purvi Shah was also elected to the Board of Directors of the Responsible Jewellery Council to represent the Producer Forum.

NATURAL DIAMOND COUNCIL

The Natural Diamond Council was formed in 2015 to foster collaboration between diamond mining companies and enhance the marketing and the ethical values of natural diamonds.

In 2023, De Beers Group’s Chief Brand Officer, David Prager, was appointed Chair of the Natural Diamond Council, a global body whose members’ operations are based in 10 countries and across four continents. David supported the council with its strategic goals of maintaining the integrity of the sector and educating consumers.

NAMIBIA NATURAL DIAMOND AMBASSADORS PROGRAMME

The programme continued this year, with nine Namibian nationals who work in either the government or in De Beers Group entities in the country. The goal of the programme is to empower the ambassadors to be able to advocate for the Namibian diamond mining industry, educating global consumers on the positive impact of this resource and how the sector contributes to Namibia reaching the UN SDGs.

In 2023, we hosted sessions with the ambassadors on topics such as the Kimberley Process, De Beers Group’s Best Practice Principles Assurance Programme (BPP programme) and Pipeline Integrity standards, our Tracr platform, and our Building Forever goals. We also hosted media training and a visit to the operations of the Namibia Diamond Trading Company, a joint venture between De Beers Group and the Government of the Republic of Namibia, to learn about diamonds’ importance to the country and this partnership. We will continue to empower our ambassadors by providing them with new skills and opportunities, with the first cohort finishing the programme in 2024.

CONSUMER DEMAND FOR DIAMONDS

Consumer demand for luxury products is increasingly shaped by a desire to purchase more sustainably.

Confidence in the ethical origins of diamonds has become a consumer imperative, a focus intensified by the G7's recent ban on imports of Russian diamonds due to the ongoing conflict in Ukraine.

Meanwhile, grassroots movements such as Extinction Rebellion, Black Lives Matter and #MeToo reflect a growing consensus that businesses should play a significant role in tackling global challenges including climate change and social injustice.

To thrive as a business, we understand that we must keep pace with evolving consumer attitudes and clearly communicate the positive impact our diamonds have on the welfare of the planet and its people.

Sales Associate in Forevermark Libert'aime store, Shanghai.

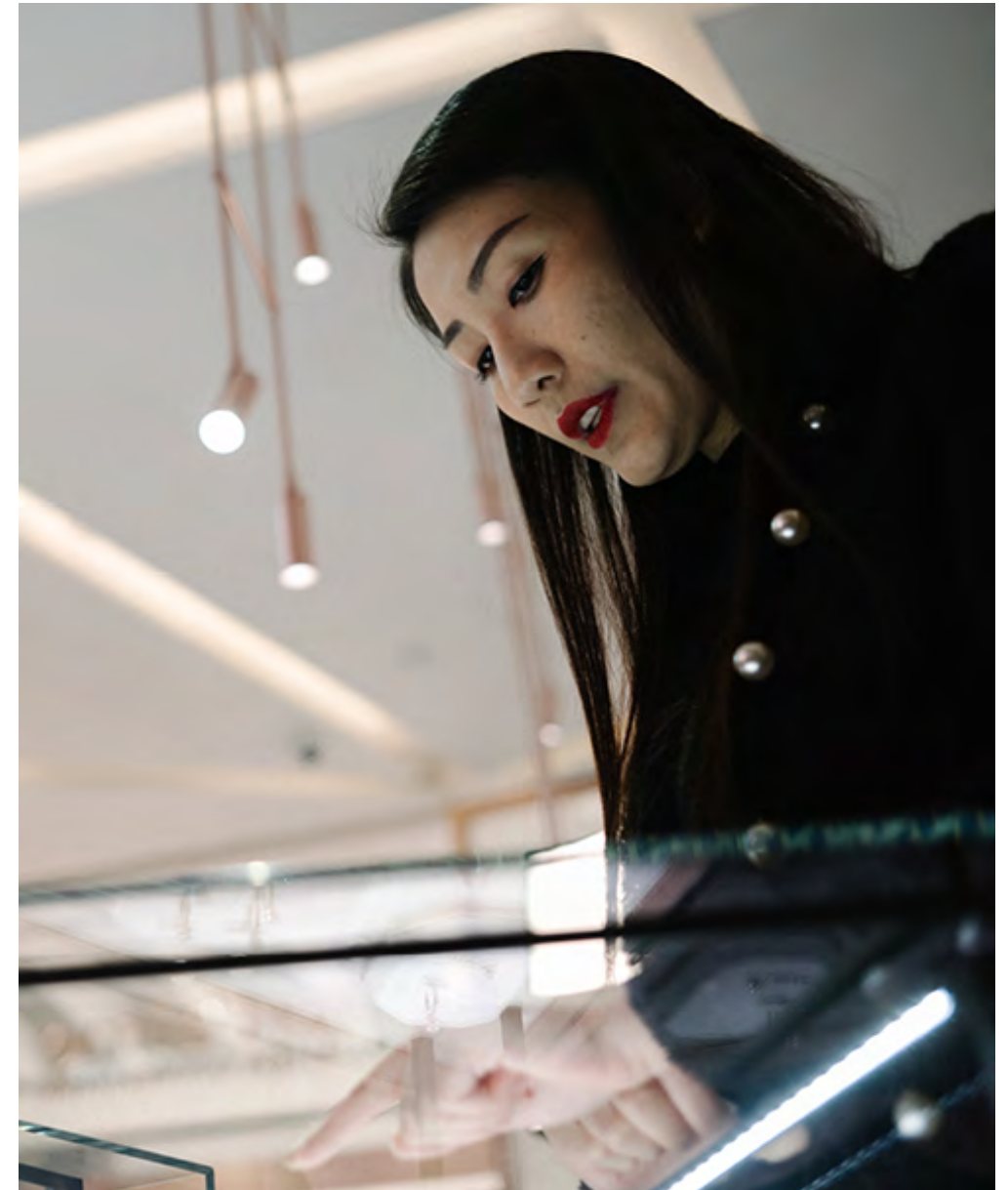
HOW WE KEEP PACE WITH CONSUMER EXPECTATIONS

Our Strategy Analytics department commissions research and conducts analysis on emerging consumer trends, helping us prepare for shifts in attitude that could impact our business in the future.

In alternate years, we conduct a diamond acquisition study in China and the US, garnering feedback from female consumers. The reason we focus on women is because 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. In 2023, we also conducted a smaller survey in the US of female consumers, monitoring attitudes towards natural diamonds.

In addition to this direct engagement with consumers, we carry out monthly research among participants in the pipeline in India, which provides us with a timely understanding of the demand for rough diamonds. We also stay abreast of consumer market developments through our Retail Sentiment studies, which take place every quarter in the US and China, and half-yearly in India, Japan and the Gulf.

For the last decade, we have published the resulting insights about consumers' expectations in the world's top diamond markets in an annual [Diamond Insight Report](#).



THE VIEW FROM CHINA

Almost six in 10 Chinese women (59 per cent) now consider the ethical credentials of diamond jewellery brands they are looking to buy from, according to our 2023 Diamond Acquisition Study. This has fallen from 66 per cent in 2021 but is still impressive given the economic stresses felt by Chinese consumers in the wake of the Covid-19 pandemic.

Just under four in 10 Chinese women (39 per cent) have an appreciation for diamonds' ability to make a positive impact, and 37 per cent claim that knowing of this positive impact would make them buy more diamonds. A mere 17 per cent of Chinese women now say they would still buy diamonds even if they knew they were not ethically sourced, down from 19 per cent in 2021.

THE RISING IMPORTANCE OF PROVENANCE

Consumers increasingly want reassurance on the origin of their diamonds, our research shows. In fact, 28 per cent of Chinese women who already own diamond jewellery say origin is the most important factor in their purchasing decision — up from 20 per cent in 2021.

Meanwhile, in the US, 58 per cent of women purchasing natural diamond jewellery say they requested assurance from the retailer about the source or origin of the diamond(s) they were looking to buy. This rose to 67 per cent among bridal respondents and 69 per cent among Gen Z respondents. Of these consumers, 43 per cent asked about origin before any other consideration, including design or price.

Given the clear interest in provenance when we engage consumers directly, retailers' perception of consumer demand for origin assurance is surprisingly subdued. According to our latest Retail Sentiment Study, only nine per cent of customers in the US request origin assurance, less than six per cent in India, around three per cent in China and the Gulf, and under two per cent in Japan. Yet many consumers are prepared to pay a premium for traced diamonds, reaching 82 per cent in India and 98 per cent in the US.

FOCUS ON GEN Z

Successive studies by De Beers Group show that younger generations are favouring brands with strong ethical and environmental credentials. Gen Z, the cohort of consumers born after 1998 who will become our major diamond client base of tomorrow, are particularly alert to 'greenwashing'. They expect businesses to deliver results, not just rhetoric, by taking action that aligns with their values.

Nearly two-thirds (65 per cent) of Chinese Gen Z women over the age of 18 told us they actively look into the ethical credentials of the diamond jewellery brands they are buying from, compared with 57 per cent of Gen X. Knowing about the positive impact of diamonds on local mining communities would make 39 per cent of them more likely to buy diamonds, and 57 per cent are already confident that natural diamonds contribute to the producer communities.

Like Millennials, Gen Z perceive diamonds as fitting for all genders, reflecting their commitment to gender inclusivity.

BUILDING TRUST AND AWARENESS

More than half of Chinese women (53 per cent) are already confident that diamonds are sourced in a socially responsible way, according to our latest research. While this figure is heartening, it shows that we still need to do more to build awareness and trust among consumers wary of corporate human rights abuses and unsubstantiated sustainability claims. We also need to challenge some of the misconceptions about how modern diamond mining takes place, so consumers understand the rigorous standards we follow.

All our brand ambassadors are provided with toolkits to help them communicate the impact of select programmes contained in our Building Forever sustainability framework.

A key enabler of our trust-building efforts is Tracr, our pioneering fully distributed diamond traceability platform that allows participants to record traceability of natural diamonds from source to store. In October, we announced the intention that Tracr would be collaborating with Sarine, a worldwide leader in precision technologies spanning the diamond pipeline, on a solution which focuses on making digital access to information on diamonds traceability available to G7 countries. Read more about provenance on [page 82](#).

TECHNOLOGY AND INNOVATION

Technology and innovation is rapidly changing the way we live, work and interact with one another.



At De Beers Group, we strive to harness the potential of emerging technologies, robust data and digitalisation to advance a safer, smarter, more sustainable world while strengthening confidence in 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. It is imperative that our actions drive meaningful progress towards our 2030 goals. We support our people to become more digitally and data literate, so they feel empowered to pursue new roles and opportunities within De Beers Group.

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.

Employee using 3D printing machine, De Beers Institute of Diamonds, Maidenhead.

IGNITING INNOVATION

Ignite is the leading innovation, science, and technology business unit at De Beers Group. It develops sustainable cutting-edge technologies and innovative products and services for our business and the wider industry.

Ignite works across the value chain, from diamond exploration to retail, and plays a key role in detecting and differentiating natural diamonds from laboratory grown. The business unit drives our strategic growth ambitions and sets new benchmarks for the diamond industry with solutions designed to protect the integrity of natural diamonds.

Headquartered at carbon-neutral offices in Maidenhead, UK, Ignite is a global 160-strong team with hubs in South Africa, India and Singapore.

It focuses on six core areas:

1. Research
2. Technology development
3. Manufacturing
4. Maintenance and support
5. Internal partner engagement
6. Commercial products and services

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 De Beers Group. The team has been instrumental in pioneering projects such as our blockchain-powered traceability 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 84 to 85.](#)

[+ Read more about GemFair on pages 87 to 91.](#)

CASE STUDY

VENETIA UNDERGROUND: STEPPING STONE TO A NEW MINING PARADIGM

In 2023, we celebrated the transition from open-pit mining to underground operations at South Africa’s Venetia mine. Construction is 70 per cent complete, with operatives being upskilled to transition to the new operating environment. Each operative will have access to more than 300 hours of self-guided learning, covering key topics such as safety and security, to support their on-site training. We are also using simulator technology to train our operatives on the safe way to operate in the underground setting.

Safety and protecting the mine’s infrastructure have been priorities during the construction process. We have developed a weather radar system that will allow us to closely track weather that could impact the mine. In the rainy season, six flood control doors can be activated to control water flow once it exceeds pumping capacity, allowing for safe evacuation and timely recovery action. These doors will be completed and installed before any blasting activity occurs.

Connectivity is another priority. Each operative is connected to the surface and to each other at all times, allowing for timely observation reports and real-time task updates that drive efficiency. We are also using automation to keep our people out of harmful environments. Robots can observe unsafe areas, such as blasted sections with poor ground conditions, to collect data without undue risk. Machine learning will also help us conduct blasting fragmentation analysis without endangering operatives.

The lessons we have learned through this process will prove invaluable as we prepare to transition Jwaneng mine in Botswana to an underground operation.

TRANSFORMING MINING

We believe that the diamond mines of the future will generate net-positive impacts for people and planet. Cutting-edge technology will make them safer, smarter, more efficient and more precise with a smaller physical footprint and less water and energy consumption. Achieving our goal requires a paradigm shift in the way we operate and how we apply 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.

Our vanguard Diamond FutureSmart project is Chidliak, a proposed diamond mine currently at conceptual stage on Canada’s Baffin Island, 250km south of the Arctic Circle and 120km from the nearest community. To overcome the challenges of its climate, remote location and lack of infrastructure, we are exploring technology that will allow us to operate many of Chidliak’s processes remotely — thereby also limiting environmental impacts.

In 2023, we investigated the feasibility of small modular nuclear reactors to deliver clean reliable energy for remote operations far from conventional electrical grids, as well as high-load capacity airships to allow goods and personnel transportation. This could enable us to avoid the environmental disruption and cost of permanent roads or large airstrips.

We continued to refine our low-impact modulated, automated, reliable and connected (MARC) plant design by conducting a digital simulation to virtually test its performance. Meanwhile, in collaboration with Anglo American, we evaluated a vertical ore extraction process that would reduce the amount of tunnel work required, as well as a novel tunnel cutting system that would remove the need for traditional drill and blast with explosives. Both these techniques lend themselves to automation and therefore improved safety.

By pioneering a diamond mine that can largely be operated remotely, we aim to minimise our environmental footprint, improve safety and encourage a better work-life balance that could help us achieve a more gender-balanced workforce.

CASE STUDY

ENHANCING CONFIDENCE
IN THE NATURAL DIAMOND VALUE CHAIN

For more than 25 years, De Beers Group has been a trusted pioneer in developing diamond detection and verification instruments (DVLs) that can readily screen out simulants, synthetics and treated stones at every stage of the diamond pipeline.

With the growth of the laboratory-grown diamond sector, verification of natural diamond authenticity has become ever more critical. Stakeholders across the value chain, from manufacturers to retailers and consumers, are increasingly demanding assurance of the diamonds they are investing in.

Ignite has developed a comprehensive range of DVLs for all sizes of diamond and customer segments. All four currently on the market have been independently tested against the universal standard developed by the ASSURE Program, a collaboration between the Natural Diamond Council and Signet Jewelers. All gave a zero per cent false positive rate, meaning no synthetic diamonds were mis-identified as natural diamonds. All the instruments either identified or referred 100 per cent of synthetic diamonds for further testing.

In 2023, we launched AMSMicro, a new automated instrument for screening large quantities of melee (very small) diamonds at speeds of up to 2,100 per hour. With a referral rate of less than three per cent and the ability to run unattended, the instrument marks another milestone in our pioneering work to enhance consumer confidence in the jewellery industry.

REDUCING OUR
ENVIRONMENTAL
FOOTPRINT

Technology and innovation, together with enabling frameworks in our host countries, 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. Read more on [page 114](#). We are investing in pioneering nature-based solutions for sequestering carbon and supporting biodiversity, such as Kelp Blue. Read more on [page 115](#). 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.

BUILDING A DIGITALLY LITERATE
AND DATA-DRIVEN ORGANISATION

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.

We are continuing to utilise edge computing, which involves 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 will continue to play a significant role in improving latency and response times at remote sites such as Gahcho Kué mine and the proposed Chidliak site in Canada. We will analyse the architecture and take a bottom-up approach to transitioning from edge to cloud processes in future.

Our technological journey is not just about the devices we use. It's essential our people are equipped with the right digital skills to thrive with us in the future. Our Digital People initiative continues to offer everyone an opportunity to become more digitally dexterous, whether they are working at a desk or in the field. We are continuing to work with Anglo American's Digital Academy to provide both workshops and self-paced training on digital and data basics. Our people will also have the opportunity to obtain nano degrees in more specialist areas such as data analytics.

CRITICAL FOUNDATIONS

HUMAN RIGHTS

At De Beers Group, respect for human rights is embedded in our operations and in our culture. 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.

Botlalo Keipeite, Manager of Thamaga Pottery, Botswana.



DE BEERS GROUP HAS ENDORSED THE FOLLOWING HUMAN RIGHTS STANDARDS AND INTERNATIONAL INSTRUMENTS:

- UN Guiding Principles on Business and Human Rights
- Universal Declaration of Human Rights
- United Nations Declaration on the Rights of Indigenous peoples
- 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	Respect for human rights is embedded in our culture, in our operations and across our value chain. This is underpinned by our frameworks, including our Best Practice Principles Assurance Programme (BPP programme), Anglo American Social Way and Responsible Sourcing Standards for Suppliers.
DUE DILIGENCE	We carry out ongoing due diligence throughout our value chain and in the host communities of our upstream operations, and seek proactively to identify, address and monitor potential and actual human rights impacts.
STAKEHOLDER ENGAGEMENT	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.
GRIEVANCE MECHANISMS AND ACCESS TO REMEDY	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.
RIGHTS-BASED	We assess impacts on people, as well as risks to business, and endeavour to ensure we prioritise on the potential or actual severity of those impacts. We look at ways we can leverage or influence the areas in which we don't have full control.

Double portrait of schoolgirl and schoolboy outside, AACSP Primary School.



OUR GUIDING PRINCIPLES

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. Our requirements help to ensure we comply with local legislation and international best practice.

With a value chain involving more than 300,000 people in 77 countries, and mining operations in four of these, 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. And by applying a rights-based approach to our engagements with host communities, we aim to ensure local accountability and positive legacies in the areas surrounding our mines.

Respect for human rights is enshrined in our BPP programme, a set of ethical, social and environmental standards that helps ensure we adhere to international human rights frameworks and applicable labour regulations. Read more on [page 75](#).

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. This currently stands at 2,637 entities employing 306,654 people, including Sightholders and their relevant contractors and

also applicable retailers. The programme is fully aligned to the UNGPs, the International Labour Organisation (ILO) Standards and the OECD Due Diligence Guidance, among others. These principles and standards are also included in the Responsible Jewellery Council (RJC) 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 Workplace Human Rights Policy, our Security Services and Human Rights Policy and both our Responsible Sourcing Policies for Diamonds and for Precious Metals, Minerals and Gemstones.

The Social Way Policy guides our upstream activities and relations with communities with a rights-based approach. It applies to our employees, contractors and suppliers, throughout our operations in South Africa, Canada, Botswana and Namibia. The policy underscores our commitment to respect 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.

GOVERNANCE

The mandate of our Human Rights Working Group was formally implemented in 2023. The group is responsible for the ongoing identification of potential or actual adverse human rights impacts across the business and for establishing mitigation strategies. It seeks to ensure our management systems, approaches, policies and actions address salient human rights issues, while seeking to prevent adverse impacts. With members drawn from across functions of the business, it serves as a central forum for our holistic rights-based approach.

2023 saw the creation of a gender-based violence working group, which reflects the importance of tackling this human rights abuse across our organisation. This cross-functional group, overseen by our mining operation General Managers, drives deeper understanding of the challenge and identifies ways in which to integrate response and prevention into organisational processes and initiatives.

The Business, Ethics, Risks And Conduct Committee (BERC Co) oversees the standards and policies we uphold. It 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 impacts on human rights are considered and managed within our operations.

WORKING WITH OTHERS TO ADVANCE HUMAN RIGHTS

We regularly review and elevate our human rights standards to help 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.

The updated human rights section of the BPP requirements was implemented in 2023. To support this, BPP participants were provided with a training session to go through the requirements and give them a deeper understanding of what is required. Read more about the BPP programme on [page 75](#).

The expansion to the BPP requirements builds on a strong foundation of human rights provisions already embedded in the BPP programme to help participants improve the way they identify and mitigate potential adverse human rights impacts. We have also engaged our global Social Performance Peer Group to deepen their understanding of a 'rights-based approach' within application of the Social Way.

THE KIMBERLEY PROCESS

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. We are advocating for the definition to be broadened to consider human rights and other ethical and responsible sourcing best practices. In 2023, Kimberley Process participants representing all 85 countries unanimously approved the selection of De Beers Group’s International Relations Lead, Kele Mafole, to lead a sub-team of the World Diamond Council to discuss a new definition. Read more on [page 44](#).

HUMAN RIGHTS TRAINING

A total of

1,186

training hours were devoted to human rights in 2023 across De Beers Group.
(2022: 1,426).

The number of people who received training in human rights policies and procedures in 2023 was

1,441

(2022: 3,469).

2,666

employees received ‘Introduction to Human Rights’ e-learning in 2023.

1,333

hours of e-learning received by employees on ‘Introduction to Human Rights’ in 2023.

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 (UNGPs), 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 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 Workplace 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.

Following a review of our previous employee human rights policy, we published the revised Workplace Human Rights Policy in 2023. This was 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.

We have a zero-tolerance approach to bullying, harassment and victimisation, as set out in our dedicated policy. Meanwhile, our commitment to tackling gender-based violence (GBV) within our workforce is reflected in the policies and processes of the 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. Our approach to tackling GBV is in line with the new International Council on Mining and Metals position statement on Diversity, Equity and Inclusion.

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 in line with the Anglo American Social Way. Stakeholder engagement and community participation is integral to these processes.

In addition, our BPP programme sets out requirements on how the 2,637 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.

The revised BPP standards ([see page 75](#)) place explicit obligations on our De Beers Group entities and jewellery manufacturing contractors, Sightholders (our rough diamond customers) and their relevant diamond contractors, and Beneficiation Project Members. 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.

Where a human rights infringement is identified, the BPP participant is expected to submit a corrective action plan with details on how it will address it. This process is overseen by the executive-level BERC Co.

SECURITY AND HUMAN RIGHTS

Security is critical to our business, because of the high value of diamonds. We are signatories to the Voluntary Principles on Security and Human Rights (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. During 2023, 1,275 individuals were trained in 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 VPSHR. 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, 85 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 2023, 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.

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 2023.

We identified zero instances where workers' rights to exercise freedom of association and collective bargaining had been violated or put at significant risk in 2023.

We established significant investment agreements with the potential to directly affect human rights in 2023. The De Beers Group's 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 CONSULTATION AND ACCOUNTABILITY

We adopt a rights-based approach to community engagement and accountability, which is a critical component of our Building Forever strategy and our social performance engagement in host communities.

A rights-based approach informs social performance to prioritise respect for the human rights of our workforce and host communities. We identify and assess social and human rights impacts in our communities alongside business risks, and develop plans to avoid, minimise, mitigate and, where necessary, remediate any negative impacts arising from our operations. Key to this is ensuring stakeholders’ perspectives and priorities inform and regularly update our planning and implementation.

We seek to ensure that all local stakeholders can raise concerns and flag potential impacts or opportunities at all stages of a mine’s lifecycle, from discovery through to closure and post-closure.

The Anglo American Social Way 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:** Developed yearly at every De Beers Group site, these contain a record of all stakeholders who may be impacted by our operations. We specifically tailor engagements and activities to strengthen the inclusion of vulnerable and historically disadvantaged groups, including women, LGBTQIA+, Indigenous peoples, neurominorities, disabled, young, ethnic, racial and other groups that face discrimination. These plans help to identify the opportunities to be made available to stakeholders to input into decisions that affect them, to mitigate impacts and maximise opportunities arising from the mine’s operations.

— **Local accountability mechanisms:** During 2023, we reviewed our community consultation structures and developed strategies to drive greater local accountability with communities surrounding our mining operations. These mechanisms strive to build greater trust and accountability with local communities, including groups with increased vulnerability through multiple and measurable levels of open dialogue with functions across the mining operation.

— **Incident and grievance management procedure:** All sites must have this in place to receive, record and resolve grievances from external stakeholders. People can raise their concerns with us formally or informally, anonymously if they choose and in their local

language where needed. All incidents and grievances are logged and fully investigated, following United Nations Guiding Principles. Where an adverse impact is identified, sites have a responsibility to provide remediation and to learn from these incidents. The objective of these procedures is to help ensure stakeholders are comfortable in sharing information and engaging the company in dialogue on any issues arising.

These processes, detailed in the Social Way, are applied in both our managed operations and our joint-venture operations in Namibia and Botswana. We regularly report on both our plans and progress towards key social performance objectives to internal and external stakeholders.

Our social performance teams operate at both site and Group level. This helps to ensure depth of local knowledge and expertise applied at the community level alongside international good practice guidance, strategic support and space for shared learning at the global level. This includes areas of tangible and intangible cultural heritage, land use, artisanal and small-scale mining, and socio-economic development.

We work closely with colleagues across climate change, biodiversity and water to drive an integrated approach to natural resource management, use and adaptation.

CASE STUDY

TACKLING GENDER-BASED VIOLENCE

Harmful gender stereotypes endemic in society put women and girls around the world at disproportionate risk of physical, sexual, emotional and financial abuse or control. We recognise this risk is heightened in male-dominated sectors such as mining and are committed to preventing gender-based violence (GBV) in all its forms.

After the General Managers of every mine site renewed their united stand against GBV in 2022, we hosted a workshop in 2023 to build on their understanding. General Managers and colleagues from human resources and community-focused teams across De Beers Group gathered in Johannesburg for the two-day event, representing diverse races, genders, ages and cultures.

Participants explored the persistent inequalities that make women more vulnerable to GBV and how sexuality, migrant status, cultural context and social history can all impact the way violence is perpetrated and experienced.

They discussed the less obvious forms violence can take, such as intimidation, isolation and everyday ‘microaggressions’ that can add up to a hostile working environment.

Following the workshop, we ran masterclasses to inform the development of a GBV response and prevention plan for each operation. We hold regular Group-wide update sessions to drive accountability and knowledge. Acting with empathy and increased understanding, our General Managers are championing active listening across our operations and have already engaged thousands of employees in the conversation to prevent violence.

INDIGENOUS PEOPLES' RIGHTS

De Beers Group respects the rights and interests of Indigenous peoples, recognising their traditional knowledge and deep connection to the natural environment.

Our one active mine and two closed mines in Canada are in Indigenous traditional territories. As such, we follow robust standards and procedures to help ensure Indigenous peoples participate meaningfully in decision-making relating to developments on their lands, and that they benefit from our activities. This includes striving to minimise adverse impacts and incorporate the knowledge and wishes of Indigenous communities into sound environmental stewardship that endures long after mine closure.

In 2023, the government of the Northwest Territories (NWT), where two of our three mines are based, followed the Canadian Federal Government in passing legislation to implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). In light of this, we reviewed and refreshed our Indigenous peoples strategy to help ensure it aligned with the non-binding instrument, which promotes minimum standards for the survival, dignity, and wellbeing of Indigenous peoples worldwide.

We are committed to working towards obtaining and maintaining Free, Prior and Informed Consent (FPIC) for all relevant projects in line with the 2013 ICM Position Statement on Indigenous Peoples and Mining and International Finance Corporation (IFC) Performance Standard 7(2012). This commitment is incorporated into the

Anglo American Social Way, which has a dedicated section on Indigenous peoples, outlining culturally appropriate guidance on achieving mutually beneficial and equitable outcomes.

IMPACT BENEFIT AGREEMENTS

We have made legally binding commitments to help ensure the 11 communities within our zone of influence in Canada benefit from mining.

These are enshrined in our impact benefit agreements (IBAs) with Indigenous groups. We currently have six IBAs concerning our active mine Gahcho Kué and four relating to Snap Lake (in closure), both in the Northwest Territories. Although Victor mine closed in 2019, we continue to endeavour to ensure the commitments of our IBA there are maintained throughout the reclamation and closure process.

Covering all phases of the mine from construction to post-closure, the IBAs commit De Beers Group to mitigating adverse social and environmental impacts while ensuring our mining activities deliver tangible economic benefits for Indigenous peoples, including:

- First right of refusal on employment opportunities
- Promotion of education, skills and business development
- Co-creation of health and wellness programmes
- Annual payments based on carat recovery.



Portrait of schoolchildren in Yellowknife's Dene First Nation Headstart programme (Pre-School), Canada.

INDIGENOUS PEOPLES' RIGHTS CONTINUED

Dispute resolution mechanisms and financial instruments to assist with implementation are built into the IBAs. We meet every IBA group at least quarterly and conduct town hall sessions in every community at least annually. In addition, every community is invited annually to inspect and tour the mine site.

As well as our IBAs, we have agreements with the local NWT government committing us to foster socio-economic opportunities for local people.

WATCHING THE LAND AT GAHCHO KUÉ MINE

Over the past decade, we have been working with six Indigenous nations to reduce the impact of Gahcho Kué mine through a joint environmental stewardship forum, Ní Hadi Xa (NHX), meaning 'For Watching the Land' in the Chipewyan language. This forum meets quarterly and will be funded by De Beers Group until a year post mine closure.

Governed by a representative from each Indigenous group, NHX employs an environmental monitor who carries out weekly environmental site inspections. The inspections are 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.

COMPLIANCE

Zero violations involving the rights of Indigenous peoples were recorded in 2023 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 2023.

WILDLIFE RELIEF EFFORTS

Twelve communities in the Northwest Territories were evacuated in August when Canada suffered its worst wildfire season in recorded history.

Our relief efforts prioritised Indigenous communities and governments, as well as non-profit organisations and community social programmes. Read more on [page 18](#).

KEEPING LANGUAGE AND CULTURE ALIVE

We respect the foundational role of Indigenous cultures in our partner communities and support projects that help young generations maintain their cultural and linguistic identities.

In 2023, we worked with partner communities to create books and videos capturing the wisdom, customs and stories of community elders in Indigenous languages such as Chipewyan. Read more on [page 18](#).

PLANTING 1.4 MILLION TREES AT VICTOR MINE

Honouring our IBAs means being good long-term stewards of the land in close collaboration with Indigenous communities.

At Victor mine in northern Ontario, we have integrated traditional knowledge and community participation into our land reclamation programme, which started five years before the end of operations in 2019 and is now over 90 per cent complete.

Individuals from the nearest community, Attawapiskat, have helped us grow and plant more than 1.4 million trees on the mine site, and we will train and employ community members to help us meet our commitments to monitor the environment for decades to come.

IBA COMPLIANCE IN 2023



LAND ACCESS AND RESETTLEMENT

We strive to avoid negatively impacting access rights to land through application of rigorous standards and policies.

These standards and 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 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

Following a physical relocation at Orapa, Botswana, in 2018, we continue to work closely with the people affected, in line with Botswana legislation and best practice outlined within IFC Performance Standards 5.

Our Resettlement Working Group includes representatives from impacted communities, government ministries and other important stakeholders. Key performance indicators (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.

In response to a socio-economic survey that found some farmers struggling to transition from subsistence to commercial farming, we are providing support in developing business and agricultural skills. With security of tenure assured to all the affected individuals, engagement and monitoring continues to support them in building sustainable livelihoods.

LAND TENURE REFORM

Since 2022, Debswana has been working towards compliance with the new Tribal Land Act by aligning its land titles to these new land registration requirements.

The new Act requires that, where property is to be compensated for, the compensation must be based on market value.

Debswana has developed a land access displacement strategy to guide on land access, displacement and resettlement as well as the calculation of compensation in alignment with national legislation and international best practice including IFC Performance Standard 5. Debswana continues to develop a displacement framework to guide management of land access risks identified in the Land Access Displacement Strategy.

LAND REFORM PROJECT

In 2023, the main focuses of the Legal Reform Project, which is a workstream under the Land Reform Project, were the alternative deeds registry (ADR) and spatial planning in rural areas (spatial planning).

The ADR work acknowledges that, while informal land rights are recognised in South African law (including the Constitution), they do not enjoy the same or equivalent status as formal land rights. Informal land rights are not uniformly identifiable nor are they registered in any deeds registry. Through our ADR work, we seek to identify and recommend the best approach to the relevant government department for the treatment and registration of informal land rights.

We worked with Professor Kingwill, a scholar in this field, to carry out extensive research and produce findings and recommendations, which were workshopped with land management stakeholders from the businesses, Group Social Performance and Group Legal. As a result, a pilot study will be conducted in the communities in one of Anglo American's areas of operation to test the concepts and recommendations made by Professor Kingwill.

Spatial planning work recognises that rural areas are not spatially planned and surveyed in the same way as urban areas and settlements. The work seeks to develop a legislative framework to enable spatial planning in rural areas, which we believe will help catalyse development. An independent firm of specialists was engaged to assist with this work. The project is ongoing with status reports provided periodically on completion of each defined milestone.

CRITICAL FOUNDATIONS

INCLUSION AND DIVERSITY

At De Beers Group, we aim to 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. Building and upholding an inclusive culture is also one of our 12 Building Forever goals. Read more about our Inclusive Workplace efforts on [pages 134 to 138](#).

De Beers Group employee and apprentice in processing plant control room, Gahcho Kué mine, Canada.



INCLUSION AND DIVERSITY

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 aims to make 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 PRACTICES

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.

In 2023, we continued to work hard 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

Good mental health is key to providing an inclusive workplace. 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 2023, 21 additional colleagues were trained as Mental Health First Aiders.

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 2023, 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.

MENTAL HEALTH FIRST AIDERS

21

additional colleagues were trained in 2023.

CRITICAL FOUNDATIONS

GROUP STANDARDS AND LEGAL COMPLIANCE

Through robust systems and processes, we seek to ensure compliance with all applicable Anglo American technical, safety and sustainability 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 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.

Aerial image of desert and helicopter shadow, Namibia.

EMERGING LEGISLATION

The global sustainability disclosure landscape is rapidly evolving, with further development taking place during 2023.

Several of the disclosures launched in 2023 contain mandatory requirements relevant to De Beers Group.

Most notably, the first set of Corporate Sustainability Reporting Directive (CSRD) standards was adopted by the EU Commission in June. This aims to make sustainability reporting requirements more consistent and comprehensive across all EU member states. In the same month, the International Sustainability Standards Board (ISSB), which seeks to harmonise a number of pre-existing initiatives, launched its first two sustainability standards. At the end of the year, the Task Force for Nature-Related Financial Disclosures (TNFD) released their disclosure recommendations. In the UK, the Government has also adopted the EU's Non-Financial Reporting Directive and announced plans to introduce mandatory climate-related financial

disclosures for publicly traded companies by 2025, which would align with the recommendations of TCFD.

An important development for our industry was the publication of the GRI sector standard for mining [GRI 14: Mining Sector 2024](#).

These initiatives demonstrate a growing commitment to promoting sustainability and transparency in corporate reporting that are likely to have a significant impact on business practices and decision-making in the years to come. Recognising the increasing requirements on companies, many of the standard-setting bodies are working in collaboration to simplify and harmonise global sustainability reporting.

Through Anglo American, De Beers Group continues to monitor the reporting landscape and the development of these frameworks to help ensure our reporting is prepared in accordance with applicable regulations and best practices.

WASTE MANAGEMENT AND CIRCULARITY

We recognise the potential impact of waste on local communities and the wider environment. If not mitigated, waste products from mining operations can damage the local landscape, soil health, air quality and waterways as well as contribute to wider environmental harm and the global climate crisis. Minimising waste and maximising reuse and recycling where possible are therefore key priorities for De Beers Group.

We monitor and manage potential sources of pollution to protect people and the environment. Our pollution prevention commitments are managed through the implementation of ISO14001:2015 certified environmental management systems at our operations.

Our two main waste streams are the mineral residues — the fine and coarse rock and soil left over after diamond extraction — and the non-mineral waste generated during operations.

Across all operations, we work hard to minimise our waste output and reduce its impact wherever we can. We are also incorporating the principles of circularity into our business, exploring innovative approaches to repurpose and create value from waste.

Conveyor belts at processing plant, Venetia mine, South Africa.



MINERAL RESIDUES

Coarse and fine mineral residues (also known as tailings) at our mine sites are managed according to the Anglo American Processed Mineral Residue Facilities and Water Management Structures Standard and a Technical Assurance framework. A key focus in 2023 was how we approach the management of tailings storage facilities (see case study).

We continue to work on characterising and consistently reporting different components of our mineral waste, with the ultimate goal of identifying valuable use for the materials. Read more about ‘Enhancing our waste management and measurement’ on [page 65](#).

CASE STUDY

INTENSIVE WORK TO IMPLEMENT THE GLOBAL INDUSTRY STANDARD ON TAILINGS MANAGEMENT

De Beers Group’s tailings storage facilities have historically been governed by Anglo American’s Processed Mineral Residue Facilities and Water Management Structures Standard, ensuring engineering excellence.

Anglo American has been working to fully align this internal technical standard with the Global Industry Standard on Tailings Management (GISTM), which was drawn up by the International Council on Mining and Metals (ICMM) following the catastrophic dam collapse at Vale’s iron ore mine in Brumadinho in Brazil in 2019.

The aim of the GISTM standard is to minimise the potential for harm to people and the environment, with zero tolerance for human fatality. It sets out how the global mining sector should design, build, maintain, manage and close tailings storage facilities.



COMPLIANCE TIMELINES

Under the GISTM standard, tailings storage facilities are rated by the potential for damage and loss in the unlikely event of failure, according to a consequence classification matrix. This does not convey a risk level but informs storage facility design, and rescue and recovery contingency plans.

The ICMM had requested that sites classified as of ‘very high or extreme’ consequence should be fully compliant with the standard by 5 August 2023.

The tailings storage facility at De Beers Group’s Venetia mine was rated as ‘very high’, given the geographical and community profile of the surrounding area, and was therefore subject to the 2023 deadline. Our other mine sites were rated in lower consequence categories with the deadline set for 2025.

To better understand GISTM obligations, De Beers Group worked with Anglo American colleagues to perform a gap analysis comparing the Anglo American Technical Standard for Tailings with the GISTM obligations.

The conclusion was that we needed to expand the scope of our internal standard and reach out to a wider group of stakeholders to explore broader issues, such as the potential social impact of a dam failure, no matter how small the risk of this occurring. A high degree of cross-disciplinary work and collaboration was needed to fully comply. Furthermore, the global mining sector experienced a shortfall in capacity for dynamic stability analysis of tailing facilities, an essential component of attaining full compliance.

Given these factors, the Anglo American team leading on compliance met with the ICMM to gain clarity on how best to prioritise and approach the 77 GISTM requirements.

In August 2023, we issued our GISTM Disclosure report for Venetia. Four of the 77 requirements were not applicable, 65 were fully met and eight were partially met, on which work is continuing into 2024 within the constraints of engineering and analysis capacity in the mining sector generally.

Fine residue deposits at Venetia mine, South Africa.

HOW DID THE TEAM APPROACH THIS?

Following our review of the requirements, we created an emergency management framework for Venetia mine, structured around four key elements: prevention and mitigation (including strict monitoring and immediate review of the storage facility in the event of an earthquake or extreme storm), preparedness, response, and recovery.

To help develop this framework, our team undertook fact-finding missions to explore possible approaches, including a trip to Brazil, where the government has already implemented revised laws in the wake of the Brumadinho tailings dam collapse. The team were also grateful for the generous collaboration of those who had dealt with the aftermath of previous collapses. This on-the-ground research gave them an appreciation of the various factors related to the mitigation of the social and environmental impacts, should the worst occur. The team also conducted community and stakeholder consultations in the areas surrounding Venetia mine, investigating issues such as emergency and rescue service access and capacity, and contingency plans for community and environmental recovery. A memorandum of understanding with a South African disaster response organisation is currently being developed, and plans put in place so far will be subject to further review.

Many of the outstanding compliance issues relate to limited capacity in the mining sector for dynamic stability analysis of storage facilities. This process involves site characterisation and extensive investigations of foundations and embankments to extract samples. These are then sent to a specialist laboratory in the UK, the only one of its kind globally that can provide the analysis required to establish the potential consequences an individual tailings facility may face if an event such as an earthquake or severe storm occurs. All companies working towards GISTM compliance require this analysis. We expect to receive the data by the second quarter in 2024, complete the analysis by the end of 2024 and devise the actions needed for full compliance by 2025.

OUR OTHER MINE SITES

We are now applying the lessons from our Venetia mine work and have made provisional assessments for likely compliance dates for the other mine sites for which we are responsible:

For both Gahcho Kué mine (Canada) and our closed mines, Victor mine (Canada) and Voorspoed mine (South Africa), we have made significant progress and are on track to achieve 100% compliance by 2025.

Snap Lake mine (Canada), which is closed, is awaiting drilling to enable the dynamic stability analysis, so we anticipate an extension to the 2025 timeline for compliance.

NON-MINERAL WASTE

Non-mineral waste covers both non-hazardous waste, such as cardboard, metal, plastics, wood, paper and food wastes, and hazardous waste, including e-waste, batteries, waste oils, greases and oily water residues.

Throughout De Beers Group, we champion the sustainable use and management of resources to maintain and unlock their full potential value.

In keeping with circular economy principles, we adopt the waste hierarchy approach, prioritising maximum material lifespan through reduction, reuse and recycling efforts, thereby striving to minimise landfill disposal.

CIRCULARITY

De Beers Group collaborates with Anglo American on a circularity strategy. We strive first to minimise waste and secondly to realise the inherent value of waste materials.

In 2023, led by Anglo American, we participated in the second cohort of CircuLab. We held an internal ideation competition to generate ideas around circularity and seven ideas from De Beers Group progressed to further evaluation. Where possible, we will continue to explore potential innovations in this area.

CASE STUDY

TYRE RECYCLING

Disposing of used tyres in a sustainable way is a global challenge for businesses. In 2023, we continued our tyre recycling project at Venetia mine in partnership with a local contractor, who has been working with us since 2021 and uses a pyrolysis process to recoup valuable material from waste tyres. The pyrolysis process applies heat in a near oxygen-free environment to break down rather than burn materials.

The process our contractor uses produces:

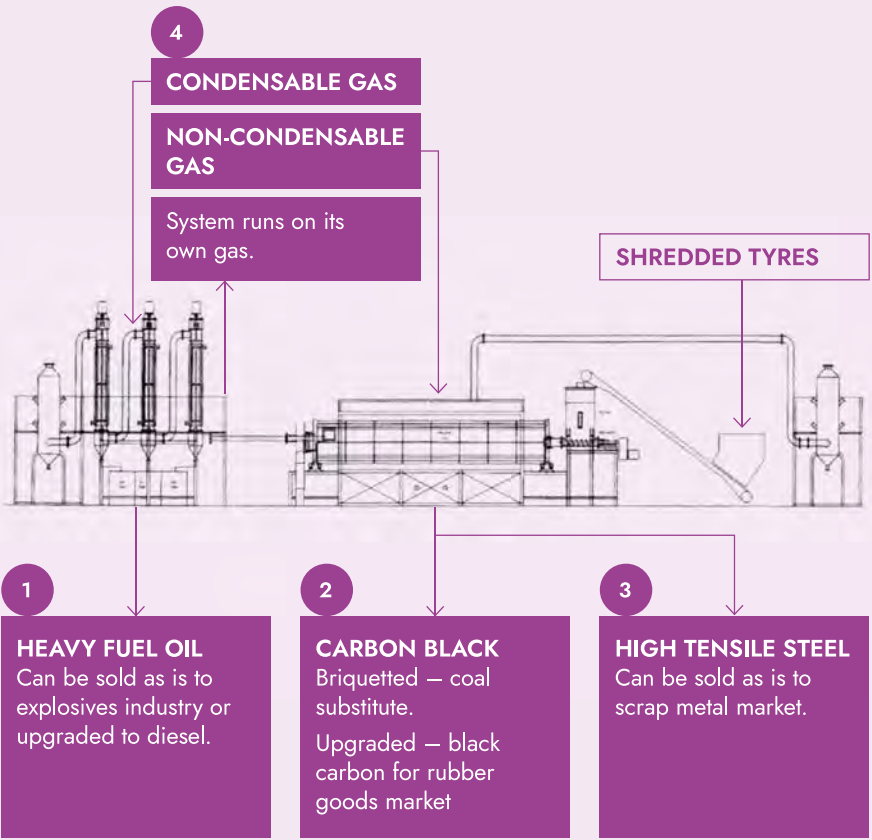
- 40% heavy fuel oil, which can be sold to the explosives industry or upgraded to diesel.
- 35% carbon black, which can be turned into coal substitute briquettes or upgraded to black carbon for the rubber goods market.
- 15% high tensile steel, which can be sold to the scrap metal market.
- 10% condensable / non-condensable gas utilised to run the pyrolysis system.

Since 2022, a total of 5,132 Light Delivery Vehicle (LDV) tyres have been removed and recycled from Venetia mine's tyre stockpile. In 2024, we aim to remove the remaining stockpile of LDV and road truck tyres.

[Read more about our Health, Safety and Wellbeing for Employees and Communities on page 93.](#)

We strive first to minimise waste, and secondly to realise the inherent value of waste materials. Enhancing circularity will be instrumental in achieving our broader waste reduction targets.

A HIGHLY DEFINED AND EFFICIENT PROCESS OF PRODUCTION LEADING TO 40% HEAVY MINERAL OIL, 35% CARBON BLACK, 15% STEEL AND 10% GAS. THE PLANT PRODUCES FOUR PRODUCTS RELIABLY ON A DAILY BASIS.



ENHANCING OUR WASTE MANAGEMENT AND MEASUREMENT

In 2023, we continued to implement standardised data sources and metrics for non-mineral waste, so we had improved understanding of different waste types and their potential value and associated opportunities. All our mining sites report on our sustainability data management platform. Waste is reported in a common unit (weight in tonnes) and is categorised by waste stream. This has improved consistency in reporting and highlighted areas for improvement in measurement and performance.

Waste/material flow analysis is a tool for quantifying and assessing material movements and management methods to help identify opportunities for waste reduction and diversion. Debmarine Namibia began work on waste/material flow analysis in the fourth quarter of 2023. At Venetia mine, we continued to explore how to implement such an analysis in 2024.

WASTE MANAGEMENT

Our third-party suppliers agree to our contractual terms on waste management and also have legislative obligations depending on their country of operation. The ISO14001:2015 standard mandates certified companies to oversee contractors' adherence to their contractual and wider legal obligations.

RESPONSIBLE MINE CLOSURE

Creating a positive lasting legacy for local communities and habitats is a central part of De Beers Group's approach from exploration through to mine closure.

The life of a mine is inherently finite and relatively short, yet each site supports a large number of livelihoods during its operating phase. The economic consequences of a mine closure can be widely felt, so developing plans to generate long-lasting value is an essential element of our lifecycle planning. When scoping potential sites, we assess how a mine could affect the local area, exploring how to maximise the benefits and minimise disruption to people and the environment during exploration, operation and beyond.

The Anglo American Mine Closure Standard sets out stringent parameters for our operations, mandating a proactive approach to closure preparation, ensuring risks and potential opportunities are well managed. Our teams are supported to comply with this standard through extensive guidance provided in the Anglo American Mine Closure Toolbox.

Consulting with local people and other internal and external stakeholders is fundamental to the success of this process. Their views on a range of issues — including closure criteria, risk management, opportunities and ideas for former mine site land use — feed into our preparations.

Our overall approach is to help people develop transferable skills and capacity. This enables sector diversification and strengthens the broader local economy. More information on our programmes of work to support livelihoods can be found on [pages 102 to 109](#).

Our environmental work throughout the mine lifecycle is guided by the mitigation hierarchy, to first avoid and then minimise any negative impact on the local area. This includes restoring and rehabilitating natural habitats, often enhancing constructed habitat features to improve the biodiversity and accelerate natural growth. For both safety and environmental reasons, we use climate forecasting to predict the potential impact of worst-case scenario weather events and work hard to ensure all structures are robustly designed for the long term.

Every De Beers Group mining operation must develop a comprehensive and fully funded closure plan, securing approval from regulatory authorities at local, provincial and territorial level.



CASE STUDY

RESPONSIBLE MINE CLOSURE AND REGENERATION

As our mines approach closure, open dialogue with local communities becomes even more critical. Transparent communication about closure plans, environmental rehabilitation, and potential post-mine closure socio-economic impacts is essential. By involving the local community in planning for closure, we can support economic diversification, establish post-closure opportunities and leave a positive legacy that contributes to the long term well-being of the community and environment.

Given the timelines of our current mine closures, we have been able to apply this approach to Voorspoed mine (see below), and have begun work to plan ahead for the eventual closure of operational mines such as Gahcho Kué mine in Northwest Territories (NWT) in Canada.

MINE CLOSURE UPDATES

VICTOR

Victor mine, located in a wetland complex in Canada, ceased production in 2019 and the Ministry of Mines approved the original closure plan for full implementation in 2022, following our 18-month-long consultation with stakeholders including Indigenous groups. After further stakeholder discussions, we developed a final updated closure plan CPA5, for which we received approval in 2023.

The working group, established with directors from all government regulatory departments involved in overseeing Victor mine, has continued to meet on a quarterly basis in 2023. In 2023, demolition and rehabilitation activities were almost entirely completed. Remaining work on plant seeding, which will be carried out by drone to avoid ground disturbance, must be undertaken in springtime. Final closure activities are planned to be completed in early 2025.





The Victor mine team won [The Tom Peters Memorial Mine Reclamation Award](#), presented by the Ontario Chapter of the Canadian Land Reclamation Association in recognition of our work, such as incorporating nearly 10 years of university-led research programmes into multiple aspects of mine closure in pursuit of the ambition to return the site to its natural state.

DEMOLITION AND REMOVAL

In line with plans agreed with the governing authorities and local people, infrastructure demolition work in 2023 included the removal of a 90km powerline incorporating 590 poles from host community lands; 12,641m³ of piping which was extracted from the ground and placed in the landfill; and 22,380m³ of scrap metal.

Culverts were also removed to enable better water management across the site. The mine’s domestic landfill was closed, covered, and seeded and all subsequent refuse will be removed from the site in containers. De Beers Group has also removed waste on behalf of Attawapiskat First Nation.

For details about our work towards the repurposing of equipment and materials from the Victor mine site, see [Circularity in Action](#) on [page 68](#).

-  [Victor mine closure — English version](#)
-  [Victor mine closure — Cree version](#)
-  [Victor mine dewatering — English version](#)
-  [Victor mine dewatering — Cree version](#)

ENVIRONMENTAL RESTORATION

Our conservation and environmental restoration work in 2023 included the revegetation of stream crossings; the removal of debris from roads to enable seeding in 2024; and the completion of fish habitat ponds, as compensation for the loss of the small, shallow ponds that existed before the construction of the mine and the camp infrastructure. These ponds are deep enough to allow fish to overwinter without completely freezing over and designed to encourage spawning and allow a flow of water to and from a nearby creek, providing a much richer habitat than the pools they are replacing.

This restoration work will return the ecosystem back to its natural state and improve flood resilience, in recognition of the crucial importance of water management. Read more about biodiversity on [page 126](#).

CREATION OF TEMPORARY ACCOMMODATION

The permanent dormitories were demolished and we introduced a temporary camp, initially comprising tents for 300 people. By October, the camp had moved into fly-shacks located next to the pit lake with capacity reduced to 60 berths. When the reclamation work has been completed, the camp will reduce further to accommodate environmental monitoring teams for around 10-15 years. Fly-shacks can be easily decommissioned and removed by helicopter, avoiding any ground disturbance from vehicles in the years to come.

KEY FIGURES

623

hectares of land rehabilitated and seeded at Victor mine to date.

207

hectares of landscape have now been completely rehabilitated.

SNAP LAKE

Snap Lake Mine ceased production in 2015, with the closure process scheduled to complete in 2024, followed by post-closure monitoring for a further 15 years. The major projects required for the reclamation and remediation of the mine site are scheduled to conclude in the third quarter of 2024, with the demolition of mining infrastructure and the construction of surface water systems to allow for passive water management near completion.

SAMPLING AND MONITORING

Sampling and monitoring activities continued in 2023, with water quality continuing to meet all regulatory requirements. The reverse osmosis plant, commissioned in 2018 to remove dissolved solids and nitrates before the water was released into Snap Lake, was once again not required and was decommissioned.

All wildlife observations, incidents and interactions — mostly involving small mammals and birds — are recorded and managed according to the terms of the approved Wildlife Monitoring and Management Plan. Snap Lake management is a member of a closed group of observers tracking the movement of collared caribou in the Northwest Territories, and there were sporadic observations of the animal within the regional study area.

SUCCESSFUL SEED COLLECTION

Snap Lake mine's revegetation programme, scheduled for late 2024, will be one of the final stages of active closure at the mine.

In preparation, we hosted a [week-long seed collection programme](#) in September, carried out by Melissa Turcotte, programme lead from environmental consultant Arktis Solutions; Sarah Weaver, an environmental student from Yellowknife; Leona Apples, a Tlicho representative; and Shawna Catholique from the Łutsel K'e Dene First Nation.

The team focused on seeds from four species — Dwarf birch, Northern Labrador tea, crowberry, and lingonberry/bog cranberry — collecting approximately 11kg of berries and seeds, with the goal of cultivating approximately 2,000 shrubs native to the area.

The 2024 revegetation programme will also include sowing more than 600kg of different types of grass seed around the site.

IN-PERSON ENGAGEMENTS

A series of engagements took place this year. In February, we held a workshop in Yellowknife with the Snap Lake Environmental Monitoring Agency (SLEMA), including their Traditional Knowledge Panel, to agree metrics for measuring the success of revegetation and to better define the role of SLEMA representatives in final landscape inspections. This was followed by a virtual meeting in May involving an environmental consulting firm to review edits to the proposed metrics.

In July and August, we hosted the North Slave Métis Alliance and Łutsel K'e Dene First Nation respectively, for a site tour and social and environmental update.

Snap Lake mine's Social Performance team, based in Yellowknife, also met with local organisations in the city, including discussing donations of furniture and equipment with YWCA Transitional Housing, training opportunities with the Mine Training Society, and general feedback with the Impact Benefit Agreement (IBA) committee.

VOORSPOED MINE

Production at Voorspoed mine in South Africa ended in 2018 and in September 2023 as planned decommissioning of the plant infrastructure was completed, and where possible equipment was sold on. For details about our work in this area at Voorspoed mine, see [Circularity in Action on page 68](#).

Potential land use ideas continue to be explored including honey farms and floating wetlands. A fire that threatened the apiaries was extinguished — demonstrating the need to consider natural threats to planned land use.

Legal developments included our decision to allow the Voorspoed Mining Right to lapse on 9 October 2023, following consultation with Anglo American Legal and with formal support from all key stakeholders, and our submission of a water use licence amendment in October 2023 to cater for post-closure land uses.

We continue to work to comply with the ICMM standards by working closely with our local communities to offset any potential negative social and economic impacts of the Voorspoed mine closure.

GREEN DIESEL PRODUCTION TRIAL

In line with De Beers Group's responsible mine closure and regeneration ambitions, Voorspoed was chosen for the Anglo American-sponsored Uhuru Energy biofuel 'green diesel' pilot, which began in September 2023.

Uhuru Energy is conducting a concept study on the production of zero fossil emission Hydrotreated Vegetable Oil (HVO) green diesel, using non-edible vegetable oil sourced from fast-growing *Moringa oleifera* trees cultivated on a large scale on the Voorspoed mine site.

According to 2023 analysis by sustainability consultancy ERM, this proposed greener fuel programme offers significant closure savings, and could even yield a profit, based on 1,000ha of cultivated land.

SAFETY MEASURES

In line with the precautionary risk abatement work required of all mining companies by the Global Industry Standard on Tailings Management (GISTM), we are implementing an emergency early warning system and constructing barrier walls for the shielding of homes, to help safeguard the local community in the highly unlikely event there is a tailings storage facilities (TSF) failure. For additional information on our progress and obligations under the GISTM standard, including our long-term commitment to engineering excellence to maintain and monitor the integrity of TSF structures, read more on [page 63](#).

CIRCULARITY IN ACTION

Our work in responsible mine closure adheres to the circularity principles adopted across De Beers Group. Read more on our Waste Management and Circularity on [page 62](#).

At Victor mine, for example, trucks used on site were stripped down for parts to be resold, re-used or recycled; and in exchange for CA\$1, scrap metal was transferred to Attawapiskat First Nation, who used the resale proceeds to fund the purchase of an equipment rental company.

At Voorspoed mine in South Africa, salvageable equipment was sold for reuse following the decommissioning of the plant infrastructure.

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 the SHE Way Toolkit, as well as Anglo American Technical Standards, Safety and Sustainable Development Standards, 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 and is a critical foundation within Building Forever. Social performance encompasses our interactions, activities and outcomes with respect to host communities and other local stakeholders in those areas impacted 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. The Social Way informs the management of the social and human rights impacts, risks and opportunities arising from our mining business in our host communities.

The Social Way reflects and incorporates the requirements of major international and global standards. These include the sector-specific International Council on Mining and Metals' Position Statements, the Responsible Jewelry Council's Code of Practice, and the Global Industry Standard on Tailings Management (GISTM); as well as the United Nation's Guiding Principles on Business and Human Rights, and Voluntary Principles on Security and Human Rights; and the International Finance Corporation's Environmental and Social Performance Standards.

 [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 strive to promptly identify, understand, communicate and rectify our permit non-compliances.

We proactively work to anticipate any impacts to our business of new regulations, and work with authorities and stakeholders to ensure fair and practical permit processes.

The Anglo American Group Minimum Permitting Requirements were developed and implemented as a response to a tighter 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 developed an Integrated Permitting Standard which will replace the Minimum Permitting Requirements. The new standard seeks to ensure the integration of permitting into key decision-making processes and effectively mitigate permitting risks. Roll out of the standard commences in 2024.

BUILDING FOREVER: OUR PROGRESS

Throughout 2023, we focused on embedding Building Forever and our 2030 goals across all parts of our business to ensure 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 and our material topics linked to these.

Aerial image of ranger vehicle in Venetia Limpopo Nature Reserve, part of Diamond Route, South Africa.

FOUR STRATEGIC PILLARS:

LEADING ETHICAL PRACTICES ACROSS INDUSTRY

- 72 Responsible sourcing
- 82 Provenance
- 87 Artisanal mining

PARTNERING FOR THRIVING COMMUNITIES

- 93 Health and wellbeing
- 97 Skills and education
- 102 Livelihoods

PROTECTING THE NATURAL WORLD

- 111 Climate change
- 120 Water
- 126 Biodiversity

ACCELERATING EQUAL OPPORTUNITY

- 134 Inclusive workplace
- 139 Women in business and technology
- 144 Diverse talent in diamond jewellery

STRATEGIC PILLAR

LEADING ETHICAL PRACTICES ACROSS INDUSTRY

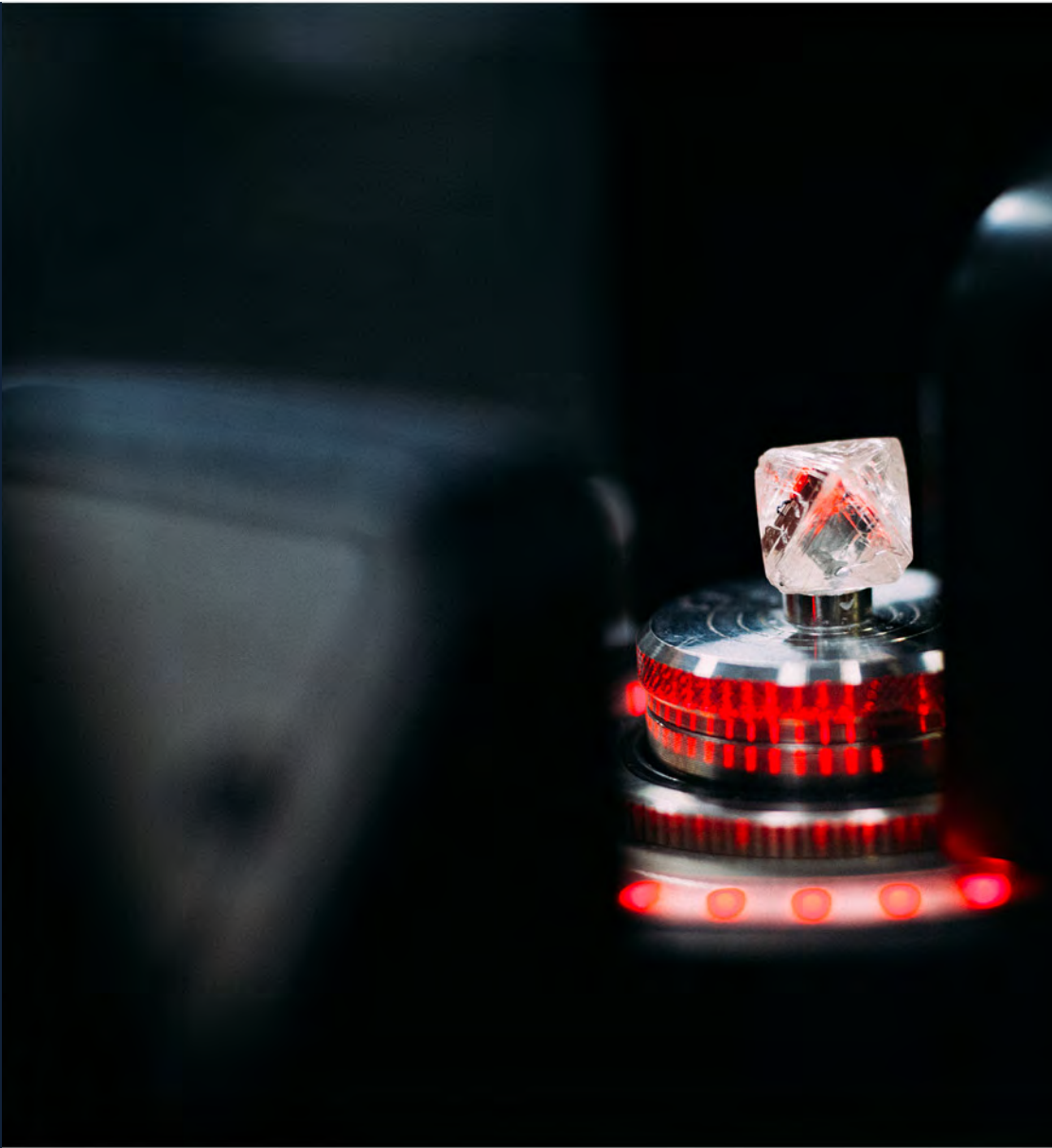
OUR VISION

We aim 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.

To achieve these, we endeavour 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 has contributed to a lasting positive impact.

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



OUR 2030 GOALS:

- 72 Responsible sourcing
- 82 Provenance
- 87 Artisanal mining

RESPONSIBLE SOURCING

OUR 2030 GOAL:

We will extend our Best Practice Principles Assurance Programme (BPP programme) beyond our value chain to advance industry standards.

HIGHLIGHTS

77

countries are covered by the BPP programme.

306,654

employees are covered by the BPP programme.

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 risks, from human rights violations to the threat of climate change. We make every effort to understand what these risks are and how to mitigate them.

These topics are constantly under the spotlight as they are of fundamental importance, not only for our business but also for stakeholders, government partners, NGOs, industry organisations, clients and consumers. 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.

Our Responsible Sourcing strategy is the foundation of the Leading Ethical Practices Across Industry pillar. This is assured by the BPP programme, which was developed in 2005 to embed a set of mandatory social, environmental and ethical standards across the diamond pipeline. Read more on [page 74](#).

In addition, our responsible sourcing policies for diamonds and for precious metals, minerals and gemstones support our De Beers Group entities to set out fundamental principles for sourcing materials which are applicable to all our diamond-sourcing business units. Read more on [page 77](#).

We also go beyond our value chain and have Responsible Sourcing policies for our internal supply chain, covering local procurement and hiring. Read more on [page 80](#).

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.

Small collection of rough diamonds being sorted with tweezers.

OUR PROGRESS IN 2023

- Through the BPP programme implementation, we required that rigorous ethical standards were maintained across all De Beers Group entities and jewellery manufacturing contractors, Sightholders (our rough diamond customers) and their relevant diamond contractors, and Beneficiation Project Members. To support BPP participants, we provided online workshops to provide updated guidance and enable them to give their feedback on the BPP programme.
- In 2023, no material breaches (the most severe category of breach) were identified; however, one BPP participant, a jewellery manufacturer, was found to be non-compliant due to major infringements being raised under the BPP requirements on business practices and social requirements. Read more on [page 75](#).
- We upgraded our BPP carbon footprinting reporting requirements from voluntary to mandatory for all Sightholders. To support this change, we implemented specific training conducted by the Carbon Trust, our expert third-party partner, as well as providing updated guidance to support their ability to complete the Carbon Footprint section of the BPP Workbook and a specific carbon footprinting questionnaire. To learn more about the steps we have taken to support Sightholders with data analysis, and on their carbon-neutral journeys, read more on [page 76](#).
- We supported three Beneficiation Project Members (BPMs) with workshops and guidance in their second year of participation in the BPP programme, for which they all received a fully compliant rating for 2023. Read more on [page 77](#).
- We formally onboarded seven Small Beneficiation Customers in South Africa to the BPP programme and supported them through their first year of participation.
- The Responsible Sourcing Policies are designed to ensure that risk-based due diligence is undertaken for all sourcing activities of diamonds and other precious metals, minerals and gemstones to identify, mitigate and address key risks. We worked alongside our De Beers Group entities to apply the Responsible and Ethical Sourcing Policy for Diamonds and, when required, implement a procurement decision-making process to assess whether natural rough and/or polished diamonds can be accepted into our supply chain. We also worked with our downstream retail brands to gather the required assurances from their external jewellery manufacturers that they are compliant with the relevant Responsible Sourcing Policy for Precious Metals, Minerals and Gemstones (excluding Diamonds) requirements. For a further update, read more on [page 77](#).




2024 OBJECTIVES

- Work with our De Beers Group entities to re-certify our operations against the Responsible Jewellery Council (RJC) Code of Practices (COP) Standard.
- Continue to align the BPP standard with industry best practices and relevant responsible and ethical business practices assurance mechanisms and regulations.
 - > This approach helps to reduce duplication of effort across BPP participants and enables us to have a ‘Single Audit Protocol’. In 2024, this will be further strengthened through the BPP programme alignment with the ICMM’s Mining Principles; and the RJC COP following the launch of their new standards.
- Continue to evolve our current accepted sourcing standards within the Responsible Sourcing Policy for Precious Metals, Minerals, and Gemstones to help ensure the policy continues to adhere to the highest ethical guidelines.
- Maintain our commitment to supporting our Sightholders on measuring their carbon footprint by updating our mandatory reporting requirements to support further participation.

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 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

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



Key

De Beers Group business units

Sightholder/applicable contractor operations



WHAT IS THE BEST PRACTICE PRINCIPLES ASSURANCE PROGRAMME?

The BPP programme consists of a set of mandatory social, environmental and ethical standards, including human rights, that we apply to all of 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, our jewellery manufacturing contractors and Beneficiation Project Members.

It consists of an annual, three-step assessment process:

- All BPP participants are required to complete a self-assessment workbook, recording their level of compliance against each applicable BPP requirement.
- An independent third-party verifier, Société Générale de Surveillance (SGS), is employed to conduct on-site verification visits. SGS annually visits up to 10 per cent of all entities in scope per BPP participant.
- One third of all self-assessment workbooks are assessed through a desktop audit.

As well as being aligned with RJC COP (and from 2024, with ICMM Mining Principles), the BPP programme requirements are based on leading international standards, meaning they are fully aligned with the OECD Due Diligence Guidance, the UN Guiding Principles 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.

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

*Diamonds during colour grading,
De Beers Institute of Diamonds, Surat.*

BPP PROGRAMME HIGHLIGHTS IN 2023

During the 2023 BPP cycle, which ran from 1 January 2023 to 31 December 2023, the BPP programme covered 306,654 employees in 2,637 entities across 77 countries. A total of 124 verification visits took place, and 188 desktop reviews were conducted by SGS across all BPP programme participants, including applicable De Beers Group entities.

The verification visits resulted in the identification of 129 total Sightholder infringements during the 2023 audit cycle (158 in 2022). A breakdown of the BPP participants' infringements by type of entity and by theme can be found in the Building Forever Performance Data section, which can be found on [page 153](#), and in a summary report by the independent verifier SGS, on [page 166](#), which explains the scope of the programme and verification method in depth.

DE BEERS GROUP ENTITIES

The BPP programme applies to all De Beers Group entities, including their relevant subsidiaries which provide contracted services to our Group (including jewellery manufacturing contractors for our house brands).

At De Beers Group, during 2023, 16 on-site verification visits and 10 workbooks were reviewed with all entities receiving a 'Compliant' rating.

In 2022, during an on-site audit at one of our operations, a major infringement was identified concerning the BPP requirement on non-discrimination and disciplinary procedures. This infringement was then escalated to our Business Ethics Risk Conduct Committee (BERC Co), which commissioned an independent investigation to examine the issue and assist in the development of an appropriate and effective corrective action plan. In 2023, we worked closely alongside other key functions within De Beers Group to support employees, implement training and address systemic issues that were identified at this operation. The entity was included again in this year's on-site audit selection, which confirmed that appropriate corrective action had been taken, allowing the site to receive a 'Compliant' rating.

WITHIN OUR VALUE CHAIN

The BPP programme also includes all entities that are owned or are under the management control of Sightholders. 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 declared to us.

For a breakdown of the number of infringements and improvement opportunities, read more on [page 153](#).

CASE STUDY

CARBON FOOTPRINT OF OUR ROUGH DIAMOND CUSTOMERS IN 2023

Since 2021, to support our commitment to our Building Forever Goal to be carbon neutral by 2030, we have been working with our rough diamond customers – Sightholders – to understand their environmental commitments and their journey towards carbon neutrality.

With the help of the Carbon Trust, we have developed a set of tools that we require our Sightholders to complete. This includes specific questions within the BPP Workbook, and a Carbon Footprint Template Questionnaire based on the Greenhouse Gas Protocol, the first of its kind within the diamond industry.

To advance our work in this sphere in 2023, we made these tools a mandatory requirement, to be completed by all Sightholders as part of the BPP programme. Prior to this, the requirement had been voluntary. To support our Sightholders in implementing the change, we have been careful to consider their different journeys and diverse group structures. Therefore in 2023, we have focused on asking Sightholders to demonstrate their engagement on environmental commitments and in collecting and reporting their carbon emissions.

The globally recognised Greenhouse Gas Protocol segments a company’s emissions into three categories or ‘Scopes’. Scopes 1 and 2 relate to direct and indirect emissions from a company’s own sources and the power it uses; Scope 3 includes indirect emissions from upstream suppliers and downstream clients. (Read more about climate change on [page 111](#).)

Our tools help to advance carbon reporting and decarbonisation in our downstream value chain by asking Sightholders to report their Scope 1, 2 and 3 emissions data, and describe their decarbonisation targets and action plans. If Sightholders do not have Scope 1, 2 and 3 data available, then the focus has been on how they will collect this data in the future. All data and commitments have to be submitted by Sightholders as part of the BPP Workbook requirements in the first quarter, relating to the 2022 reporting period. Our strategy has focused on collaboration, capacity building and advocacy, working with our stakeholders as we all advance our climate journeys together.

CAPACITY BUILDING AND ADVOCACY

As part of our work in this important area, we have continued to work with experts from the Carbon Trust and created guidance which includes three short videos introducing the topics of climate change, carbon footprinting and climate action.

The Carbon Trust also provided two training sessions for Sightholders in January, 2023. The first was an introductory session for Sightholders that are starting out on their work in this area, covering carbon footprinting and the calculation of Scope 1 and Scope 2 emissions. The second session focused on Sightholders that are more advanced on this journey, looking at target setting, emissions reduction strategies, and the categories of Scope 3 emissions and how to calculate them. In 2023, 53 people attended training sessions.

SUMMARISED OVERVIEW OF RESPONSES FOR 2023

This was the first year that the carbon footprint reporting requirement has been mandatory, and therefore, as expected, some Sightholders have found it difficult to fully comply, with only 38 per cent completing both the Carbon Footprinting Questionnaire and the BPP Workbook questions.

- 1. Measuring emissions: 25 per cent claimed to measure emissions annually while 22 per cent said they were in the process of measuring emissions.
- 2. Climate and carbon commitments: 13 per cent of our Sightholders stated they had SMART Carbon Neutral or Net Zero commitments while 14 per cent said they were in the process of setting commitments.
- 3. Action plans: 10 per cent reported having action plans in place and 12 per cent were in the process of developing action plans.

The analysis also showed that there is a growing cohort of mature Sightholders that are starting to look at their climate ambition and what actions they can take. In particular, 15 Sightholders stated they were recording at least their Scope 1 and 2 emissions and of those, 12 were also recording their Scope 3 emissions.

2024 NEXT STEPS

The carbon reporting requirements will remain mandatory for the 2024 BPP cycle. To support this, we have updated the BPP Workbook carbon and climate questions as well as the Carbon Footprint Template Questionnaire to provide clearer questions on what information needs to be provided based on feedback from Sightholders and the Carbon Trust. The changes are intended to support better response rates and consistency in the data reported.

“

De Beers Group remains committed to advancing its carbon and climate management initiatives, leading efforts in refining the industry's standards for value chain climate reporting. As part of the Best Practice Principles Assurance Programme, De Beers Group has incorporated mandatory reporting requirements for its Sightholders' climate commitments and carbon emissions. This move has helped push the needle and emphasise the importance of fostering carbon transparency and accountability in decarbonisation strategies. As part of its ongoing efforts, De Beers Group actively collaborates with and supports its value chain, promoting the adoption of best practices. This proactive approach is a positive step in steering the industry on a path to a more sustainable future.

”

Reinhardt Arp | Associate, 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, and through our Beneficiation Project we have enabled small businesses such as local cutters and polishers to grow and participate in the diamond value chain. These Beneficiation Project Members cut and polish De Beers Group's rough diamonds before their onward sale to jewellery manufacturers and retailers.

We run enterprise development projects in South Africa and Namibia, in partnership with the national governments, to help Beneficiation Project Members compete on the world diamond stage and drive the industry's success story in southern Africa.

BENEFICIATION PROJECT MEMBERS

In 2023, we continued to support our original three Beneficiation Project Members during their second year of participating in the BPP programme, having onboarded them during the 2022 cycle. Recognising that the Beneficiation Project Members often do not have the same level of resources as


Sightholders, which are larger organisations, we have worked closely with these small businesses through workshops and regular engagement to help them align with BPP requirements. This resulted in all three being fully compliant with the BPP programme in 2023, with no infringements raised during the on-site audits.

This achievement not only strengthens our value chain but also promotes the value of beneficiation within our producer countries and helps these smaller companies elevate their responsible business credentials, which they can then communicate to customers.


In 2022, two pilot programmes similar to the Beneficiation Project were also run in South Africa and Namibia with Small Beneficiation Customers. In 2023, the South Africa pilot successfully concluded, and seven Small Beneficiation Customers were formally onboarded to the BPP programme and guided through their first year of participation. The Namibia pilot is expected to conclude in mid-2024, and these locally owned businesses are still required to comply with the BPP Programme during their pilot.

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 that source 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 our downstream (retail) brands, 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.

2023 UPDATE
Following a review in 2022 of both policies, a key focus in 2023 was to continue working alongside our brands to ensure the policies are implemented fully and, where necessary, the required assurance protocols and procedures are followed. For our downstream brands, the focus was on training the relevant teams and gathering the required assurances that suppliers and jewellery manufacturers are compliant with the relevant sourcing requirements.

In addition, an in-depth review was undertaken in 2023 of the Exceptional Diamond Sourcing Protocol of our Responsible and Ethical Sourcing Policy for Diamonds, to continually endeavour to ensure that, when exceptional diamonds are sourced, there is a clear, risk-based due diligence process to evidence the fact that they come from sources that meet the highest ethical and social responsibility standards.

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

GOVERNANCE OF RESPONSIBLE SOURCING POLICIES
The BERC 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
Any diamonds sourced by De Beers Group must meet the requirements of our Responsible and Ethical Sourcing Policy for Diamonds and any procurement decisions made must be fair, consistent and risk-based. The sourcing policy makes it clear that any entity supplying rough and/or polished diamonds to De Beers Group must ensure they comply with all applicable sanctions and sanctions lists, issued by any relevant sanctions authority, including when sourcing rough or polished diamonds, either directly or indirectly, for De Beers Group entities.

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’s managed and 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 RJC Code of Practices.

Auctions: Rough diamonds sold through the Auctions business unit are sourced as a first priority from our managed and 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 programme to connect responsible artisanal and small-scale miners (ASM) in Sierra Leone to the global market, sources diamonds from those that meet the requirements of the GemFair Responsible Artisanal and Small-Scale Mining Assurance Programme. Read more on [page 88](#).

De Beers Forevermark: As of 1 January 2023, all De Beers Forevermark diamonds inscribed with the logo originate in rough form only from De Beers Group’s managed and joint-venture mines in Botswana, Canada, Namibia and South Africa. All De Beers Forevermark Diamantaires must have had Sightholder or Beneficiation Project Member status as of 1 January 2022. Provenance is assured through third-party verification under the rigorous Pipeline Integrity programme (read more on [page 85](#)), which requires all 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.

De Beers Jewellers: Our principal retail brand has committed to sourcing all core melee diamonds (white, round and fancy cut uninscribed) from De Beers Group’s managed and joint-venture mining operations by the end of 2023, and this was largely achieved — read more on [page 86](#) for further information. It sources core white diamonds from De Beers Group’s managed and joint-venture mining operations, with provenance supported under the provenance claims criteria within the BPP programme requirements and, since January 2023, the implementation and verification of the Pipeline Integrity programme. In special circumstances, De Beers Jewellers may source exceptional diamonds from other approved sources as defined in the Responsible and Ethical Sourcing Policy for Diamonds.

OUR RESPONSIBLE SOURCING POLICY FOR PRECIOUS METALS, MINERALS AND GEMSTONES
The diamonds sold in our retail operations are part of a jewellery piece, and we understand the importance of assuring consumers that all the component parts have been ethically sourced, not just the diamond.

As part of our vision to advance industry standards, we are committed to ensuring that the components used in our jewellery, comprising of precious metals, minerals and gemstones, also meet strict ESG standards across their value chains. The criteria for these standards are based on a decision-making process that is consistent, fair and risk based.

PRECIOUS METAL SOURCING

We recognise best practice standards in the metal industry and have established strict criteria for the precious metals sourced for the jewellery of our downstream brands, De Beers Jewellers, De Beers Forevermark and Lightbox. Abiding by these criteria forms part of our contractual arrangements with external jewellery manufacturers.

The Responsible Sourcing Policy for Precious Metals, Minerals and Gemstones was implemented in 2021 and reviewed in 2022 to narrow the policy down to sourcing standards that are clearly aligned with OECD Due Diligence Guidance, and which have clear positions on compliance with mandatory sanctions.

In 2023, the policy's second year of implementation, we continued to apply it with the aim of identifying, mapping and analysing the ethical credentials and precious metal sourcing practices of our downstream brands' external jewellery manufacturers to ensure their full alignment with the policy.

EXTERNAL JEWELLERY MANUFACTURERS

In 2023, our downstream brands' external jewellery manufacturers were located in 11 countries across the world: Belgium, China, France, Germany, Hong Kong, India, Italy, Japan, Thailand, the United Kingdom and the United States. This is unchanged from 2022, demonstrating our commitment to building long-term and trust-based relationships with our external jewellery manufacturers. It is therefore essential that our policy contains requirements that are both adaptive and robust, to accommodate the various jurisdictions in which they are based whilst upholding ethical credentials.

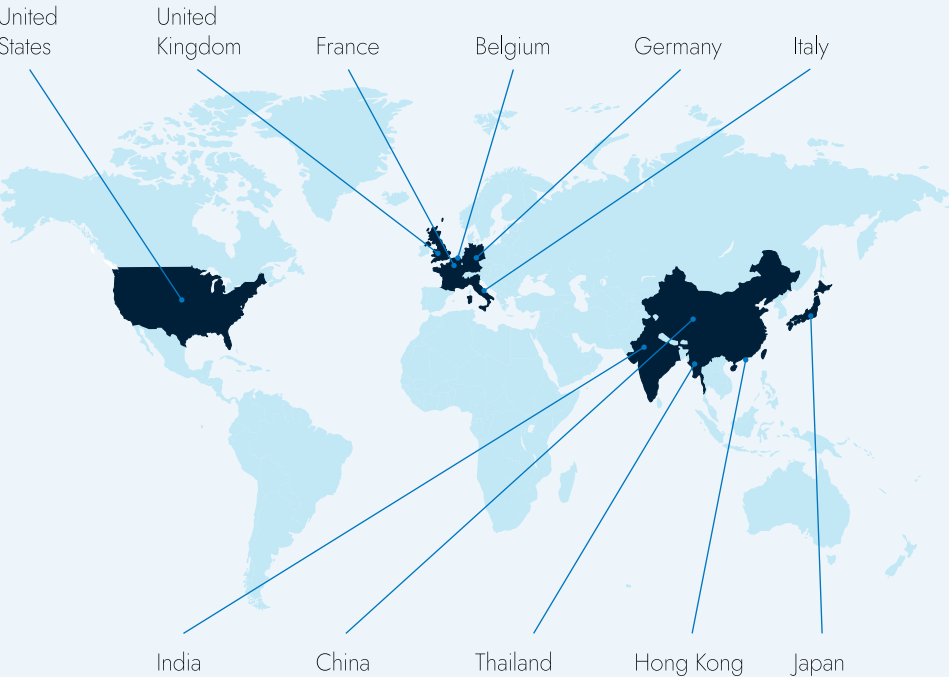
In terms of compliance with ethical credentials, our policy requires our external jewellery manufacturers that supply our downstream brands to either comply with our yearly BPP programme or be certified against the RJC Code of Practices. In 2023, 94 per cent of our jewellery manufacturers met this criterion, with 37 per cent participating in the BPP programme and 57 per cent being RJC COP-certified. Two jewellery manufacturers accounted for the remaining six per cent and they have committed to joining the RJC as members. We aim to ensure full alignment for 100 per cent of jewellery manufacturers in 2024.

We also identified 39 different precious metal refiners/sellers supplying our brands' jewellery manufacturers with gold, platinum and/or silver by the end of 2023. Of these, 82 per cent were compliant with the policy's sourcing standards (75 per cent in 2022). Furthermore, in 2023, De Beers Jewellers aimed to source 100 per cent of newly mined platinum from Anglo American Platinum, and the remainder of the platinum used in De Beers Jewellers jewellery came from recycled sources.

In 2024, there will be a continued focus on assurance mechanisms to support the implementation of the policy, and efforts to support further data collection on our platinum suppliers will continue, to better understand both provenance and impact.

EXTERNAL JEWELLERY MANUFACTURERS

11
countries across the world





RESPONSIBLE SOURCING STANDARD FOR SUPPLIERS

De Beers Group adheres to the Anglo American Responsible Sourcing Standard for Suppliers, which is aligned to our Building Forever and Sustainable Mining Plan (SMP) commitments. The Anglo American Responsible Sourcing Standard for Suppliers was designed to support our business to prioritise ethical decision-making when purchasing goods and services across our upstream mining operations. The Standard defines legal and minimum sustainability requirements expected from all our suppliers, including the provision of decent work and adherence to measures to combat Modern Slavery.

Most De Beers Group suppliers work with our upstream operations, providing us with varied goods, materials and services. Available in four languages, the Standard articulates the requirements in simple-to-understand language — supporting engagement with suppliers to meet all applicable laws and improve workplace conditions.

To this end, the Standard focuses on five key pillars:

1. protect the health and safety of workers;
2. protect our environment;
3. respect human and labour rights;

4. contribute to thriving host communities; and
5. conduct business fairly and with integrity.

The Standard upholds the same values and standards De Beers Group demonstrates throughout all our businesses — including the expectations placed on downstream suppliers who participate in our Best Practice Principles Assurance Programme (BPP programme).

STREAMLINING ASSESSMENT OF SUPPLIER COMPLIANCE

Since 2021, we have continued the roll-out of Anglo American’s Responsible Sourcing Standard for Suppliers. All suppliers that are potentially high-risk have been required to complete a detailed self-assessment questionnaire (SAQ), which emphasises the minimum requirements for disclosure of workplace practices and procedures, including how they assess the safety and environmental impacts of their business and how grievance processes are managed with their workforce.

In 2023, we rejuvenated and streamlined how we gather the SAQs, introducing a virtual tool to automate the process, so we have been better able to collate and analyse the information. This facilitates the rapid identification of potential action points and training needs, on which we collaborate with our colleagues in Anglo American to ensure consistency and avoid duplication for suppliers who also have contracts with other Anglo American companies.

Suppliers are held accountable and asked to provide Corrective Action Plans (CAPs) which detail the issue, steps and timelines for remediation. To date, we have engaged our 30 largest-spend suppliers who are responsible for about 85 per cent of our outlay, and also small, medium and micro enterprise (SMME) suppliers located within host communities. In order to build the capability of suppliers, we have published several videos and materials on our website and we are recommending face-to-face training to help them build risk management routines to meet legal and customer requirements. Finally, we plan to launch a unique Supplier Implementation Toolkit in the first half of 2024, which will provide unambiguous guidance, templates and tools to suppliers to embed best practice.

Rough diamonds, Botswana.

GLOBAL CERTIFICATION AS A LIVING WAGE EMPLOYER

Anglo American and De Beers Group aim to ensure every employee earns a fair wage. To achieve this, Anglo American partnered with an independent third party, the Fair Wage Network, and committed to exploring ways to apply Living Wage principles to its contractors and supplier base.

In 2022, Anglo American was recognised as a global living wage employer, having secured accreditation from the Fair Wage Network, which undertakes international analysis and research. Anglo American was awarded the accreditation after reviewing employee data across all wholly owned entities and joint-venture partners, including operations, smaller offices and corporate centres. This included De Beers Group entities and operations.

Following this, a Living Wage analysis now forms part of the Anglo American and De Beers Group annual pay review process and has been captured in internal Reward processes. Human Resources and Supply Chain teams have also been working in partnership to introduce the Living Wage into the Responsible Sourcing Standards for suppliers. This will be rolled out across all suppliers using a phased approach.

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. [See page 75](#) for more information about the Best Practice Principles Assurance Programme.

SUMMIT TO SUPPORT SUPPLIERS IN REDUCING CARBON EMISSIONS

While our suppliers' commitment to responsible sourcing and sustainable practices has already provided a valuable contribution to our overall goal of mitigating our impact on the environment, we held a summit on 27 July 2023 in Johannesburg to further advance carbon-emission reduction.

Our work with suppliers plays a vital role in reaching our Science-Based Targets initiative (SBTi) emissions target, aligning with the Building Forever goal to reduce Scope 3 emissions by 25 per cent across our entire value chain. For more information and further explanation of Scope 1, 2, and 3 emissions, read more on Climate Change on [page 111](#).

More than 65 suppliers of varying sizes attended the summit, at which we emphasised collaboration and the need for them to reduce their own Scope 1 and 2 emissions — which contribute to our Scope 3 calculation — as part of our ongoing relationship with them.

At this event, we shared global best practice and highlighted examples of successful emission reduction strategies — for example, around fuel use and power generation. The suppliers also discussed challenges and critical issues around addressing climate change and protecting ecosystems.

Our team also provided detailed guidance on our climate ambitions and what we will expect of suppliers in future, such as transparent reporting on their decarbonisation plans and progress towards emission reduction goals.

Key takeaway issues we asked them to consider included how they will:

- demonstrate intent towards decarbonisation;
- supply equipment and services that will support De Beers Group's decarbonisation efforts; and
- partner with De Beers Group to adapt or accelerate plans to reach decarbonisation goals and targets.

Read our case study on the Scope 3 supplier summit on [page 118](#).

PROVENANCE

OUR 2030 GOAL:

We aim to provide the origin and impact of every diamond we discover and sell.

HIGHLIGHTS

2/3

of De Beers Group production by value registered onto Tracr during 2023.

1.5m

upstream rough diamonds from De Beers Group's managed and joint-venture operations were registered onto Tracr (cumulative since 2022). (2022: 0.5m).

60,000

the maximum number of diamonds loaded onto Tracr in one day.

Providing transparent evidence of provenance is fundamental to our business, giving end consumers peace of mind regarding the source of a diamond and its step-by-step journey from mine to manufacturer to jewellery store.

Underpinning all our provenance programmes and services is the Pipeline Integrity (PI) standard, which mandates rigorous annual audits on all participants.

The following provenance programmes were all in scope for PI in 2023: suppliers of eligible diamonds (including melee) to De Beers Jewellers, Tracr participants involved in the handling or the manufacturing process who register polished eligible diamonds on the platform, as well as De Beers Forevermark Diamantaires and Code of Origin participants. This year, rapid progress in partnering with a range of organisations cemented the growing impact of Tracr throughout the diamond value chain, from producer through to end consumer.

Rough diamond, Botswana.

OUR PROGRESS IN 2023

- Reached 1.5 million rough diamonds registered on our Tracr platform.
- Opened up Tracr to the wider industry, with a number of prominent marketplaces and laboratories joining Tracr including The Gemological Institute of America (GIA) and Gemological Science International (GSI).
- Announced a collaboration with diamond traceability technology company Sarine. The Tracr-Sarine collaboration will focus on recording technologically assured, rough-to-polished diamond traceability, without the need for further physical verification. Tracr and Sarine technology is open to users across the industry and will focus on making digital access to information on diamonds available to G7 officials.
- Successfully launched a substantially uplifted Pipeline Integrity (PI) standard, that included higher expectations and a new melee supplement.

2024 OBJECTIVES

- Upgrades made to the Pipeline Integrity standard will be communicated to all participants and training programmes built to offer continued support.
- Continue to strengthen the Pipeline Integrity standard in line with learnings captured.
- Aiming to bring the first non-De Beers Group goods onto the Tracr platform in line with our ambition to be open to the industry.
- Continue ecosystem expansion to further laboratories and mid- and downstream partners.
- Commercial launch of Tracr in support of De Beers Provenance Programmes and the wider industry.

“

We will bring together the best of both of our propositions to deliver a highly effective and cost-effective digital diamond traceability solution which can play a key role within the inclusive framework of the G7 Diamond Protocol facilitated by the World Diamond Council.

”

Wes Tucker | Tracr CEO

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 select participants to record provenance of the diamonds.

2030 GOALS



Achieved



On track



Behind schedule

Rough natural diamond sorting, Gaborone, Botswana.



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 enable the capture of 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.

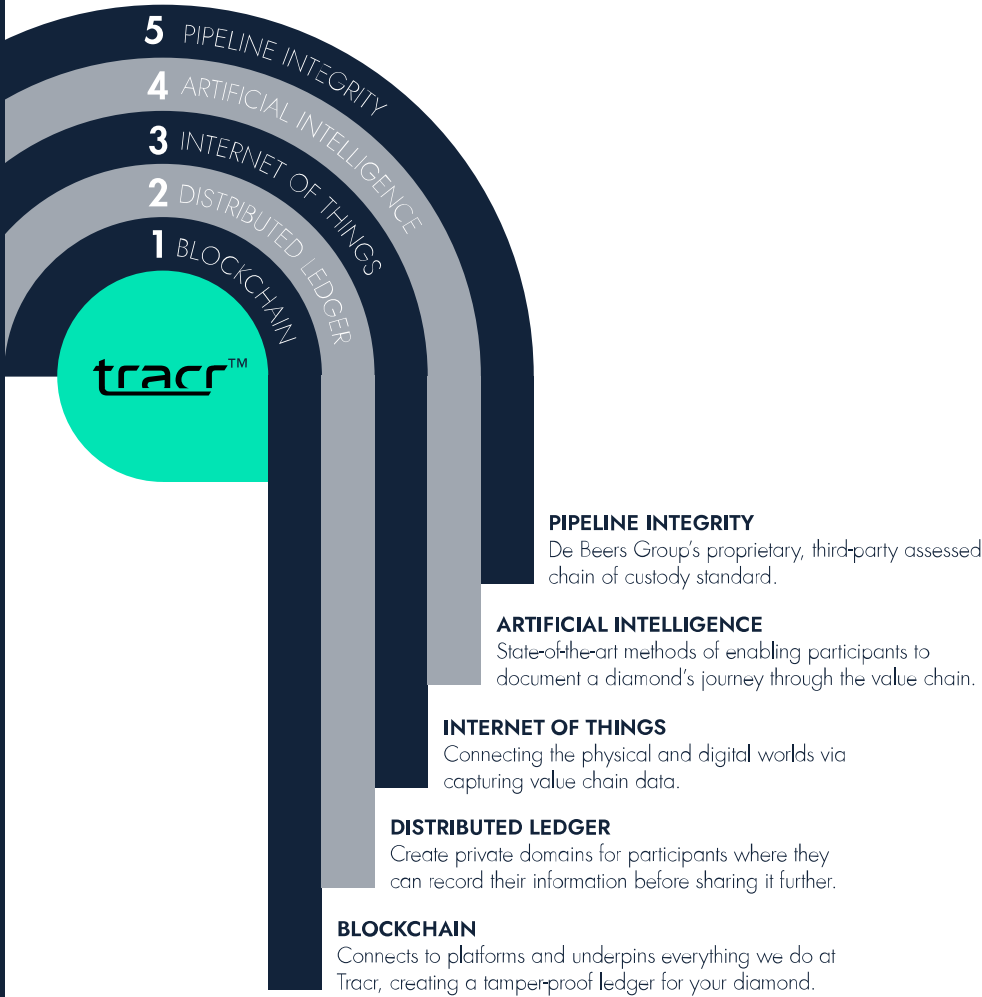
The Tracr platform is a first-of-a-kind and includes advanced data security and privacy. The immutable nature of each transaction ensures the digital ID cannot be tampered with.

We have collaborated with companies from every part of the value chain to create a system that enables participants to record provenance for diamonds.

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.

Tracr is a blockchain solution for natural diamonds. The platform allows for identification and thus traceability of natural diamonds along their journey.

TRACR'S BUILDING BLOCKS



TRACR'S VISION FOR YOUR DIAMOND'S JOURNEY FROM SOURCE TO SALE



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

MORE ON OUR 2023 PROGRESS

In 2023, we made further strides in establishing our blockchain-enabled secure traceability platform Tracr as the large-scale solution to enable participants across the industry to provide provenance of the diamonds.

Tracr’s impact proliferated thanks to accelerating growth in both the quantity of diamonds registered and the number of downstream diamond industry companies engaging with the system, advancing our long-term goal to provide digital infrastructure to connect the wider diamond sector in all its complexity.

TRACR’S CAPABILITIES

Tracr’s technology can capture the physical dimensions of individual diamonds that are approximately 0.75 carat and above for rough diamonds. It creates a digital ID, and then provides a tamper-proof platform on which the journey of a gem — from rough to cut and polished — can be recorded.

In February 2023, Tracr was once again chosen by Forbes as one of the world’s top 50 blockchain platforms, after first being included in 2020 and 2022.

In the same year, Tracr’s technology and policy developments enabled participants, marketplaces and grading labs to start integrating directly with the platform.

Technological advances included facilitating the transfer of Tracr diamond records between authorised participants by introducing Tracr API, which has automated the interaction between Tracr and the systems of around 20 companies, without human intervention.

A new policy standard is in development to support participants’ traceability claims for diamonds of non-De Beers Group origin. The newly created Data Validation Standard will aim to help participants satisfactorily demonstrate to third parties that the data for registered diamonds on Tracr is accurate.

OPENING UP TO INDUSTRY

In June, we announced that Tracr had started the process towards opening to industry participants, expanding the platform beyond its original focus on De Beers Group production and our Sightholders, and working towards enabling improved provenance traceability across the whole sector. Businesses and organisations that meet the minimum criteria, including Responsible Jewellery Council membership, can now apply to join. After completing the onboarding process, participants can use Tracr to upload and view provenance information about their diamonds.

WHO IS USING TRACR ACROSS THE VALUE CHAIN?

—**Producers:** De Beers Group’s mining operations in South Africa, Botswana, Namibia and Canada, and our Gemfair programme in Sierra Leone. Tracr has announced it will seek to open up to the wider industry and will be welcoming other producers in the future.

—**Manufacturers and wholesalers:** 36 including Sightholders and some non-De Beers Group customers.

—**Grading laboratories:** De Beers Institute of Diamonds (IoD).

—**Marketplaces:** Rapnet (11,000 Tracr diamonds available), IDEX and Uni.

PARTNERSHIP WITH SARINE

In October, we announced a major collaboration with diamond technology and traceability company Sarine. As the primary supplier for scanning and planning software for the diamond manufacturing industry, the Tracr-Sarine collaboration will focus on recording technologically assured, rough-to-polished diamond traceability, without the need for further physical verification. This partnership will focus on making digital access to information on diamonds available to G7 officials — a pertinent issue as G7 nations prepare to put in place import restrictions.

TRACR COLLABORATES WITH GEMFAIR

In 2023, Tracr collaborated with De Beers Group’s GemFair team, who support artisanal diamond miners in Sierra Leone to access fair valuations and international markets, providing they meet our criteria on issues such as good working conditions and environmental practices. The Tracr platform now hosts a GemFair-dedicated portal explaining the provenance of these diamonds, which will be fundamental to our 2024 plans to bring these Sierra Leone-sourced diamonds to the retail market for the first time. Read more on Artisanal Mining on [page 87](#).

THE PIPELINE INTEGRITY STANDARD

The Pipeline Integrity (PI) 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 help 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 2023, we expanded the scope of participants in the PI programme to Tracr participants involved in the handling or the manufacturing process who register polished eligible diamonds on the platform. De Beers Forevermark Diamantaires and Code of Origin participants continued to participate in the programme to support the provenance assurance underpinning each of these initiatives. This expansion in scope resulted in a 16 per cent increase in the number of entities required to participate in PI, compared to 2022.

Only diamonds that originate from De Beers Group mines and are traceable to our rough-diamond trading companies are eligible to enter these programmes. We conduct ongoing due diligence to aim to ensure that the chain of custody of the diamonds is disclosed. This means that any entity handling eligible diamonds throughout the rough to polished process, including any assortment, cutting and polishing activities and all contractors handling eligible diamonds, should be disclosed to us.

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

In 2023, all 188 PI audits were conducted on-site and were successfully facilitated. Across all our provenance programmes, our aim is to always work towards improvement and collaboration. While we maintain the right to terminate a client relationship in the event of serious non-compliance, we are pleased to report that no such circumstance arose in 2023.

A REVIEWED AND ENHANCED PIPELINE INTEGRITY STANDARD

In January 2023, we launched a substantially uplifted PI Standard that included higher expectations and a new melee supplement for tracing eligible melee, which we believe is the first of its kind in our industry. It was launched in 2023 following an eight-month review process comprising research, consultation and stakeholder engagement to establish clearer and more robust expectations. The process was supported by the British Standards Institution (BSI), which carried out technical and editorial reviews throughout.

The launch of the PI standard was supported by a comprehensive communication campaign and in-depth training sessions for participants and auditors, which covered all aspects of the 2023 PI cycle and its requirements.

Given the substantial changes that were implemented, it was important to continue gathering learnings and consulting with PI participants throughout 2023, including those who were audited against the new melee supplement. During this process, we learned it is common practice for suppliers to create polished melee assortments for jewellery manufacturing. This information led to enhancements to the melee requirements for polished assortments, which resulted in a small expansion to the 2024 scope to include entities that create polished melee assortments for jewellery manufacturing.

Following this and other feedback gathered throughout the year, we uplifted and strengthened the standard before undergoing a technical and editorial review in collaboration with the BSI. The uplifted PI standard will be launched and implemented in January 2024 for the usual one-year period of implementation (to 31 December 2024).

As in previous years, all contractors that work with Sightholders and are in scope for PI (if they are handling eligible diamonds, even if only for peripheral activities like boiling) are required to participate in both the PI programme and the BPP programme (see more on [page 75](#)). 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 to not only provide provenance assurance but also verify that they are abiding by the contractor requirements of the BPP programme on issues such as human rights, health and safety, environmental impact and product security.

DE BEERS RETAIL BRAND 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 and sold via De Beers Group's rough diamond trading companies. Assurance for this is demonstrated through De Beers Forevermark Diamantaires' participation in PI audits at 100% of entities handling eligible diamonds. Registration of Forevermark diamonds on Tracr is not mandatory, but remains a voluntary option for any De Beers Forevermark Diamantaire that is also a Tracr participant. De Beers Jewellers sources the majority of its inscribed diamonds from De Beers Group's mining operations, sold via De Beers Group's rough diamond trading companies. Manufacturer suppliers of eligible diamonds to De Beers Jewellers will continue to undergo PI audits to support more robust provenance assurance. As a result, De Beers Jewellers sources the majority of its inscribed diamonds from De Beers Group Sightholders, who demonstrate provenance assurance through their successful participation in PI audits. From January 2023, De Beers Jewellers' Sightholder suppliers were contractually obliged to participate in PI audits.

De Beers Jewellers had committed to fulfilling all its core melee needs (specifically white, round and fancy cut uninscribed diamonds) with diamonds originating from De Beers Group mines by the end of 2023, with the year being a transition year. De Beers Jewellers has been mostly successful in achieving this for 2023, through shifting its sourcing model to only sourcing these specific melee parcels from Sightholders, and embedding new contractual requirements for these suppliers to participate in the PI programme, including the melee supplement. One supplier is still going through its existing inventory of melee, purchased prior to the transition of the policy position, which applies to less than 10 per cent of De Beers Jewellers' melee consumption.

Our Responsible and Ethical Sourcing Policy for Diamonds ([see page 77](#)) 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 suppliers and the product they supply fully meet all other applicable requirements of the policy.

ARTISANAL MINING

OUR 2030 GOAL:

We will deliver scalable solutions to improve the livelihoods of artisanal miners.



HIGHLIGHTS

331

sites participating in GemFair.
(2022: 263)

186

anti-money-laundering checks.
(2022: 121)

86

people trained. (2022: 375)

3,612

mine site assessments (cumulative since 2018). (Cumulative as of 2022: 2,479)

Nearly 45 million people internationally work in the artisanal and small-scale mining (ASM) sector, according to estimates from global platform Delve, which specialises in collecting and analysing data in this sphere. ASM is defined by the OECD as “formal or informal mining operations with predominantly simplified forms of exploration, extraction, processing, and transportation”. Supporting higher standards and providing well-regulated access to markets for these operations is crucial for miners’ livelihoods and their communities.

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, and provides a successful example for other responsible global businesses.

GemFair is a De Beers Group programme that is designed to support the formalisation of the ASM sector.

OUR PROGRESS IN 2023

- Piloted a new type of GemFair membership to scale up the programme’s reach, promote inclusion and enable a wider group of miners to access its benefits.
- Collaborated with De Beers Group’s Tracr platform ([see page 85](#)) to build a bespoke solution that will enable a wider group of miners to access GemFair’s benefits.
- Increased the number of sites benefiting from our access to finance programme (called Forward Purchase Agreement programme), with a total of 56 mine sites supported in 2023.
- Provided valuation training to two women’s mining cooperatives and a new intake of government regulators from the Government of Sierra Leone’s Precious Minerals Trading Unit.

2024 OBJECTIVES

- Powered by Tracr, GemFair diamonds will be made available to market with full miner to customer traceability.
- Making the pilot GemFair membership model part of our operating procedures and continued exploration of how to include more miners within a robust, risk-based framework.
- Launch of revision process of the GemFair ASM Assurance Programme standard to account for the new membership category and practical implementation experience.
- Adjustment of the Forward Purchase Agreement programme to incorporate the findings of the 2023 review.

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.

2030 GOALS



Achieved



On track



Behind schedule

CASE STUDY

WHAT IS GEMFAIR?

De Beers Group established GemFair in 2018 to link artisanal miners with the international market by providing assurance of ethical mining standards and harnessing digital technology. It has since grown into a world-leading proven and inclusive model for the ethical sourcing of artisanal diamonds, and continues to evolve, based on four core values:

- Traceability: Granting miners entry to responsible global markets through digital diamond tracing and our third-party verified assurance programme.
- Empowerment: Providing artisanal miners with comprehensive training in improved mining practices.
- Fair Value: Employing technology and the De Beers Group price book to provide transparent and equitable diamond pricing.
- Inclusion: Broadening our reach to extend programme benefits to the largest possible number of miners.

The GemFair ASM Assurance Programme works to ensure there is no forced labour, child labour, conflict, violence or other human rights violations at the participant mining sites, in line with OECD due diligence guidance, and that they provide good standards of labour practices, environmental management, and health and safety.

GemFair has a permanent buying office in Sierra Leone, and a national team in charge of the on-the-ground delivery of the programme, such as onboarding miners, carrying out background checks and visiting sites to monitor compliance. This ensures GemFair creates real impact and benefits for our stakeholders on the ground.

MORE ON OUR 2023 PROGRESS

EXPANSION TO MORE MINE SITES

Highlights this year included further expansion in the number of GemFair sites thanks in part to our decision to pilot a new category of membership. To learn about our new membership pilot to enhance inclusion, read more on [page 91](#). Other elements of GemFair continued to make powerful progress too.

TRACEABILITY

This year, we deepened our partnership with Tracr to provide a platform for participants to capture data which enhances confidence in the traceability of the supply chain to our customers.

We have co-developed a prototype diamond search tool that hosts our diamond story, from mine site to market. In doing so, we are delivering on our Building Forever goals to connect artisanal miners to responsible international markets and change perspectives on artisanal diamond mining globally. ASM is a source of local development and empowerment for miners, and we are proud to support this story.

GemFair delivers an upstream traceability solution, powered by a bespoke diamond logging app, a tablet, QR-coded bags and a diamond valuation toolkit (including a scale, a hand loupe and ruler). However, regulatory frameworks and customer requirements require us to group our diamonds into larger lots at various stages of the supply chain, at which point the traceability of each individual diamond is lost. This is where Tracr

comes in. At our buying office in Koidu, we now create 360° videos of our diamonds and upload them to the Tracr platform, where they are reconstructed into a digital fingerprint of each diamond. In turn, our clients have the option to do the same, which provides the basis for diamond matching and reconciliation of the diamond story from its rough to polished state.

We announced that GemFair-assured diamonds will be coming to market in 2024 with full supply chain traceability.

VALUATION TRAINING FOR WOMEN'S MINING COOPERATIVES

Only a small proportion of diamond miners are female, so the team particularly welcomed the opportunity to provide valuation training to two women's mining cooperatives from the Kenema district of Sierra Leone, in line with our values of empowerment and inclusion.

These sessions were prompted by an outreach visit by our team to the district, during which we heard from a local NGO who had supported the women's cooperatives to form. We met with the women miners who told us how they were struggling to know what their diamonds were truly worth and therefore had very little negotiating power with diamond dealers.

We felt we could help the miners in that area, so we arranged a full-day training course at GemFair's office in Koidu, where two buyers and the field team welcomed eight women from the cooperative and an interpreter. The course covered the fundamentals of diamond valuation, including the 4Cs — clarity, colour, cut and carat weight. This was a practical hands-on day assessing real diamonds for their value.



Several farmers enjoying the harvest at Koryadu 2 farm.

WE ENHANCED OUR ACCESS TO FINANCE PROGRAMME

The Forward Purchase Agreement (FPA) programme, which provides full mining cycle funding for operations, supported 56 mine sites in 2023. Using geological indicators, the programme was fine-tuned to encompass sites in production to provide improved incomes for miners and a better return on investment.

As part of ongoing efforts to enhance the programme offering to our miners, we consulted extensively in advance of the 2023 season and made a number of improvements. These included setting miner incomes against a living wage benchmark, increasing the stipend for healthcare, covering all licence fees and integrating artisanal mining licence holders into the salaried workforce. We also took important steps to ensure the long-term financial sustainability of the FPA programme. This included strengthening our

efforts to base financing decisions on our increased understanding of the geological potential of mine sites, so that miners can have greater confidence of recovering diamonds. In addition, we redefined our repayment terms in consultation with miners to ensure FPA recipients get the maximum benefit from the diamonds they unearth while also paying back into the programme to ensure its commercial sustainability. We anticipate further innovations in 2024 to catalyse the positive impact of this flagship programme.

FARM CREATION PROJECTS: IN NUMBERS

5
new reclamation sites and farms

1
fishpond

3.6
acres reclaimed and farmed

18
pits backfilled

330kg
seedlings donated

8
types of plants harvested

8
harvests completed

67%
female farmers

15
full-time jobs created

RECLAMATION AND FARMING PROJECT

GemFair’s land reclamation and farm creation project was extended to a further five sites in 2023, bringing the total to 12.

As we scale our reclamation programme, one of our goals is to assist farmers to develop practices that are as sustainable and productive as possible. We have followed the recommendations of our agronomist advisor to increase crop yields, particularly for rice plants. To enable our team to mentor farmers more effectively, we put a particular focus on onboarding three sites in close geographical proximity to each other. We introduced the System of Rice Intensification (SRI) method, which involves planting fewer seedlings with more space between them. These farmers doubled their rice yields, while using fewer resources.

Improving soil quality was another focus for 2023. On some of the former mine sites, the soil was so depleted that compost alone was not enough to restore it to health. Instead we removed the most degraded soil and added completely new top soil as well as compost, noticeably improving crop growth.

In 2023, at two GemFair FPA member sites in Kono, we piloted the trenching method of land reclamation, which is faster and less expensive than traditional techniques.

This method is more efficient because most of the pits are covered during mining operations, meaning the site can be returned to its original state more quickly.

At both sites, the miners extracted gravel and backfilled each trench as they worked. By the end of the mining phase two trenches remained at each site, and the miners backfilled the pits with tailings from washed gravel. They then covered the entire site with original topsoil retained from the beginning of mining operations combined with new topsoil made from composting.

The GemFair team taught workers how to prepare compost at the beginning of the season, so it was ready for use once they had finished backfilling and levelling the mined areas. These sites are now growing rice and banana and orange trees.

Not all sites can be turned into farmland. During the year, we piloted the creation of a large fishpond at an abandoned mine site that had been excavated with heavy equipment. The size of the pit meant it was difficult to convert it into farmland while abiding by our model of employing local workers.

A local fishpond expert and team of 10 workers built the pond over three weeks. We then treated the water with lime to create the optimum Ph level for young tilapia, known as fingerlings. After several months, to allow algae to grow, we worked with the fishpond expert to stock the pond with 700 fingerlings and trained GemFair staff and the community on how to feed the fish. At the latest count, we recorded nearly 1,500 fish, including fingerlings, juveniles and adults.

GEMFAIR MEMBERSHIP CATEGORIES: IN NUMBERS

56
Forward Purchase Agreement members: Full GemFair members, who are screened prior to registration and receive financing through our FPA programme.

288
General members: Full GemFair members, who are screened prior to registration.

43
Pilot membership category: Inclusive new membership option for 2023, inviting entry-level miners to start their journey with GemFair, subject to screening after their first visit to the GemFair buying office.

[+ Read more about our new membership pilot to enhance inclusion on page 91.](#)

CASE STUDY

NEW MEMBERSHIP PILOT TO ENHANCE INCLUSION

In 2023, we took steps forward to open up the GemFair programme, in line with our goal of providing benefits such as GemFair's fair diamond prices, mentorship on mining standards and access to global markets to any miner who operates in line with our core standards.

A BALANCED APPROACH

The pilot of a new membership category was driven by GemFair's desire to make the programme as inclusive to artisanal miners as possible. After five years of on-the-ground implementation of the GemFair programme and relationship-building with our diamond suppliers in Kono, we are now very familiar with our operating environment and the types of risks we face. At the beginning of our programme in 2018, we took a proactive approach to visiting every participating mine site to assess for the OECD Due Diligence Guidance for Responsible Mineral Supply Chains Annex II risks on the impacts of businesses on human rights. However, we now know how our sector operates and the risks we were most concerned about, such as human rights

abuses, conflict financing, forced labour, or child labour, are not present at our diamond suppliers' mine sites in Kono. Furthermore, we recognised the need to take a proportionate approach to due diligence and the administrative threshold for joining the programme, which was forming a barrier to entry for some smaller mining operations.

HOW THE NEW MEMBERSHIP CATEGORY WORKS

Under this membership pilot, which was rolled out in January 2023, miners could join the programme without the same level of pre-assessment required for the other two membership categories. These 'entry-level' pilot participants were able to register and sell diamonds at our buying office in Kono, provided they:

- held a valid government mining licence;
- passed a background check under anti-money laundering and anti-corruption measures;
- signed a declaration that they operate in line with GemFair's core requirements, complying with key thresholds on human rights at their mine site; and
- there remains the option for these pilot participants to progress to full membership.

SAFEGUARDS

As with the entirety of the GemFair programme, the pilot was subject to ongoing review allowing for dynamic decision-making in the event of a change in risk profile. Mines in the membership pilot were subject to post-registration, in-person spot checks, and the diamonds bought under the pilot were segregated from those purchased from full GemFair members, to ensure transparency and accurate claims.

OUTCOMES SO FAR

The learning points from the pilot thus far are being thoroughly reviewed and will feed into the GemFair standards revision in 2024, ensuring continued best practice.

Provisional observations were that the pilot was positively received and the GemFair team did not have to actively canvas for new members, which freed capacity to focus their efforts on other areas of the programme. While our post-registration spot checks verified that all new member sites met our core requirements, we are reviewing how we can support these entry-level miners to continuously raise their standards. Many pilot participants have expressed interest in progressing to full membership, with several already undertaking additional standards training.

This new approach has widened the impact of the GemFair programme, driving a significant increase in the volume of diamonds De Beers Group has purchased overall in Sierra Leone. The pilot also provides us with an additional avenue for the consolidation and promotion of our efforts to provide needs-based training to miners in the future, and drive continuous improvement across the artisanal diamond sector.

“

This membership pilot is providing more miners with access to our diamond buying office, where miners are pleased to be treated with respect, to be able to sell their diamonds and be paid immediately and have the opportunity to learn more about the wider benefits of becoming a full GemFair member.

”

Raymond Alpha | Location Manager

STRATEGIC PILLAR

PARTNERING FOR THRIVING COMMUNITIES

OUR VISION

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

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 the countries 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.

Artisan in Thamaga Pottery, Botswana.



OUR 2030 GOALS:

- 93 Health and wellbeing
- 97 Skills and education
- 102 Livelihoods

HEALTH AND WELLBEING

OUR 2030 GOAL:

We will achieve priority UN SDG3 health targets in all our host communities.

HIGHLIGHTS

25,000

health screenings delivered to test people for HIV, TB, STIs and non-communicable diseases including hypertension, heart conditions and diabetes.

1,200

packages of essential supplies distributed to expectant parents in our partner Indigenous communities.

650–700

estimated lives saved over the course of the De Beers Group’s pioneering HIV programme. Estimate based on the prevalence and incidence rate, factoring number of people on the HIV Disease Management Programme.

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.

During 2023, we reviewed our priority areas in line with guidance from Anglo American to emphasise our focus on health systems. This is because we believe stronger health systems lead to better capabilities and improved outcomes in multiple areas, from mother and child mortality to substance abuse.

In particular, we also concentrated on factors associated with reducing risks that arise from human behaviour. These included the area of communicable diseases, as HIV, TB and the potential for pandemics represent a significant risk to communities unless people understand how their individual actions can influence outcomes for many.

As part of this effort, we also focused on the area of road safety. This is an area in which human behaviour has an essential role to play. This was particularly meaningful considering the tragic bus accident that occurred on the public road to Venetia mine in South Africa, on 17 September 2023. Read more about our response to date on [page 35](#).

Our approach is underpinned by the belief that people who are empowered to make responsible decisions about their health and behaviour will be healthier and safer as a result. During 2023 we worked with partners to undertake wellness and health-screening campaigns within our host communities as well as across our workforce.

In one of these campaigns, which we undertook in partnership with AfroCentric Group, we screened 25,000 community members in South Africa ([see page 95](#)), of whom 50 per cent were men. This was encouraging in a country where men have historically been hard to engage in wellness and health-screening initiatives.

We have also started to address the emerging challenges associated with non-communicable disease, which now represent six of the top 10 causes of mortality. With a focus on physical activity and reducing the incidence of lifestyle choices associated with poor diet, smoking and alcohol, our Heart Health programme is achieving uptake of above 90 per cent. And our programme to eliminate the stigma associated with mental health issues is playing a key role in empowering people to ask for help.

Surgeon at Jwaneng mine Hospital, Botswana.

OUR PROGRESS IN 2023

- Focused on strengthening health systems across our host communities to create an environment in which people are prepared to participate in health-screening initiatives.
- Began to shift primary attention from cure to prevention, supplying prophylactic medication and encouraging healthier lifestyles.
- Delivered a range of programmes in Canada addressing issues from youth life skills and mental health to substance abuse, teenage pregnancy, obesity and gender-based violence.

2024 OBJECTIVES

- Continue to focus on improving health systems in communities across South Africa, working with partners to create environments where we can deliver benefits arising from the concept of care.
- Implement science-based, strategic delivery programmes in Canada that seek to eliminate harmful factors in the workplace through responsible procurement and advanced engineering.
- Early implementation of the baseline health-assessment and five-year plan for Namibia.
- First-stage delivery of the priorities identified in Botswana through strategic partnership with the UN.

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.

2030 GOALS



Achieved



On track



Behind schedule

OUR APPROACH TO COMMUNITY HEALTH AND WELLBEING

We have worked for many years with the health authorities in our producer countries to improve the health and wellbeing of our host communities and all their members. We build our strategy around collaborative partnerships, with the aim of achieving the essential goals of the UN’s SDG3. We are guided in this by our governing framework for social performance, the Anglo American Social Way.

During 2023 our primary focus shifted away from simply curing communicable diseases towards eradicating them altogether. This effort extends to our commitment to the UN 95/95/95 AIDS target of total elimination by 2030. Our work in health and wellbeing applies to all employees, contractors, and community members.

For further details of our evolving approach, along with more information about our concentrated efforts to strengthen community health systems to maximise positive outcomes for everyone, read more on [page 95](#).

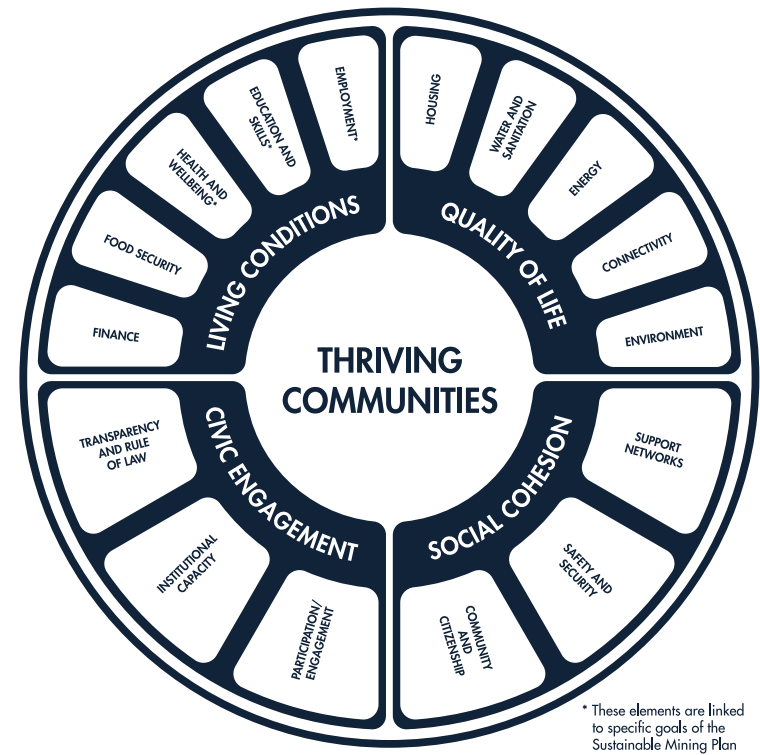
Across our global footprint, we tailor our health and wellbeing approach on a country-by-country basis. For example, the Debswana joint venture between De Beers Group and the Government of the Republic of Botswana owns and runs hospitals near its Jwaneng and Orapa mines.

Similarly, Namdeb, our joint venture with the Government of the Republic of Namibia, operates a hospital in Oranjemund that provides high levels of care across key specialist services such as orthopaedics and gynaecology.

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 align with 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.

ELEMENTS OF A THRIVING COMMUNITY



OUR HEALTH INITIATIVES

Although we cannot directly control all factors, our work with partner governments and other local partners has made good progress in many areas and is widely valued by members of our workforce and host communities.

Focus areas in 2023 included communicable diseases, strengthening health systems, working to prevent gender-based violence and encouraging people suffering from mental health issues to speak up.

OUR WORK ACROSS ALL HOST COUNTRIES

COMBATTING GENDER-BASED VIOLENCE

Tackling gender-based and domestic violence (GBV) has long been a priority for De Beers Group, as it has historically impacted women across our producer countries at a higher rate compared to men.

In 2023 we continued to work towards strengthening our GBV response across our workforce and communities in southern Africa and Canada.

We continued the work that started in 2022 when 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.

In particular, we recognised that the mining sector faces unique challenges that make GBV more likely, and we invested in long-term programmes to combat this. We therefore ask people to reach out and offer to listen to anyone they suspect of either suffering or perpetrating GBV, recognising that help is required in either case.

OUR FOCUS ON MENTAL HEALTH

We recognise that people can find it difficult to ask for support with their mental health, so we are working to destigmatise the need for help in this area.

An important element of this is to recognise that not everybody will feel comfortable enough to attend a clinic, so we are seeking to raise awareness of the need for people to spot signs of trauma in others and encourage them to seek help.

IMPACTS OF COMMUNITY HEALTH AND SAFETY

During 2023, we ran multiple programmes and events to help improve the health and wellbeing of our host communities.

In June, around 25,000 employees, contractors and community members joined De Beers Group at an open day hosted by our Venetia mine team at the Musina Showgrounds, South Africa. The event marked the completion of the final 1,000 health screenings delivered under our campaign in support of the South African government’s Cheka Impilo initiative.

Working in partnership with AfroCentric Group, we launched our work to support this accelerated national wellness campaign in January 2023. Prior to the open day itself, we had together already delivered around 24,000 health screenings, aiming to test people for HIV, TB, STIs and non-communicable diseases including hypertension, heart conditions and diabetes.

Together with AfroCentric, we contributed more than ZAR4 million to the campaign, which also included a focus on training micro-enterprises to carry out the screening campaign, funded by a BizAIDS programme.

We were pleased to be involved in the campaign, as it is enabling access to world-class healthcare for our employees and community members. Crucially, the collaborative approach it exemplifies between businesses, government and civil society is enabling the Department of Health to reach communities that until now have not had easy access to free health services.

We also ran a successful vaccination campaign among the artisanal miners who participate in our Gemfair programme, which aims to provide a fair, secure and transparent route to market for ethically sourced diamonds. This has resulted in a significant uptake in vaccinations among this historically underserved group.

OUR WORK IN SOUTHERN AFRICA

Throughout the year, we sharpened our focus on eradicating communicable diseases such as AIDS and TB. Concentrating on prevention rather than cure, we shifted our attention from our own organisation to the communities around our operations, as infection cannot otherwise be effectively restricted or eradicated.

De Beers Group reported one new case of HIV infection in 2023, and it has been 12 months since the last TB case has been reported. As explained on [page 37](#), we believe our approach to focus on prevention and treatment of HIV and TB will support us to deliver more effectively against the UN's 95-95-95 2030 targets.

We also strengthened our efforts to reduce instances of non-communicable disease. These included the roll-out of a community wellness health-screening programme across Musina and Blouberg in South Africa. Attended and endorsed by the Minister for Health, this programme was designed to empower the communities to gain better insights into their health, both collectively and as individuals.

In Botswana, we have partnered with the United Nations to share responsibility for creating an implementation plan targeting the priorities highlighted by our research in the communities around our Orapa and Jwaneng mines. In this way, we aim to maximise our collective positive impact by ensuring we share an integrated approach.

Also in Botswana, in May 2023 Debswana was one of several key stakeholders to sign a Memorandum of Understanding (MoU) with the Ministry of Health. The MoU marks a significant step towards establishing a national occupational health programme to address issues of low industry awareness and occupational hygiene talent scarcity, and ultimately ensure workplaces are safe and healthy.

OUR WORK IN CANADA

In Canada we primarily focus on addressing issues that are of most concern to the Indigenous communities we partner with in the Northwest Territories. These primarily comprise youth life skills, mental health, substance abuse, teenage pregnancy, obesity and gender-based violence.

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.

We also hold monthly safety talks and an annual prize draw for those who speak up to mitigate fatal risks as part of our Brother's and Sister's Keeper (BSK) programme. Read more about it on [page 34](#).

THE LANGUAGE REVITALISATION PROGRAMME

Designed to support the reclamation, strengthening, revitalisation and maintenance of Indigenous languages, this programme focuses on community-driven activities that support these aims. The activities are wide-ranging, from teaching the language to non-speakers to training young people in on-the-land survival skills based on ancestral teaching.

Other features of the programme include strengthening community cohesion through culture, and promoting the importance of women in society through a cultural lens. Further aims include reviving the Chipewyan language through song and stories, and promoting the integration of traditional healing through the use of medicines from the land.

THE BABY BUNDLE PROGRAMME

Since its launch in 2021, our baby bundle programme — delivered in partnership with the federal government and Northwest Territories Health and Social Services department — has distributed more than 1,200 packages of essential supplies to expectant parents in our partner Indigenous communities.

Designed to support expectant mothers and newborn babies' health, while celebrating the importance of pregnancy and birth, the bundles offer resources for the first six months of life that are culturally relevant and sensitive.

It both reduces the financial burden of parenting and helps expectant parents and healthcare workers build strong relationships. Doing so encourages the uptake of health and community services, supporting the reduction of infant and maternal mortality rates across Canada's Northwest Territories and building strong, capable people.

SKILLS AND EDUCATION

OUR 2030 GOAL:

We will establish skills partnerships in all our host communities.

HIGHLIGHTS

1,200

jobs created for young people through partnership with International Youth Foundation across South Africa, Botswana and Namibia.

120

learners joined Physically Active Youth Programme sponsored by Namibia Diamond Trading Company.

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 continued to work with partners to help upskill adults, both through the delivery of development programmes and by enabling businesses to invest in their people. The overall goal of our programmes in this field is to help create sustainable livelihoods in diversified local economies.

“

At De Beers Group, we continuously strive to improve the lives of the people in our host communities and producer countries, guided by not only our purpose - which is to Make Life Brilliant - but also our Building Forever framework. This includes investing in education and skills development to aid young people transition into the world of work and realise the future that they want.

”

Gregory Petersen | Principal — Socio Economic Development, De Beers Group.

Schoolboys playing at Yellowknife's Dene First Nation Headstart programme (pre-school), Canada.

OUR PROGRESS IN 2023

- Refined the focus of our South African Schools Programme to maximise its positive impact by concentrating on the top 20 per cent of attainment.
- Established permanent Wi-Fi connectivity for nearly all schools in our South African Schools Programme, which will enable educators to effectively use ICT resources for enhanced teaching and learning experiences.
- Agreed to set up the Diamonds for Development Fund in partnership with the Government of the Republic of Botswana to support the development of a knowledge-based economy in the country.
- Funded a four-day ‘impact camp’ at the University of Calgary to encourage girls from underrepresented First Nations communities to consider STEM careers.
- Opened our new ZAR188 million training centre at Venetia mine, preparing our people for the switch from an open-pit to an underground mine.
- WomEng, in partnership with the De Beers Group and the Debmarine-Namdeb Foundation and support from the Ministry of Education, hosted its annual GirlEng micro workshop in the Omaheke Region, Gobabis. The #AskAnEngineer workshop was attended by 261 high school girls from 10 selected schools in the Omaheke Region.

2024 OBJECTIVES

- Planning to further evolve our schools programme to include a focus on factors such as attendance, enrolment, drop-out rates and extracurricular activities.
- Continuing to progress our plans to establish an early childhood learning centre in Canada.

OUR TARGETS

By 2030, we will partner with governments, schools, technical colleges and other employers to support youth to develop the skills required to access opportunities in the future world of work.

2030 GOALS



Achieved



On track



Behind schedule

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.

AWOME

In 2023, we prepared for phase three of our AWOME (Accelerating Women-Owned Micro-Enterprises) programme in partnership with UN Women and local governments. The programme provides mentoring, networking, business and life skills training, and support for women entrepreneurs running micro enterprises across Botswana, Namibia and South Africa. Through the EntreprenHER™ phase of the programme, which will be launched in 2024, we are aiming to reach 1,500 women over the next three years.



[Read more on page 141.](#)

TRAILBLAZER ACCELERATOR PROGRAMME

In March 2023, we launched the Trailblazer Accelerator programme to level up women-owned and sustainable technology businesses across South Africa, Botswana and Namibia. Read more on [page 142](#).



Children at Acacia Primary School, Botswana.

OUR WORK IN SOUTH AFRICA

RAISING ATTAINMENT IN SCHOOLS

We recognise that improving access to quality education and skills training for children and young people contributes towards reducing inequality within our host communities and continuously drives strong societal foundations in future years. Our collaboration with local and national stakeholders demonstrates our ongoing commitment to helping raise attainment levels and widening access to education and training opportunities.

During 2023, we revisited the targets for the education programme as part of our continuous improvement approach. Through engagements with Anglo American and key stakeholders such as the Department of Basic Education, we set a target that by 2030, 80 per cent of selected schools in host communities will be within either the top 20 per cent or the 20 per cent most improved state schools nationally.

In addition, rather than looking at academic achievement alone, we will consider factors like attendance, drop-out rates, access to post-school opportunities and more. We believe this will more accurately reflect the increasingly rounded role that education plays in society today.

Phase one of our schools programme came to an end in December 2023, leaving improvement in areas including infrastructure, classroom standards and ICT.

We launched phase two of the programme in July 2022 with 24 new schools. The emphasis continues to be on the implementation of the

Whole School Development Model with additional focus on ICT support. During phase 2, we have also increased direct engagement with Grade-10 pupils, recognising this needs to start earlier to maximise results.

VENETIA TRANSFORMATION

At Venetia, we continued our Changing Lives Forever skills programme, which helps equip residents and construction companies in Musina with skills and recognised certifications so they can win new contracts with large clients.

The programme is mutually beneficial, helping businesses win new contracts with large clients and expanding the skills pool around our Venetia mine.

The programme offers three levels of course:

- Semi-skilled short courses, which formally assess skills of construction workers.
- Semi-skilled accredited programmes, which help previously trained construction workers legally qualify as an Artisan.
- Practical training programmes, in which Technical Vocational Education and Training (TVET) students complete part of their practical training through De Beers Group projects.

Over the course of 2023, the programme helped more than 600 people develop occupational health and safety skills in areas such as pneumatic tool handling, working at heights, and hazard identification and risk management. Dedicated

courses also brought 32 workers into the Venetia mine skills pool.

To support enterprise development, we also held a workshop for 23 past and current subcontractors to answer their questions around finances, legal matters and tendering for work. Attendees were given printed guides to refer back to and future workshops are planned on topics such as HR, marketing and billing.

During the year we also partnered with solutions provider Tsebo to launch the Venetia Guest House programme for aspiring catering professionals. Working under the guidance of a professional chef, the six young participants from Musina learnt a variety of catering skills and graduated in December 2023 with NQF Level 4 accreditation in professional cookery.

This first iteration of the programme has contributed ZAR568,613 to the local community, of which more than two-thirds comprises grants or wages for the participants.

OUR WORK IN BOTSWANA

DIAMONDS FOR DEVELOPMENT FUND

The Diamonds for Development Fund will be established following the agreement between De Beers Group and the Government of the Republic of Botswana for a new sales agreement and a renewal of the mining licences for Debswana. The Fund is part of the initiatives under the transformational new agreement between the Government of the Republic of Botswana and De Beers Group.

The Fund will focus on economic development and diversification in Botswana, accelerating Botswana's economic transformation through the creation of a multi-billion pula fund, with an upfront investment by De Beers Group of BWP one billion (approximately US\$75 million) and further contributions over the next 10 years that could total up to BWP10 billion (approximately US\$750 million). The Fund will aim to work with other funders and investors to create substantial additional value to the Botswana economy.

The Fund is expected to make a significant contribution to addressing unemployment levels in Botswana by creating thousands of new jobs in the country. The focus of the Fund will be on the growth of existing and new sectors and supporting the government's vision for a high-income, knowledge-based economy by 2036.

DEBSWANA EDUCATIONAL SUPPORT PROGRAMME

During 2023 we started design on an educational support programme to meet the needs of our host communities across Debswana. The aim is to

develop new ways of addressing issues that particularly affect 54 schools, while also confronting the causes of particularly poor pass rates from primary to secondary school level.

Our programme will focus on two core areas. First, we will aim to support better pass rates and academic progression by enabling better numeracy, literacy and science knowledge. Second, we will aim to accelerate understanding in information and communications technology (ICT).

We have seen via our operations in South Africa and Canada the significant benefits students can gain through better ICT understanding, including the ability to self-teach. We hope this approach will help drive stronger aspirations and empower young people to identify and fill gaps in their knowledge.

DONATION TO MMATSHUMO PRIMARY SCHOOL

During 2023, Debswana's Orapa, Letlhakane and Damtshaa mines (OLDM) division donated goods worth BWP123,777 to Mmatshumo Primary School.

These included 140 chairs and desks, as well as football, volleyball and netball equipment for boys and girls. Further donations included a laptop and shoes and blankets for 25 orphans and vulnerable children. We also sponsored a career fair to the value of BWP10,000.

OUR WORK IN CANADA

In Canada, we focus our skills and education work on the areas of training and employability, business enterprise development and maintaining cultural heritage in the Northwest Territories. Some of the Impact Benefit Agreements (IBAs) we have in place with six Indigenous communities in the Northwest Territories are in remote rural locations where extreme weather can make engagement with projects extremely challenging.

STEM EVENT FOR INDIGENOUS GIRLS

In July, we partnered with the University of Calgary to host a STEM (Science, Technology, Engineering and Maths) camp for eight Indigenous girls aged between 11 and 15 from the Northwest Territories communities of Délı̨ne, Behchokoᑦ, Yellowknife and Hay River.

This initiative aims to give 10,000 girls and women access to STEM subjects by 2030, with a particular focus on the significantly underrepresented Indigenous population. Indigenous women represent less than one per cent of those working in the Canadian STEM sector, and improvement in this area will enable us and other major employers to diversify their industries.

The four-day event not only featured STEM-related topics, including robotics, cryptography, building electrical circuits and the mathematics of origami and gemstones, but also an introduction to the university experience.

The event was fully funded by De Beers Group and UCalgary, and covered all the costs of participants and their caregivers. Summit Air provided additional transportation.

SATELLITE CONNECTION FOR REMOTE COMMUNITIES

We have helped improve internet access in a number of youth centres in three Northwest Territories communities that have IBAs with our Gahcho Kué and Snap Lake mines. Following our support, the youth centres are now able to make Low-Earth-Orbiting (LEO) satellite connections.

We have also donated CA\$15,000 for the Łutsel K'e Dene and Gameti communities to install Starlink systems, and Wekweeti to make a OneWeb connection. According to Gameti's Senior Administrative Officer, Sherbaz Muhammad, the De Beers Group donation is "a game-changer for our youth, providing them with the connectivity they need to succeed in the digital age".

IMAGINATION LIBRARY

The De Beers Group's Books in Homes initiative has been running in the Northwest Territories since 2003 and is designed to stimulate a love of reading and improve literacy among children. Students from schools across the region are able to take three titles each year from a visiting van full of books and build their own library.

We are expanding our commitment to improving literacy by partnering with Dolly Parton's Imagination Library. Created by the country music star, the Imagination Library provides books for children up to five years old and aims to inspire a lifelong love of reading.

Literacy challenges are also threatening the survival of Indigenous dialects such as Chipewyan, Inuktitut and Cree.

NATIVE SPECIES PLANTING PROGRAMME

In September 2023, as part of the programme to close Snap Lake mine, a team from environmental consultancy Arktis Solutions and individuals from Yellowknife and the Tłı̨chǫ and Łutsel K'e Dene First Nations collected berries and seeds from native shrubs around the mine that will be used to revegetate the site from autumn 2024.

This followed a decision by De Beers Group and the Snap Lake Environmental Monitoring Agency that local seed collection was the best approach to restoring the site. Members of the collection team were helped by a field guide from Arktis that identified the four shrub species to be harvested: dwarf birch, Northern Labrador tea, lingonberry/bog cranberry and crowberry.

We have also carried out a seed-collection programme from 2014 to 2019 to support the closure of Victor mine in Northern Ontario. The team involved included young people from the nearby Attawapiskat Indigenous community.

OUR WORK IN NAMIBIA

Though our Namibia Diamond Trading Company (NDTC) we sponsored N\$700,000 towards the Physically Active Youth Programme (PAY) in Namibia. PAY is a holistic youth development programme working with marginalised children in the Windhoek area. In 2023, we welcomed 120 learners (65 girls and 55 boys) to the programme, which focused on digital literacy (robotics), English, mathematics and science, and life skills development.

As the world leader in marine diamond recovery, Debmarine Namibia offers exciting careers in the marine field. Bursaries offered in 2023 included a diploma in Nautical Studies, a bachelor's degree in Nautical Science, a bachelor's degree in Marine Engineering and an advanced diploma in Marine Engineering. Both Namdeb and Debmarine Namibia participated in the career fair of the Namibia University of Science and Technology (NUST). Debmarine Namibia also collaborated with the University of Namibia, NUST and the Namibian Institute of Mining and Technology to place students in vocational learning programmes.

Debmarine Namibia continues to engage with regional heads on the identification of schools to convert to 'science schools of excellence', and we provided science-related equipment to the Eluwa Special Resource School.

Through the Debmarine Namdeb Foundation, the official inauguration and handover of the Auas Primary School took place on 17 February 2023. The event was officiated by the Deputy Minister of

Education, Arts and Culture and well attended by other key stakeholders. The Auas school infrastructure project included the development of four extra classrooms to accommodate 200 grade 1 learners with 50 learners per classroom. For the first time this year, the school was able to enrol a wheelchair-bound learner in grade 1 following the development of a new block of classrooms and facilities built to cater for learners with disabilities. The Auas Primary School has a total learner population of 1,500 children from grades 1 to 7.

The Debmarine-Namdeb Foundation in collaboration with the AANF continues to partner with the ||Kharas Directorate of Education to host the annual ||Kharas Regional Science Fair in Keetmanshoop. Approximately 104 learners participated in the ||Kharas Regional Science Fair which saw the top 13 winners progress to the National Science Fair hosted by the National Commission on Research Science and Technology (NCRST) and sponsored by Debmarine Namibia, held in Windhoek.

Part of the support to the ||Kharas Regional Science Fair includes enhancing the science teachers' skills from the participating schools through a three day adjudicators training. In 2023, 30 teachers in the ||Kharas Region were trained (two judges from each school).

CASE STUDY

PROMOTING SKILLS DEVELOPMENT WITH THE INTERNATIONAL YOUTH FOUNDATION

The International Youth Foundation (IYF) has been working for 30 years to “help young people succeed”. We have partnered with the IYF over the years to support programmes aimed at creating more than 1,200 jobs for young people across South Africa, Botswana and Namibia.

We recently partnered with the foundation on their Skills For Life (S4L) programme, which set out to create a sustainable economy in the Limpopo province of South Africa. S4L was designed specifically to strengthen teaching in the public Technical Vocational Education & Training (TVET) system in the Capricorn and Vhembe Districts.

During 2023, De Beers Group and the IYF collaborated with Gaborone-based research, education and training institute Joint Mind Consult on a research study in Botswana, with the specific goal of promoting skills development, youth employability, entrepreneurship and economic growth in the country.

Called ‘Assessing the Challenges and Opportunities for a Systems Approach to Skills Development in Botswana’, it used multiple data-collection methods to help evaluate the current and future skills gap, then carried out a deep analysis of the job creation potential of sectors ranging from mining to tourism, agriculture, education and digital economies.

In late August, we presented the study’s findings to stakeholders from government, parastatal organisations, the private sector, education bodies and the country’s youth population. The key findings highlighted the importance of targeted skills training in enhancing youth employability and prospects. They also demonstrated that access to finance and mentoring support is particularly important for young entrepreneurs seeking to establish businesses and create jobs.

The research also showed that unemployed young people often lack important life and behavioural skills as well as technical ability. Significantly, it revealed that a high percentage of unemployed young adults have a Brigades or TVET education.

In another programme delivered within the Capricorn and Vhembe TVET system (Limpopo Province, South Africa), we worked alongside the IYF to support the government’s National Development Plan, which aims to reduce inequality and eliminate poverty. Working within the S4L programme, we collaborated with lecturers and students via online seminars and quarterly in-person meetings to help create a thriving entrepreneurship and start-up ecosystem.

Our approach had twin aims: first to ‘capacitate the capacitors’ through the delivery of business advisory skills to TVET lecturers, an aim also supported by trained business advisors providing the technical and business skills needed to empower prospective entrepreneurs. Second, we took a targeted approach to de-risking entrepreneurship through group participation in incubators, shared learning and access to centralised accounting, marketing and business development services.

Portrait of schoolboy at Mokobaxane Primary School, near Orapa mine.



LIVELIHOODS

OUR 2030 GOAL:

We will have supported four jobs across our partner countries for every one job at our operations.

HIGHLIGHTS

US\$1.9bn

spent on inclusive procurement from local suppliers; 76 per cent of our total procurement spend in 2023 was through inclusive procurement.

7,919

jobs supported in 2023, through various socio-economic development projects and initiatives.

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

For many years, we have worked alongside partners to help boost the skills and capacity of local people and businesses to support the diamond wealth retained within our host countries. We also place an emphasis on economic diversification, away from sectors linked to mining, to help ensure lasting benefits and a smooth transition when a mine eventually closes.

During 2023, we developed our approach further with a sharper focus on socio-economic development (SED) programmes and projects to equip communities for sustainable long-term success. Some highlights from our wide range of initiatives include:

- The Tokafala enterprise, supplier and youth-development programme in Botswana
- LIMA farmer capacity building programmes
- The Agriculture Hub, which helps small-scale farmers in South Africa grow their businesses
- Stanford Seed Transformation Program which is helping entrepreneurs transform their own and other peoples' lives in South Africa, Namibia and Botswana

We use research and community engagement to build an understanding of local skills and economic opportunities unique to each of our host countries. We also evaluate whether communities have the building blocks that underpin their long-term success, such as food security, connectivity, water and sanitation.

Working with host communities, our partner governments and development organisations, we then identify and develop programmes that have the potential to make a lasting difference in key areas such as sustainability, collaboration, inclusivity and diversity. We also aim to work in partnership or co-fund projects to align with public development plans.

Spring Blossom, a Botswana based company, part of AWOME programme.



OUR PROGRESS IN 2023

- Focused closely on socio-economic development (SED), typified by a range of initiatives across southern Africa.
- Exceeded targets for SMEs supported and female inclusion in the third phase of our Tokafala programme in Botswana.
- Launched a new Agriculture Services Hub programme in and around Blouberg, South Africa, to help small-scale farmers grow their businesses and grow into sustainable commercial farmers.
- Delivered the second stage of the LIMA programme, to date reaching around 1,300 farmers and supporting 800 jobs.
- We played an active role in Collaborative Regional Development (CRD), setting up a specialist delivery organisation in Botswana and completing a nationwide CRD spatial analysis exercise in Namibia.

2024 OBJECTIVES




- Aiming to set up formal partnerships with key external organisations to deliver CRD objectives across our footprint.
- Working towards supporting a further 1,000 jobs in Botswana by year-end via our Tokafala programme.
- Supporting around 40 South African farmers to expand their farming activities to potato production.
- Drawing on research carried out in 2023 to plan the future development of our Olafika business development initiative in Namibia, focusing on women, young people, and those with special needs.
- Finalising the Livestock Hub business plan in Blouberg, South Africa aimed at supporting cattle farmers to grow into commercial farmers.

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 Anglo American Collaborative Regional Development (CRD) model. 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.

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 2023, we spent US\$1.9 billion on procuring goods and services from local suppliers in our host countries. This represented 76 per cent of our procurement spend. The figure was 87 per cent in Botswana and 78 per cent in South Africa.

We procured 75 per cent of goods and services locally in 2023, exceeding the commitment of 60 per cent set out in our socio-economic agreement with the government and 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 mine socio-economic development strategy aims to build local capacity through the implementation of programmes that promote sustainability in the region.

CASE STUDY

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 (NGOs) — 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 analysis enables us to develop plans and secure co-funding and implementation partners for sustainable development initiatives.

Having completed a Collaborative Regional Development (CRD) spatial analysis study in 2021 to identify high-potential development opportunities around our Jwaneng and Orapa mines in Botswana, Debswana shared the findings with stakeholders during 2022.

We then took steps in 2023 to explore the delivery organisation, appointing a strategy consultant to help coordinate further stakeholder engagement. We also considered the economic sectors to prioritise, identifying as yet untapped development opportunities.

Towards the end of the year, we further engaged with international donors and development organisations, including the International Finance Corporation (IFC), the World Bank and the Food and Agriculture Organization of the United Nations (FAO) to identify potential partners and areas for collaboration.

As part of this process, we convened a workshop to engage stakeholders and ensure they understood the nature of the partnerships we are suggesting.

Looking ahead to 2024, we aim to set up formal partnerships with key organisations and to implement the recommendations of our 2021 study. We also aim to involve the Diamonds for Development Fund, which will be an important vehicle in implementing our partnership model.

NAMIBIA FOCUS

The CRD spatial analysis exercise that we completed in Namibia during 2023 was the first time we have undertaken such a task at a truly national level, rather than just around our mine sites. This was due to the geographic spread of our Namibian business units, and it has proved useful as a means of gauging the spread of resources, skills and capital across the country. The study identified the particular needs of certain sectors, including agriculture, energy and tourism.

THE ANGLO AMERICAN IMPACT FINANCE NETWORK

De Beers Group are active supporters and participants in the newly founded Anglo American Impact Finance Network (IFN), a tailored technical assistance and matching programme for impact investment deals in our host countries.

IFN seeks to unlock the development potential of impact investments designed to create positive social and environmental change as well as financial returns. It's an essential new means for Anglo American and its companies to exceed our sustainability targets by creating new economic opportunities through supporting non-mining jobs and diversification.

Designed in partnership with Impact Capital Africa (ICA), Edge Growth and Open Capital Advisors, IFN works in close partnership with scalable companies seeking capital from the 92 investors in the network. As an active participant, we help businesses become investment ready before matching them with the right investors.

These are early days, but we are already working with a range of businesses across southern Africa. We look forward to reporting further on progress as we break down barriers between businesses and investors to accelerate deals and build a strong investment pipeline.

SOCIAL EMPLOYMENT FUND

In a new initiative in the Blouberg area around our Venetia mine, we are helping 300 people from local communities to learn how to identify and clear alien and invasive plant species.

Funded by De Beers Group, the Industrial Development Corporation (IDC) Social Employment Fund and Anglo American via the Impact Catalyst (CRD structure), participants are initially being paid minimum wage for 80 days' work, comprising two days each week over a 10-month period.

The central aim of the initiative is to identify up to 10 potential business owners from this group, then to provide them with strong productivity and reporting skills to help them start new enterprises. All participants have the opportunity to learn a wide range of capabilities to improve their employment prospects, from mapping the site and implementation planning to first aid, procurement, project management and more.

Another essential priority is to test the local market's scope to benefit from four specific Value Added Industry (VAI) opportunities. As well as testing for opportunities to offer bush-clearing skills to local landowners, these looked at potential markets for biomass: providing chips for local agricultural use; creating pellets for home heating and cooking; and for making boskos — suitable food for African herbivores in zoos, national parks and game reserves.

ENTERPRISE DEVELOPMENT PROGRAMMES

OLAFIKA

First launched in 2019, Olafika is a business development programme primarily targeting female entrepreneurs, including young people and those with additional needs, across 14 regions in Namibia.

The programme's primary aim is to help businesses grow, so they can create new opportunities and provide employment in their local communities. During 2023, the programme started to diversify its approach, targeting new sectors such as jewellery design and manufacturing that have a particular resonance with our target group.

Partly as a result of the interest from those new sectors, the cohort for 2023 was larger than during the previous two years, when the Covid-19 pandemic caused membership to dip. Participation at year-end stood at 300 businesses representing 700 employees, who graduated from the programme in early 2024. Employee numbers grew from around 500 during the year, clearly demonstrating Olafika's positive impact on employment.

In 2023, we evolved our approach during the year to include workshops and seminars outside the structured programme, drawing on the spirit of the Building Forever framework to inform Olafika's future development. To help guide our approach during 2024 and beyond, we also closely studied the programme's impact to date, including how participating businesses have progressed.

TOKAFALA

Our enterprise, supplier and youth development programme, Tokafala, was established as a partnership between the Government of the Republic of Botswana, Debswana, Anglo American and De Beers Group.

Tokafala III, as its third phase is called, evolved during 2022 to focus on four key priority areas: textiles, youth development, tourism and horticulture. During 2023, the programme supported 1,345 jobs, bringing the total jobs supported to 10,836 since the inception of the programme.

The Textile Accelerator Programme is a collaborative effort between Debswana, the Botswana Bureau of Standards (BOBS) and the Local Enterprise Authority (LEA), which aims to help SMMEs produce new ranges including PPE, uniforms and other forms of apparel.

Our Youth Development focus has evolved from the STRYDE programme. Now with a separate focus on the areas of Youth Enterprise Development and Professional Skills Development, it recognises the different skillsets required by the entrepreneurs of the future, and those business professionals with the skills that growing businesses need. Using physical and virtual delivery methods, the programme operates across four hubs: Gaborone, Letlhakane, Maun and Selebi Phikwe.

Our third focus area has been the Tourist Value Chain Programme, first launched in Maun and Kasane in September 2022, with the aim of helping tourist businesses recover from the impact of the pandemic. Working in partnership with the Hospitality and Tourism Association of Botswana (HATAB) and the Botswana Tourism Organization (BTO), we aimed to concentrate their collective expertise and resources on driving a rapid and sustainable revival.

The fourth and final focus area under Tokafala III has been on an initiative designed to deliver the coordination needed to ensure effective agricultural production across Botswana, based on the good agricultural practices promoted by the GLOBAL.G.A.P. farm-assurance programme.

Our diagnostic study of horticulture in Botswana identified three major gaps to be addressed: a mismatch between supply and demand, issues relating to food quality, and cost competition. We are seeking solutions to address the gaps identified.

VENETIA MINE

The transition from an open-pit to an automated underground operation at Venetia mine in Limpopo continued during 2023, with limited production starting before the end of the year. Our new ZAR188 million training centre played an essential role in preparing our people to work either remotely or underground.

The training centre has e-learning facilities for up to 65 people and can accommodate classroom sessions for as many as 95 learners. To date, the emphasis has been on health and safety, operating sophisticated underground equipment, geological factors and key issues including ventilation and early-warning systems.

De Beers Group has employed experienced and skilled people to carry out the training, many of whom come from underground mines with environments similar to those at Venetia mine.

NAMIBIA

In Namibia, we are building on a pilot project first launched in 2015 to help create and sustain new industries and entrepreneurial ventures that can co-exist alongside diamond mining. This is the OMDis agricultural nursery project, based on a 3.9 hectare site in the town of Oranjemund, employing ten people.

Over its eight-year life, the project has proven its potential for establishing a fully commercial agricultural industry, both in the immediate locality and further afield. OMDis aims to conduct a feasibility study in the first quarter of 2024 to support the plans for the commercialisation and expansion of the project. Coupled with that, we have appointed a qualified agricultural specialist, with the aim to guide us in terms of the best crops to focus on and the technology required to sustain production volumes.

OMDis also supports the Fruitree community garden that allows 119 community members including 70 women to conduct organic urban agriculture. This project created a platform for community members to create sustainable livelihoods and food security.

RESPONSIBLE SOURCING

TAILORING RESPONSIBLE SOURCING AT VENETIA MINE

While upholding rigorous sourcing policies, controls and compliance are 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 our inclusive procurement approach, ensuring communities near our operations participate in our value chain, contributing towards their economic growth and diversification. 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.

De Beers Group is guided by the Anglo American Inclusive Procurement Policy, which provides a framework designed to influence 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 and host community suppliers. The expressions of interest process has been designed to enable designated teams to work together to support prospective suppliers on the completeness of their bids for ease of evaluation as part of the sourcing process. Further, the Ariba Discovery platform was launched to anchor the sourcing process with particular focus on SMMEs and host community suppliers with the existing set-up to afford access to this platform where connectivity may be a challenge.

We also used the expression of interest process when working with our local business partners in Canada. This involved notifying our northern and Indigenous business partners of business opportunities at virtual and in-person vendor summits, which take place at least twice a year. We also evaluate competitive bids following a rigorous and transparent process, enabling us to both create and build capacity using local procurement and stakeholders. Our Supply Chain governance and processes have been formulated to advance inclusivity in our supply chain through the definition of enhanced inclusive procurement considerations. They aim to ensure businesses owned by marginalised groups (or minority individuals); and very specifically host and Indigenous communities are given preference during tender reviews.

Other structures in place in South Africa, to ensure we're actively supporting Black-owned businesses, include our enterprise and supplier development functions that focus on business and technical support.

The areas around Venetia in the Limpopo region of South Africa are generally remote. 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.

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

78%

inclusive procurement as a proportion of total spend in South Africa in 2023.

US\$619m

total tax and economic contribution to South Africa in 2023.

CANADA

75%

inclusive procurement as a proportion of total spend in Canada in 2023.

US\$271m

total tax and economic contribution to Canada in 2023.

LIMA

The second phase of the LIMA Agricultural and Community Development Project (ACDP), funded by the De Beers Anglo American Foundation, progressed significantly at Blouberg and Musina during 2023. Its goal is to improve livelihoods, food security, community health and nutrition across the two communities by helping 1,500 small-scale rural farmers build their capacity.

Running until 2025, LIMA has already supported 1,782 jobs to date. The Agri Services Hub in South Africa offers a range of mechanisation support, training on capacity building, harvesting and marketing services to help more than 500 LIMA farmers with their expansion plans. As part of our strategy to help increase potato production in the area, the Hub is onboarding selected LIMA farmers identified as being the best placed in the area to become potato farmers.

LIMA also supported a wide range of other projects which were delivered or under development during the year. These included the revitalisation of the Semakaleng Food Processing Co-operative, which was initially set up by 10 women and one man from Blouberg's Gedeon village to produce peanut butter. However, adverse soil conditions, the reallocation of some land away from the project and a lack of training in certain key areas led to the need for a new strategy.

As a result, peanut butter is now a secondary business for the co-operative, with a primary focus on the production of broiler fowl. Under the LIMA programme, we have funded an array of resources, including a 120m borehole with two water-storage tanks, a broiler production facility, three-phase electricity connection, and agricultural and business training. The venture now has significantly greater economic potential and is on the brink of entering the full production that will generate income to provide the employment and growth the community needs.

Also in Blouberg is the Goudmyn Farming Primary Co-operative, which has five female and five male members from Eldorado village. Its area of cultivation has recently increased to 5.6 hectares, and LIMA and De Beers Group's Venetia mine have participated with other leaders to identify and address institutional and governance issues. In addition, they have provided mechanisation, soil testing and business training, new fencing and irrigation, machinery and production costs for a range of crops.

The farm is now significantly more economically viable than in the past, with improved opportunities for employment, productivity and the application of best farming practice, including crop rotation. The first harvest has been gathered and sold, delivering salaries for all members.

LIMA PROGRAMME

1,782
jobs supported to date.

In Germark village, Mosibudi Trading Enterprise is flourishing under the management of qualified horticulturalist Cynthia Mosibudi. While the farm had 18 hectares of land available at the start of the project, just 2.5 hectares were under cultivation. De Beers Group funding paid for wide-ranging support delivered by LIMA, from initial community and stakeholder research to clearing multiple hectares of bush as well as supplying storage facilities, new fencing for 15 hectares, machinery and other equipment, training and business planning support.

Further boosted by support from PotatoSA and the Department of Rural Development, the programme has already expanded production at the farm while improving the economic prospects of the community as a whole. In the light of the farm's focus on sustainability and agricultural best practice, Cynthia Mosibudi has been appointed a board member of Blouberg Agri Services Hub.

On-farm assessments show the improvements achieved by farmers on the programme. More than 829 have taken up best practices, more than 200 hectares of additional land has been cultivated and the assessed farmers have shown an average increase in turnover of ZAR6,600 during the implementation period. In addition, 2.9 million tonnes of potatoes have been harvested to-date through the Hub.

DEVELOPING ENTREPRENEURS – STANFORD SEED TRANSFORMATION PROGRAM

Every year, our entrepreneur development programme – the Stanford Seed Transformation Program, delivered in partnership with the Stanford Graduate School of Business – provides management training, leadership development and networking support to help CEOs and founders across southern Africa grow their businesses.

As well as learning provision, the programme gives access to venture capital and angel investors, enabling participants to raise the funds they require for future growth and development.

In 2023, 20 applicants successfully joined the 11-month Stanford Seed Transformation Program, comprising 12 companies from South Africa and eight from Botswana. However, during the first half of the program three companies withdrew, one from Botswana and two from South Africa, citing various business challenges.

Together with Stanford Graduate School of Business, we started to consider how best to expand the program to meet the needs of more businesses.

There were 204 applications for the class of 2024 from companies across South Africa, Botswana and Namibia, a more than 50 per cent increase on the previous year, culminating in eight Botswana, two Namibia and 10 South African companies being offered a place on the program.

Furthermore, it is encouraging to note that for the first time one of the 20 admitted companies is an alumnus of the 2018 cohort of the Stanford Go-to-Market, an initiative for youth-owned enterprises. This is a clear demonstration of the possibility for companies to grow and scale through enterprise development support initiatives.

Additionally, it is also mirrored by the experience of two companies from the Stanford Seed Transformation Program that were able to access opportunities through the Anglo American Sustainable Investment Initiative. The initiative is designed to connect investors to businesses in the regions in which we operate. In the end, both the companies opted not to access the funding, however, their selection demonstrates the impact of knowledge shared through the Stanford Seed Transformation Program and how this can contribute to long-term sustainable development.

A highlight of the year was the Stanford Seed Transformation Network Summit 2023 in Mumbai, attended by 27 Network members from southern Africa. As a result of attending the Summit, 62 per cent of attendees reported that they will now do business with a new network member.

CITIZEN ECONOMIC EMPOWERMENT PROGRAMME

Debswana’s Citizen Economic Empowerment Programme (CEEP) aims to create employment and diversify the Botswanan economy by increasing citizen participation in the diamond supply chain, so enabling greater economic benefits to be retained in the country.

The project has passed the halfway point of its five-year term, and continues to focus on its primary objectives of allocating BWP20 billion for citizens and supporting 20,000 jobs¹. During 2023, citizen spend reached BWP15.9 billion, which is 80 per cent of the 2024 target.

The focus on job impact has the aim of developing and supporting jobs in the Debswana value chain, primarily through local manufacturing, repairs and maintenance. During 2023, the programme reached 12,714 jobs supported.

¹ 20,000 target is a Debswana-wide target, which includes all Socio-Economic Development initiatives such as CEEP, Tokafala and others.

BENEFICIATION

BOTSWANA

At the beginning of 2023, there were 21 term-contract customers of De Beers Group’s with a base in Botswana, and during the year this number grew to 39. These companies employ 4,246 people, 78 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 diamonds 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

At the beginning of 2023, Molefi Letsiki Diamonds made history when it became the first majority Black-owned business to achieve full Sightholder status, meaning it is authorised to buy rough diamonds from De Beers Group. This accolade also recognises it as one of the world’s leading diamantaires.

Established in 2005, the company was in the first cohort of De Beers Group’s Diamond Beneficiators project, launched in 2016 to facilitate the growth and transformation of diamond beneficiation in South Africa. Today, it employs 15 people in its South African operation and works as a global distributor through its partnership with leading diamond company Dali Diamond.

The son of a diamond master cutter, owner Molefi Letsiki is delighted by the company’s success. “It has long been an aspiration for us to move from being a small diamond business to achieving Sightholder status,” he says. “I’d like to thank De Beers Group for their support through the Enterprise Development Programme, the supply of rough diamonds and their overall business support.”

This is also an important milestone for the diamond sector in South Africa, directly in line with the Government’s commitment to sustainable growth and employment in South Africa’s downstream diamond industry. De Beers Group will continue to develop young beneficiaries, with the aim of appointing more young Black professionals as Sightholders in the future.

Other successful graduates of the Beneficiators project include Robin Bhebhe, CEO of Kimberley-based OCGems, which has recently diversified into rough-diamond sales and custom-made diamond jewellery. Mother and daughter team Isabella Kobela and Meiki Ngcengeni have also leveraged the beneficiation support of De Beers Group to build their successful jewellery business, Isabella Jewellery and Refiners. As Meiki Ngcengeni comments, De Beers Group “prioritises the development of women, and have gone out of their way to help us be successful”.

NAMIBIA

In January 2023, the Namibia Diamond Trading Company (NDTC), a joint venture between De Beers Group and the Government of the Republic of Namibia, commenced its Enterprise Development Programme to help enable citizen-led businesses to participate in the country’s diamond value chain. This pilot programme currently has two participants. As well as receiving regular rough-diamond supply from NDTC, they are undertaking a business development programme as part of their incubation which is being delivered through Raizcorp. Graduation from the programme is expected for both businesses in 2024.

In 2023, the NDTC Sightholder base increased from 11 to 13 customers, employing a total of 1,270 Namibian citizens. An increase of 30 per cent on 2022 citizen numbers employed through cutting and polishing.

CEEP PROGRAMME

12,714

jobs supported through Debswana’s Citizen Economic Empowerment Programme.

BOTSWANA

87%

inclusive procurement as a proportion of total spend in Botswana in 2023.

US\$1.2bn

total tax and economic contribution to Botswana in 2023.

NAMIBIA

56%

inclusive procurement as a proportion of total spend in Namibia in 2023.

US\$611m

total tax and economic contribution to Namibia in 2023.

CASE STUDY

ORANJEMUND: TRANSFER, TRANSITION, TRANSFORM

Over the years since its establishment in 1936, Oranjemund has become a true home to many, with its own community spirit. To maintain and develop this identity, the Government of the Republic of Namibia and De Beers Group decided to proclaim Oranjemund as a town.

The proclamation took place in 2011, but by 2014, it was becoming increasingly clear that the work involved was beyond the scope of the company alone. We engaged town transformation specialists to guide us through the extensive engagement process. From this partnership, the Oranjemund 2030 programme was developed with the aim to 'Transfer, Transition, Transform'.

This programme has tackled many issues, including the lack of existing formal framework to guide the transfer from mine-owned ancillary works to an autonomous town. After much effort, we are now at the stage where all management and property relating to management of the town, including roads and infrastructure, are the responsibility of Oranjemund Town Council. To date, more than 300 residential properties have been moved from Namdeb into private ownership, with around 500 more to follow. Business properties are similarly in the process of being transferred to private ownership, although this is taking longer.

During the planning process, four key principles have been identified by the community stakeholders to govern and guide the transformation process:

- Belong: create a sense of local ownership, belonging and community.
- Conserve: retain and preserve the environment, heritage, identity and resources of the community and its surrounding area.
- Integrate: with neighbouring towns, regional and national agendas, and the community.
- Diversify: develop a sustainable economy along with the thinking and behaviour that goes beyond a mining mindset.

These principles have been at the heart of a significant collaborative effort focused on three key areas: economic diversification, building an active and resilient community, and the delivery of high-quality public services.

A primary area of attention remains the transfer of residential and business property ownership in the town. Work on all these areas will continue into 2024, with an associated focus on education and healthcare. A new public school is currently under construction, following several years in which education was delivered in repurposed infrastructure provided by Namdeb, while a vacant building has also been given to the Ministry of Health to convert into a public health centre for the local community. The work related to transform Oranjemund from its current single economy reliance to a town with a diversified economy sustainable beyond mining remains a key focal area. It requires input from and collaboration between multiple stakeholders so Namdeb has created and is financially supporting the Special Purpose Vehicle OMDis Town Transform Agency Pty (Ltd), a Section 21 not-for-profit company whose sole mandate is the diversification of the Oranjemund economy. The mandate involves three main focus areas:

- the support and further development of existing SMEs in the town
- the establishment of new SMEs in the town
- attracting investors to establish new large industries in the town, including tourism, agriculture, renewable energy, education and healthcare

Looking ahead, the ongoing transfer of property ownership will continue to be at the heart of Oranjemund's transformation for the short term. It will drive progress by creating a sense of true belonging for its businesses and citizens. Over the longer term, there will be a continued focus on improvements in the education and healthcare sectors to support the long-term objective of sustainable economic diversification.

STRATEGIC PILLAR

PROTECTING THE NATURAL WORLD

OUR VISION

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

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 seeks to minimise our impact and continually rehabilitates and restores the world around us.

At every stage of an activity, we endeavour to 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.

Beautiful morning in Salt Pans, Botswana.



OUR 2030 GOALS:

- 111 Climate change
- 120 Water
- 126 Biodiversity

CLIMATE CHANGE

OUR 2030 GOAL:

We will be carbon neutral across our operations.



HIGHLIGHTS

23

sites across our operations now have rooftop solar panel installations.

84MW

of dedicated 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 in scope 1 and scope 2 achieved for our Maidenhead offices from 2021 onwards, eight years ahead of schedule.

100%

of Scope 3 data collected and successfully audited (2021 and 2022 datasets).

Solar panels on roof of De Beers Institute of Diamonds, Surat.

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.

As a global business involved in every stage of the diamond value chain, we recognise the positive impact we can have by reducing our own carbon footprint and supporting others to address theirs in line with the latest climate science.

Our aim is not only to future-proof our business and industry, but to build resilience in our producer countries by accelerating their transition to fair and equitable green economies.

OUR PROGRESS
IN 2023

- Secured validation from the Science Based Targets initiative (SBTi) of our short-term (2030) Scope 1, 2 and 3 targets and the roadmap to achieve them.
- Assessed more than 1,500 internal combustion engines across our portfolio to identify high-impact fossil fuel replacement projects and continued to explore alternative fuels and feedstocks.
- Developed the criteria for drop-in renewable fuel to meet our diesel requirements and that a credible sustainability certification can be achieved.
- Finalised arrangements with Envusa Energy to wheel renewable (wind and solar photovoltaic (PV)) electricity to Venetia mine from 2025 and completed the pre-feasibility study into an on-site solar PV power plant at the same mine.
- Held our first Scope 3 supplier summit, made carbon reporting mandatory for Sightholders and secured commitments with key suppliers to work on aligned GHG reduction roadmaps.
- Progressed our partnership with Kelp Blue and worked with on-site teams to identify other potential nature-based climate solutions aligned with and bolstering other Building Forever goals.
- Completed our 23rd rooftop solar project.

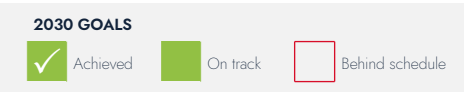
2024 OBJECTIVES

- Set the long-term science-based target and pathway to reach net zero and receive SBTi validation for this.
- Complete the feasibility study for an on-site solar PV power plant at Venetia mine and advance other renewable energy projects in Namibia, Botswana and South Africa.
- Progress with high-impact fossil fuel replacement projects across the Group, continuing to investigate alternative fuels, feedstocks and electrification opportunities.
- Advance the development of certified renewable drop-in fuel alternatives to diesel, including concept studies on biomass waste in Namibia.
- Improve methodology for Scope 3 data collection in priority categories to obtain a more accurate view of emissions and reduction opportunities.
- Shortlist potential nature-based climate solutions in our producer countries to offset hard-to-abate emissions while supporting our other Building Forever goals.

OUR TARGETS

By 2030, we will achieve a 42 per cent reduction in our absolute Scope 1 and 2 GHG emissions (our own operations), as well as a 25 per cent reduction in our absolute Scope 3 GHG emissions (indirect emissions in our value chain), from a 2021 baseline year.

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.



OUR APPROACH

Climate action at De Beers Group is about more than reducing our GHG emissions to enhance the long-term resilience of our business. It's also about helping our producer countries transition to green economies through transformational projects that conserve nature and promote sustainable socio-economic development. We recognise too that we can play an important role in driving industry best practice due to our unique position as operators along the full diamond pipeline.

To confront this urgent challenge, we work with a wide range of stakeholders, including our partner governments, host communities, customers and suppliers as well as research institutes, universities and specialist organisations such as the Carbon Trust.

We are committed to playing our part in limiting global warming to 1.5°C above pre-industrial levels in line with the 2015 Paris Agreement. This is evidenced by our Scope 1, 2 and 3 emission reduction targets and pathways up to 2030, validated in 2023 by the SBTi. We are also committing to submitting a net zero target and pathway to the SBTi by the end of 2024 ([see page 113](#)).

In pursuit of carbon neutrality across our operations (Scope 1 and 2) we are using a 'Reduce, Replace, Remove' strategy, following the mitigation hierarchy. It requires us to exhaust all opportunities to shrink our carbon footprint before considering carbon offsetting of residual emissions, and is the leading guidance for corporations.

REDUCE, REPLACE, REMOVE



REDUCE
Cut energy use by increasing efficiency through behavioural change and innovation.



REPLACE
Convert our fleet from diesel to green alternatives, through both electrification and renewable fuels and replace nearly all our fossil-based electricity by facilitating the development of renewable (solar and wind) power plants.



REMOVE
As a last resort, remove remaining hard-to-abate emissions by championing nature-based climate solutions in our host countries.

To address our Scope 3 emissions, we are proactively supporting stakeholders in our value chain to reduce their carbon footprint and have introduced mandatory carbon reporting for our Sightholders. As members of the International Council on Mining and Metals' Scope 3 Peer Group, we are involved in drafting its Scope 3 methodology. We are also part of the SBTi's technical advisory group on beyond the value chain mitigation.

Climate-related risks are a growing priority for De Beers Group's stakeholders. We are addressing the issue of climate resilience and adaptation in coordination with our majority shareholder Anglo American, through which we work to comply with the reporting requirements of the Task Force on Climate-related Financial Disclosures (TCFD). [See page 119.](#)

KEY CHALLENGES AND OPPORTUNITIES

Achieving the clean energy transformation needed in the countries in which we operate is an enormous endeavour. We are working with multiple stakeholders to develop renewable energy infrastructure, nature-based climate solutions and fossil fuel replacement technologies, often building solutions from scratch in remote locations and nascent regulatory environments with limited local capacity. We are confident we will deliver significant long-lasting benefits, but it will take time for these to be developed and reflected in our carbon footprint.

Producing sustainable diesel alternatives for use in our operations is complex. To be certified, the fuel must be biogenic and have a low carbon footprint at every stage of its lifecycle, from production and transportation to use and disposal. The feedstock must align with local water, land and food security requirements and achieve the necessary grade and yield for the refining process. Its viability therefore depends on local conditions in the locations where we operate.

In addition, since we have large and complex supply chains, collecting high-quality data can be challenging. However, we are addressing this challenge through an active approach to stakeholder engagement and innovation while seizing the opportunity to help build capacity and drive best practices across the industry.

OUR SCIENCE-BASED TARGETS

Our science-based targets provide a clear, science-aligned pathway for us to reduce our GHG emissions, helping to prevent the worst impacts of climate change and future-proof our business.

In 2023, our near-term targets and pathway for reducing absolute Scope 1, 2 and 3 GHG emissions were validated by the SBTi, the leading global body helping businesses set targets consistent with the latest climate science. They commit us to:

- a 42 per cent reduction in our absolute Scope 1 and 2 GHG emissions (our own operations) by 2030 from a 2021 baseline year.
- a 25 per cent reduction in our absolute Scope 3 GHG emissions (indirect emissions in our value chain) by 2030 from a 2021 baseline year.
- set, by August 2024, a long-term target to reach net zero for Scope 1, 2 and 3.

The targets are aligned with the Paris Agreement's goal of limiting global warming to well below 2°C, preferably 1.5°C, compared to pre-industrial levels.

Based on our existing plans, however, we expect to be able to make significantly deeper Scope 1 and Scope 2 cuts by 2030 than 42 per cent — which represents the minimum reduction required to align with a 1.5°C pathway.

There is global consensus that the world needs to reduce GHG emissions to net zero by 2050 at the latest if it is to avoid far more severe droughts, heatwaves, rainfall and other climate change impacts. We have formally committed to setting a long-term net-zero target and pathway, which we will submit to the SBTi in 2024 for validation.

Achieving net zero will require us to reduce our total GHG emissions by at least 90 per cent, with the remaining hard-to-abate emissions offset by the removal of GHG from the atmosphere — for example, through our nature-based climate solutions. [See page 115.](#)



GREENHOUSE GAS (GHG) GLOSSARY

Scope 1 Direct emissions occurring from sources owned or controlled by the company, such as from combustion in company vehicles, machinery, furnaces or boilers, or from chemical production.

Scope 2 Indirect emissions from purchased electricity, heat, and steam for use in business operations.

Scope 3 All other indirect upstream and downstream emissions occurring due to the company's activities but from sources it doesn't own or control, such as the production and transportation of purchased materials, and the use of sold products.

SBTi A partnership between the CDP, the United Nations Global Compact, the World Resources Institute, and the World Wide Fund for Nature. It helps organisations set science-based emissions reduction targets consistent with limiting global warming to well below 2°C above pre-industrial levels.

REDUCE: IMPROVING ENERGY EFFICIENCY

Greater energy efficiency is the foremost pursuit in our climate strategy, with benefits for our bottom line as well as our carbon footprint.

At Venetia mine in South Africa, we are exceeding our targets to become more energy efficient, despite production challenges. We have scoped several key projects focussed on energy efficiency. Meanwhile, current initiatives such as the advanced process control in our processing plant and the roll-out of our mine digitalisation and energy information system are contributing to an overall site energy efficiency improvement of 15 per cent against the adjusted baseline. 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 six per cent. As the mine is ramping up underground operations, it is in the process of electrifying its energy footprint which will allow for greater impact of renewable energy. About 70 per cent of all energy consumed on site is electrical and this is expected to ramp up to 85 per cent by 2030, with first provision of renewable energy through our partnership with Envusa expected by 2025.

CUTTING ENERGY USE FOR DEWATERING

An innovative project to optimise pumps at our Namdeb operation in Namibia has reduced by 20 per cent the energy required for dewatering – the essential process of removing groundwater from the mine site.

REPLACE: ADVANCING A RENEWABLE ENERGY ECOSYSTEM

Wind and solar power hold great promise for southern Africa. However, to harness it, we need an enabling policy and regulatory environment conducive to building the associated infrastructure and local capacity.

As part of our fossil fuel replacement strategy, we are pursuing three major renewable energy projects in southern Africa in collaboration with Envusa Energy, a new company jointly formed by Anglo American and EDF Renewables:

- Envusa Energy is developing 520MW of wind and solar PV capacity in South Africa, of which Venetia mine has contracted to take 48MW. The Energy Offtake Agreement (EOA) terms were finalised at the end of 2023. Financial close is expected in early 2024. Renewable energy supply is expected to start in 2025.
- A 50MW on-site PV power plant at Venetia mine. The pre-feasibility study was completed in 2023 and a feasibility study has begun which is due for completion by mid-2025. A pre-feasibility study is also underway for the associated back-up battery energy storage system.
- A 34MW wind farm at Namdeb’s land-based operations in Namibia. Regulatory challenges in Namibia have caused some delays on this project, but Namdeb continues to actively engage with the government, the national electric power utility company (Nampower) and other relevant parties. A feasibility study for the wind farm is in progress.

Together these projects, which will be financed by Envusa Energy, are expected to deliver more than 80 per cent of our electricity needs at the two sites, bringing us closer to reaching our 2030 carbon-neutral goal. We are engaging with the relevant government institutions to make sure our priorities are aligned.

Envusa Energy’s work with De Beers Group is part of its larger endeavour to create a regional renewable energy ecosystem intended to meet Anglo American’s power needs in southern Africa while supporting the resilience of local electricity supply and bolstering wider decarbonisation efforts in the region.

Meanwhile, in Botswana, Debswana is exploring renewable energy supply options. These will be developed in partnership with the Botswana Power Corporation (BPC) and/or by Independent Power Producers (IPPs). While the regulatory regime is challenging, good progress has been made in discussions with the Botswana Ministry of Mineral Resources, Green Technology and Energy Security (MMGE) and BPC. This resulted in Debswana and BPC signing a memorandum of understanding at the end of 2023, agreeing to collaborate on renewable energy supply for Debswana’s diamond mines.

ROOFTOP AND RADIO MAST SOLAR PROJECTS

Since inception we have completed 23 small-scale solar PV installations (rooftop and parking) at various sites across De Beers Group. These installations will generate 7,100MWh annually, reducing our annual emissions by more than 7,000tCO₂e.

In 2023, we also installed a 1,200kWh solar battery system to power our telecommunications tower at Kerbehuk Hill, on the Namibian coast. The radio mast, which serves as a key communication link to Debswana’s vessels and helicopters, previously ran on a generator that required 20,000 litres of diesel a year to be transported from Oranjemund 60km away over multiple trips. The solar installation and its back-up battery system have resulted in 54,208kgCO₂e of annual avoided carbon emissions – equivalent to a 139,000km journey in a typical petrol-powered car.

REPLACE: REDUCING DIESEL DEPENDENCY

The other prime objective of our fossil fuel replacement strategy is to eliminate diesel from our operations through fleet electrification and the use of certified renewable fuels.

In 2023, we assessed more than 1,500 internal combustion engines across our portfolio to identify high-impact fossil fuel replacement projects to prioritise for electrification and trials of potential renewable fuels.

The transition to underground operations at Venetia mine in South Africa has enabled us to dramatically reduce our diesel dependency there, mainly through the introduction of battery-powered vehicles. A concept review for electrification of underground trackless mobile machinery, such as haul trucks and drill rigs, began in 2023 and will help us make further improvements. However, even here 20-30 per cent of our mobile equipment power needs can currently be met only with a certified renewable fuel, mainly for ancillary and backup equipment.

In 2023, we developed criteria for renewable fuel that could directly replace the diesel used in our current mobile fleet without needing to retrofit equipment. It also means it will work in line with our current fuel handling and logistics processes both on and off the mine to seamlessly integrate into our operations. By working on this with recognised industry bodies, we aim to ensure certification can be acquired, a fundamental step of the value chain.

A number of small-scale trials and feasibility studies of alternative fuels and feedstocks also got underway in 2023.

In Botswana, the Debswana team is exploring the feasibility of an advanced trolley assist technology at Jwaneng mine. The team is also evaluating the scalability of a beef tallow biodiesel trial to supply a B50 blend to the primary and secondary fleet.

In Namibia, we are assessing the potential to produce an alternative renewable fuel feedstock from the biomass of 'encroacher bush'. These dense shrubs and trees encroach on savannah grasslands at a rate of three to five per cent a year, causing biodiversity loss and freshwater depletion. We've identified an estimated 400 million tonnes of available biomass, of which a mere one per cent is currently harvested annually. Testing began on various species in 2023, and Namdeb and Debmarine discussed the idea with industry experts at a Namibian biomass conference in October.

Namdeb have begun deploying an electric forklift and the country's first ever battery-electric bus, which arrived at our land-based operations in Oranjemund in September. The 65-seater e-bus has been acquired by our joint venture to transport workers on commuter routes to/from satellite mines 80km into the desert. Once the bus is deployed into the Southern Coastal mine of Namdeb later this year, it shall be saving 20,000 litres of diesel fuel per year ([see page 16](#)).

REMOVE: OUR NATURE-BASED CLIMATE SOLUTIONS

Nature-based climate solutions will support our work in removing the small percentage of emissions that remain after we have maximised efforts to reduce and replace, and serve as the last step in our mitigation hierarchy.

De Beers Group has developed a high-level Carbon Offsets Strategy, which lays out a robust approach for offsetting our hard-to-abate emissions.

We have developed a set of criteria for our carbon-offsetting activities:

- they need to be a matter of last resort
- projects must be in our producer countries so that we can bring maximum benefits to our host communities, and have the opportunity to see the projects progress first-hand
- they must be nature-based, furthering the potential to reinforce our other Building Forever goals
- they must be carbon removal projects, in line with our SBTi commitment and the imperative that we remove carbon from the atmosphere, to maintain a 1.5°C planet
- they must have strong co-benefits for people and planet
- they must be certified by a reputable carbon certification mechanism

Carbon credits with these credentials can either be bought from the voluntary carbon market or developed by partners from which De Beers Group would offtake. The De Beers Group will work with technical partners

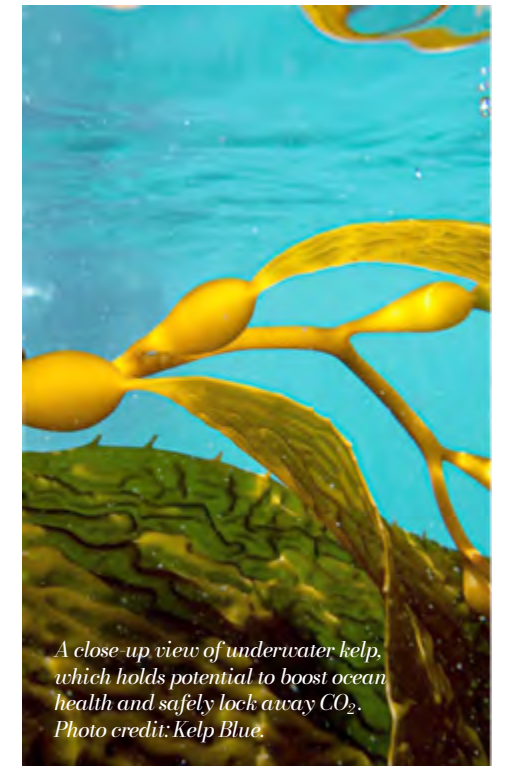
as well as with the Anglo American carbon trading desk to assess the opportunities to develop and/or offtake carbon credits from such projects.

In 2023, we ran workshops at all our sites in southern Africa to help teams on the ground identify nature-based carbon removal projects that align with both the priorities of our host countries and our Building Forever goals. We have come up with some exciting project opportunities in sustainable agriculture and agroforestry, grasslands management and biochar. We will explore the feasibility of these projects in the year ahead. We also concluded a feasibility assessment for a carbon-offsetting project in Sierra Leone. While it is an exciting project concept, we had questions about operational feasibility and took the decision not to go forward.

Meanwhile, we continue to support Kelp Blue, an innovative start-up focused on growing and managing large-scale giant kelp forests off the coast of Namibia. Our US\$2 million investment is accelerating research on the potential of these underwater forests to permanently lock away vast amounts of CO₂, while also creating employment and upskilling opportunities. At December's COP28 UN climate summit in Dubai, Kelp Blue's work was recognised with the prestigious Zayed Sustainability Prize in the Climate Action category.

Simultaneously, we have been collaborating with a consortium of Canadian and Australian universities to investigate the capacity of kimberlite to sequester carbon. The first phase of this groundbreaking project, called CarbonVault™,

has been completed and the findings will be shared with the wider research and development community in January 2024. Going forward, it will be incorporated into a larger set of work investigating different carbon removal and mineral carbonation technologies, in collaboration with Anglo American.



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

OUR PROGRESS: SCOPE 1 AND 2 EMISSIONS

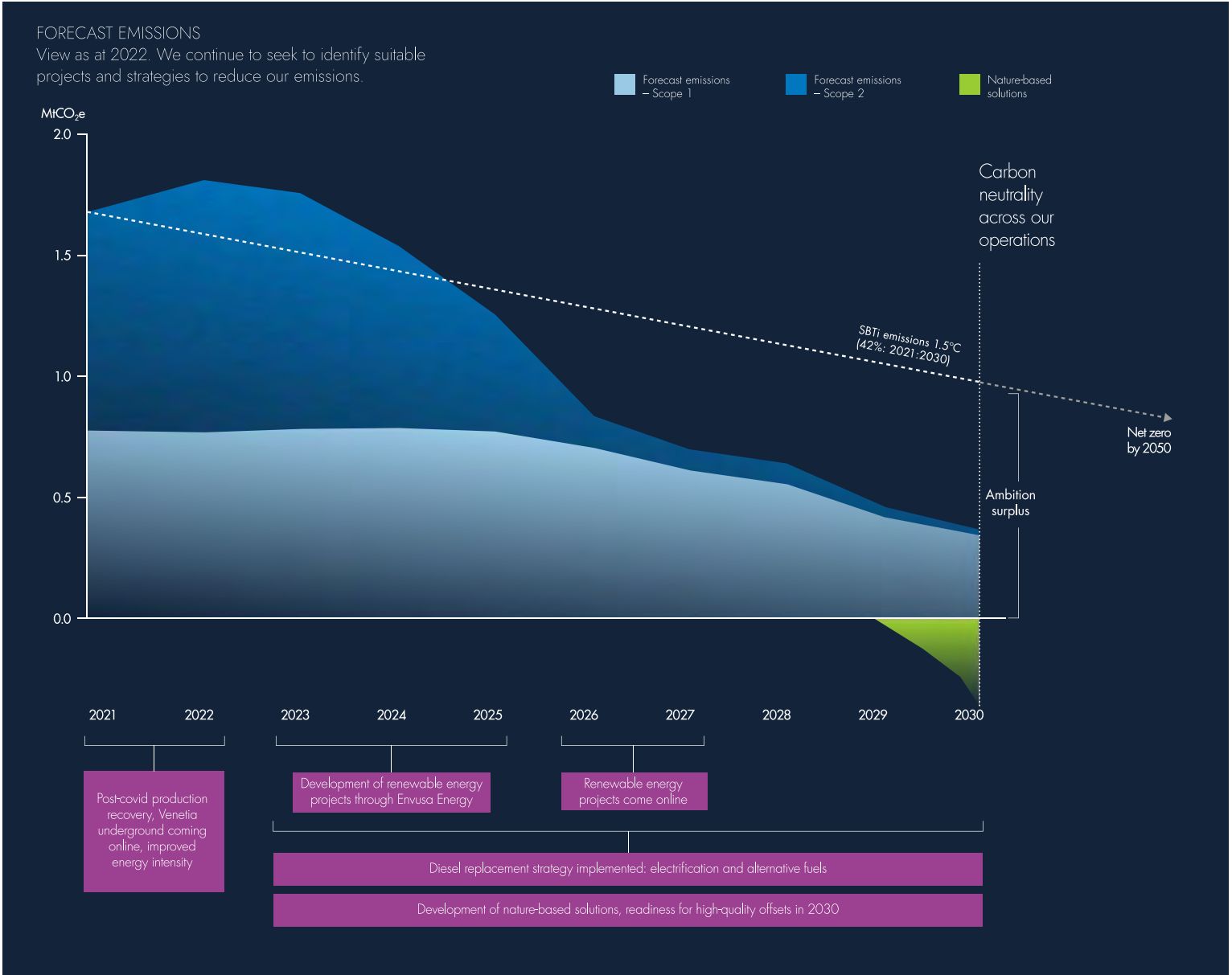
We are progressing towards our goal to become carbon neutral, working within the enabling frameworks in our partner countries. Based on current plans, we aim to achieve our science-based target to reduce Scope 1 and 2 emissions by 42 per cent by 2030.

Our direct GHG emissions from sources we own and control (Scope 1 and 2) declined during 2023, mainly due to energy efficiency improvements. These improvements were, however, offset by the ongoing electrification of our underground operations at Venetia mine, which is supplied primarily by the national grid coal-fired power stations.

From the middle of this decade, we anticipate Scope 1 emissions will fall as we progress with our fossil fuel replacement strategy. 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 mine is aiming to secure the majority of its energy needs from solar and wind power by 2025, and we are progressing with a 34MW wind energy project at Namdeb's land-based operations in Namibia. Plans by Botswana Power Corporation (BPC) to develop large-scale solar projects at and around 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. 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.



OUR PROGRESS: SCOPE 3 EMISSIONS

Activities in our value chain that we don’t directly control are the biggest driver of our GHG emissions (Scope 3), accounting for almost 65 per cent of our carbon footprint in 2023.

With thousands of stakeholders contributing to these Scope 3 emissions, one of the big challenges has been setting a credible baseline against which to set targets and measure progress. Supported by the Carbon Trust, we have worked closely with our supply chain to calculate our 2021 total Scope 3 footprint of 2.9 million tonnes CO₂e, which was independently verified in 2023.

It is against this baseline that we have set a science-based target to reduce Scope 3 emissions by 25 per cent by 2030, as validated this year by the SBTi.

In 2022, total Scope 3 emissions increased by eight per cent against our baseline 2021 levels. As we use spend-based data as a proxy for our Scope 3 footprint, this increase is expected due to capital projects at Jwaneng mine. We aim to address the disadvantages of spend-based data from 2024 as we step up our pursuit of supplier-specific data. Our 2023 Scope 3 emissions are currently being validated, but we expect them to be lower than in 2022 due to capital expenditure returning to normal levels. This will be published when available.

Encouragingly, we recorded an 11 per cent decrease in emissions related to the processing of sold products (category 10) from 2021 to 2022. This reflects the practical support and encouragement we are giving Sightholders to reduce the carbon footprints of their operations.

In addition, we recorded a 37 per cent drop in employee commuting emissions a year after launching our Climate Action Manifesto. This online document, developed by employees for employees, recommends simple actions everyone can make to shrink their carbon footprint at home and at work (see Galvanising Action on [page 25](#)). The decrease in commuting emissions is also underpinned by our flexible working patterns including a nine-day fortnight.

Our strategic focus in 2023 was on supporting our suppliers and Sightholders to accurately calculate, reduce and report their Scope 1 and 2 emissions, which contribute to our Scope 3 footprint.

After identifying our top 100 strategic suppliers, we worked with them to establish their emissions baselines, and to understand their sustainability commitments and challenges. As a result of this engagement, more than 15 key suppliers have signed commitments to work with us on developing aligned GHG emission reduction roadmaps. Going forward, we aim to secure commitments from more suppliers and will engage with them on a half-yearly basis to support their decarbonisation journeys. This will include exploring the circularity potential of end-of-life mining equipment and involving our suppliers in Anglo American’s efforts to develop products such as ‘green steel’, cement alternatives and low-carbon aviation fuel.

Our Global Sightholder Sales entity in Botswana also rolled out hybrid vehicles to reduce emissions across logistics and we are working with providers such as DHL to decarbonise logistics transport of diamonds to Sightholders.

In 2024, we aim to curate a shared knowledge repository for suppliers and to finalise our Supplier Code of Conduct across the De Beers Group to formally include carbon metrics.

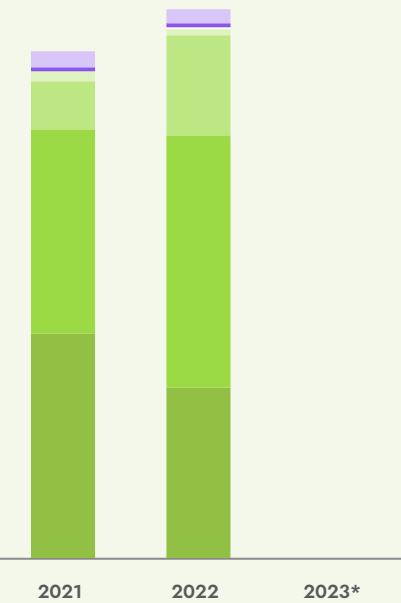
Meanwhile, mandatory carbon footprint reporting for all BPP programme participants was implemented in 2023, following a successful voluntary pilot in 2022 which saw enthusiastic take-up from Sightholders ([see page 76](#)).

We are monitoring ‘zero waste to landfill’ initiatives at all our operations to bring down waste-related emissions, and have ensured that new contracts include buy-back clauses, where possible, to further reduce waste. We are working with Impact Catalyst to explore the feasibility of a regional waste tyre solution that could support over 300 local jobs in the Limpopo region of South Africa and create new opportunities for small businesses to participate in the waste value chain.

Together, these initiatives will help us decarbonise the value chain.

DE BEERS GROUP SCOPE 3 EMISSIONS

Baseline 2021



- 1: Purchased goods and services
- 2: Capital goods
- 3: Fuel and energy related activities
- 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 product
- 12: End-of-life treatment of sold products
- 13: Downstream leased assets
- 14: Franchises
- 15: Investments

*2023 Scope 3 emissions model in progress

CASE STUDY

SCOPE 3 SUPPLIER SUMMIT

Suppliers will play a crucial role in helping us achieve our SBTi target of a 25 per cent cut in Scope 3 emissions by 2030. High-quality data from these value chain partners is key to making measurable progress.

In July, we hosted our first Scope 3 supplier summit to promote mutual understanding on our decarbonisation journeys. Some 65 suppliers large and small attended the event in South Africa where we shared best practices on calculating, verifying and reporting carbon data. As well as encouraging

suppliers to consider implementing the Reduce, Replace, Remove framework we use to tackle our own Scope 1 and 2 emissions, we invited progressive suppliers to showcase their inspirational strategies for reducing fossil fuel dependency.

A key takeaway for suppliers was that we expect them to disclose decarbonisation plans and progress towards their own emission reduction goals. Their supplier-specific data is also critical so that we can more accurately measure our carbon footprint and target support where it will have the biggest impact.

“
The summit created an opportunity for like-minded leaders in the industry to come together to work towards a common goal. The keynote speakers addressed real issues and offered solutions where we, together with De Beers Group and their network of partners, can create value, innovate and improve sustainability in the industry that endures for generations.
”

Jean Barclay | Head of Supply Chain, Normet Africa.



Summit held with De Beers Group suppliers, Johannesburg.

CLIMATE RESILIENCE AND ADAPTATION IN OPERATIONS AND COMMUNITIES

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. In Canada, for example, people in our partner communities were among those evacuated in 2023 when abnormally hot, dry weather coincided with the worst wildfire season in the country's history.

De Beers Group aims to enhance 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. Through our majority shareholder Anglo American, we report against Task Force on Climate-related Financial Disclosures (TCFD), now amalgamated into the International Sustainability Standards Board (ISSB).

ASSESSING PHYSICAL RISK

Preparations continued in 2023 for the implementation of our revised approach to addressing physical climate change risk and resilience. Following approval by the Executive Committee, we initiated engagement with the on-site teams at Venetia and Gahcho Kué mines where the Group-wide roll-out of the Physical Climate Change Risk and Resilience framework (PCCRR) will begin in early 2024.

Developed by our parent company Anglo American, the PCCRR framework uses model projections by a world-leading climate analytics company 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 three different warming scenarios.

The scenarios are based on 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 projects warming of ~1.8°C, ~2.7°C and ~4.4°C respectively by 2100.

Hazard metric forecasts up to 2100 were completed for each De Beers Group site according to the three warming scenarios, the highest of which assumes a fossil-fuelled future in which CO₂ emissions triple by 2075. Complementing the modelling will be a bottom-up approach to understanding the climate context at a local and regional level. It will identify and assess the climate hazards based on known weather trends and climate-related impacts, factoring in the unique vulnerabilities and adaptation capacity of each operation, host community, region and ecosystem.

MANAGING PHYSICAL RISK

The findings of the Physical Climate Change Risk and Resilience assessments will 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 taken into account 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 workable response actions are identified, these are built into the operation's business plans to help 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.

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 114](#)). 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. The Just Transition Framework in South Africa and the UK's Transition Plan are informing the development of our approach and disclosures.

RESILIENCE AND ADAPTATION

Through our Building Forever framework, we are working with stakeholders to foster resilient ecosystems that benefit biodiversity and secure food, water and sustainable livelihoods while protecting our business.

Proactive weather monitoring is one way we seek to adapt to changing conditions on the ground for the benefit of our operations and host communities. At Venetia mine, where we experienced a 50-year rainfall event in 2023, we have built a weather radar station in conjunction with the South African Weather Service that alerts us to weather conditions in neighbouring countries likely to impact us. This improves our mine evacuation and flood control response.

Robust engineering and structural controls are another important part of the solution. As part of Venetia mine's transition to underground operations in 2023, an independent climate change assessment was conducted of its existing and proposed water storage facilities. It confirmed that these meet both legal requirements and Anglo American Water Management Standard requirements regarding projected volumes of water that will need to be managed by the operation up to 2050 (see also Water on [page 120](#)).

Our major investments at De Beers Group embed Anglo American's forward-looking carbon pricing assumptions, developed in conjunction with leading external providers. This ensures project returns are evaluated alongside consideration of a project's impact on carbon abatement and portfolio resilience to the effects of climate change. Based on a 2022 real basis, our best estimate of carbon prices likely to prevail in relevant jurisdictions range from US\$10-60 per tonne by 2030.

Besides extreme flooding, 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.

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 Collaborative Regional Development model, through which we work in partnership with regional stakeholders to foster the 'just transition' and create long-term economic growth.

WATER

OUR 2030 GOAL:

We will reduce our water footprint by 50 per cent.

HIGHLIGHTS

46%

total reduction in freshwater withdrawals compared with 2015 baseline.

71%

efficiency.

71,014

volume of water (megalitres) reused and recycled in 2023.

Water is a precious shared resource that is vital for life and essential to our operations and surrounding communities.

Most of our mines are in water-stressed areas and we know that water insecurity is likely to intensify due to climate change, increasing social, environmental and business risks within and beyond the mine boundary.

We are committed to holistic water stewardship that addresses our own footprint and contributes solutions to the catchment challenges we share with our host communities.

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-based and catchment-based actions.

”

The Alliance for Water Stewardship | March 2019.

Watering hole at Orapa Game Park, Botswana.

OUR PROGRESS
IN 2023

- Progressed the implementation of our De Beers Group-level Integrated Water Management Plan, which draws on the modelling of water-saving opportunities at all our operations in water-scarce areas. This provides the pathway to achieve the reduction of water withdrawals by 50 per cent by 2030.
- Reduced freshwater withdrawals by 24 per cent at our active operations in water scarce areas compared with the 2015 baseline.
- Developed a holistic De Beers Group-level water stewardship strategy and began work on a more detailed strategy specific to Venetia mine, which will serve as a pilot for our other operations.
- Continued to improve our performance against the Anglo American Water Management Standard.

2024 OBJECTIVES

- Continue to implement our Integrated Water Management Plan, delivering projects to mitigate water risks and further reduce our dependency on freshwater.
- Work towards developing site-specific water stewardship strategies for our operations in water-scarce regions.
- Continue to 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 the end of 2021, we will decrease freshwater withdrawal by 20 per cent and increase our water recycling levels to 75 per cent¹.



By 2022, we will have a De Beers Group-wide Integrated Water Management Plan that leverages our FutureSmart Mining programme to reduce water consumption.



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.

2030 GOALS



Achieved



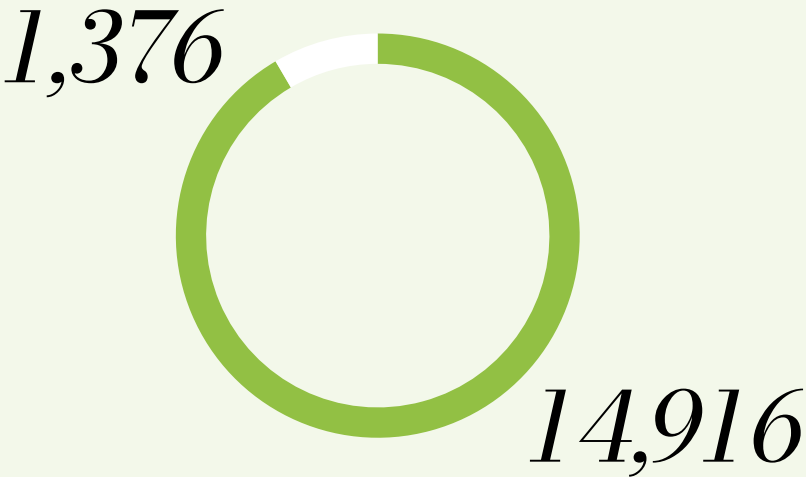
On track



Behind schedule

¹ 2021 efficiency target was achieved, however the methodology was since refined, resulting in the restatement of 2022 and 2021 values.

FRESHWATER WITHDRAWAL REDUCTION FROM 2015 (MEGALITRES)



■ Volume of freshwater reduced from 2015
□ Volume of freshwater still to be reduced by 2030

OUR APPROACH

Responsible water stewardship is imperative for the long-term resilience of our business, neighbouring communities and ecosystems. The importance of water to our business, the communities where we operate and the natural environment is reflected in our commitment to be a responsible water steward. Our approach to how we use, manage and care for water resources is underpinned by recognised best practices for water stewardship through the lifecycle of our operations, and we strive to operate in a manner that is socially and culturally equitable, environmentally sustainable and economically beneficial.

While our Canadian mine is located in a water-abundant area, most of our mines are in water-stressed environments in Botswana, Namibia and South Africa. Climate change is driving extreme weather events and droughts of growing intensity, making it more challenging to secure access to freshwater in these areas.

We are transitioning to a more holistic approach to water stewardship. In addition to managing our own footprint, we are seeking to achieve a positive water impact that contributes to healthy catchments and builds resilience in water-stressed communities. We are collaborating across the Building Forever goals to leverage water-related efforts relevant to biodiversity, climate change and

livelihoods. The Anglo American Social Way, our governing framework for social performance, outlines how our approach connects with the sustainable mining plan, collaborative regional development, and other De Beers Group-level initiatives.

Meanwhile, we remain committed to our 2030 goal of halving freshwater withdrawals in our operations against a 2015 baseline. We are doing this by optimising our processes to maximise reuse and recycling and minimise freshwater withdrawals at our active operations in South Africa, Botswana and Namibia. Our detailed site water balances are reviewed regularly and provide accurate water data to monitor our performance against targets. Our freshwater definition is aligned to the Minerals Council of Australia’s Water Accounting Framework Category 1¹ definition. However, our definition does not include precipitation and run-off, which cannot reasonably be prevented from entering our operational processes.

Whereas water security is the priority in our southern African mines, water quality is the top priority at our Canadian mine, Gahcho Kué. In recognition of these differing challenges, each site has a bespoke Water Management Plan, which is reviewed on an annual basis. We also continue to meet our obligations related to water management at our operations in closure.

Physical, regulatory and reputational water risks are identified and managed through the De Beers Group operational risk management process. The implementation of the Anglo American Water Management Standard and Anglo American Processed Mineral Residue Facilities and Water Management Structures Standard are foundational to water management practices across our operations.

In addition, we work hard to comply with the requirements of the environmental, health and safety standards ISO14001:2015 and ISO45001:2018. These provide the framework for risk management, operational control and working transparently and collaboratively with our stakeholders to deliver sustainable water management.

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.”

REDUCING FRESHWATER WITHDRAWALS

In 2023, we reduced our freshwater withdrawals by 46 per cent (or 14,916 megalitres) at a Group level against a 2015 baseline and remain on track to halve them by 2030. Our progress so far against the 2015 baseline has been 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.

Our detailed Group-level and site-specific pathways, based on water balance modelling from operations in water-scarce areas, have bolstered our confidence that we will meet if not exceed the 50 per cent reduction by 2030. While we progressed projects to reduce freshwater withdrawals in 2023, our annual freshwater withdrawals across the Group rose by one per cent (or 111 megalitres). The slight rise in freshwater withdrawals at a Group level was primarily due to increased withdrawals at Orapa, Letlhakane and Damtshaa mines in Botswana following successes in 2022 when we managed to reduce freshwater withdrawals by 13 per cent.

At Venetia mine in South Africa, although we have only managed to further reduce freshwater withdrawals by one per cent in 2023, this success comes on top of a 22 per cent reduction in 2022. We continue to implement the Integrated Water Management Plan to reduce freshwater withdrawals, increase reuse and reduce water-related risks. See our case study on [page 125](#).

This year, freshwater withdrawals increased by seven per cent at Orapa, Letlhakane and Damtshaa mines and by two per cent at Jwaneng mine, mainly due to reduced capture of run-off and precipitation, and reduced availability of third-party process water.

In addition to monitoring this, we use water intensity as a metric to track our progress on reducing freshwater withdrawals relative to production. However, we remain committed to our Group-wide water goal to halve total freshwater withdrawals.

In Namibia, our land-based joint venture, Namdeb, reduced freshwater withdrawals by 30 per cent in 2023, but this was mainly due to the decommissioning of a treatment plant.

FRESHWATER REDUCTION PROJECTS IN 2023

Projects to reduce freshwater withdrawals are underway at all our sites in water-stressed areas, the impacts of which are monitored monthly. At Orapa, Letlhakane and Damtshaa mines we commissioned an additional return water line to increase water reuse and progressed our investigative work on the use of evaporative covers. Trialling of evaporative covers is ongoing at Jwaneng mine, where we have also refined and automated a system to redirect effluent overflow from sewage plants in Jwaneng township to prevent overspills in the community and reduce our freshwater withdrawals. For an update on Venetia mine, see our case study on [page 125](#).

WATER WITHDRAWN (MEGALITRES)

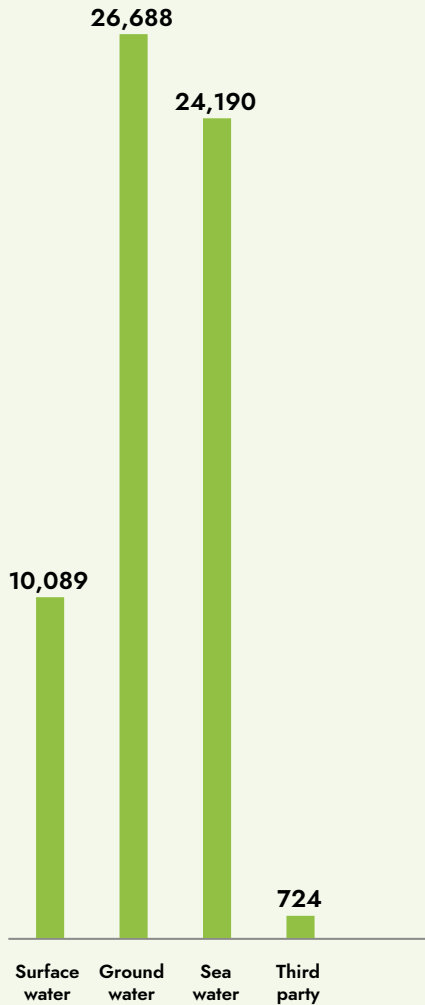
Total withdrawals
61,691

Freshwater withdrawals
17,935

FRESHWATER WITHDRAWALS



Water withdrawal by source for De Beers Group (megalitres)



CASE STUDY

WATER CONSUMPTION AND DISCHARGES

At a De Beers Group level, our most significant water outputs are through entrainment and evaporation. Entrained water is the water that remains in the processed materials after the extraction of the diamonds. Evaporation and entrainment resulted in losses of 10,209 megalitres and 10,744 megalitres respectively, during 2023. Discharge to surface water amounted to 1,395 megalitres and discharges to groundwater amounted to 1,963 megalitres. Water outputs were reduced by four per cent from 2022.

There were no serious water-related incidents (level 3 or above) in 2023.

At Gahcho Kué mine in Canada, maintaining pristine water quality beyond the mine boundary is one of our top priorities and the foundation of the mine's regulatory approval. A routine activity of our open-pit operation is blasting, using bulk explosives that contain nitrate and ammonium. When the mine's water is discharged into downstream lakes, the risk is that elevated levels of nitrate could promote algae growth, leading to oxygen depletion in the water. This could ultimately reduce the fish population that is an important food source for local Indigenous communities.

In early 2022, we trialled the use of a new bulk explosive product specially formulated to reduce nitrate leaching and evaluated its effectiveness over an eight-month period. The pilot was a major success, with year-to-year results showing nitrate levels in our water management pond had more than halved. Gahcho Kué transitioned to exclusively using the product and ongoing environmental monitoring in 2023 showed that nitrate levels in our water management pond had fallen further. Nitrate generation has improved by 73 per cent since before the pilot project.

As well as mitigating water quality risks and protecting ecosystems in an ecologically sensitive region, this project reflects our commitment to support the health of our partner communities, while respecting the cultural and spiritual values of Indigenous peoples in the areas where we operate.

REUSING AND
RECYCLING OF WATER

At De Beers Group-level, we reused and recycled 71,014 megalitres of water in 2023, with an efficiency of 71 per cent. Venetia mine’s water efficiency (the reuse and recycling of water) improved by two per cent in 2023 on the previous year. The operation is, so far, exceeding the Anglo American efficiency targets due to projects that have been implemented as part of the new Integrated Water Management Plan (see Venetia case study). Namdeb’s land-based operation also increased its efficiency by three per cent. Although these improvements are significant, they will appear more modest than in last year’s report because Anglo American has refined its approach to calculating efficiencies to more accurately reflect site conditions. Efficiencies at Debswana’s operations have reduced by one per cent as a result of operational challenges that have resulted in increased freshwater withdrawals.

WATER REUSE AND
RECYCLE EFFICIENCY

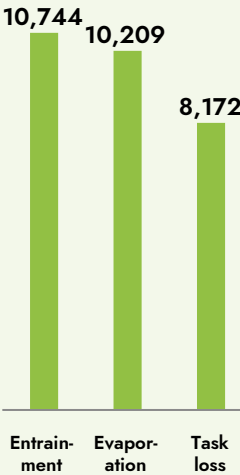
71%

CHANGE IN STORAGE (MEGALITRES)

1,547

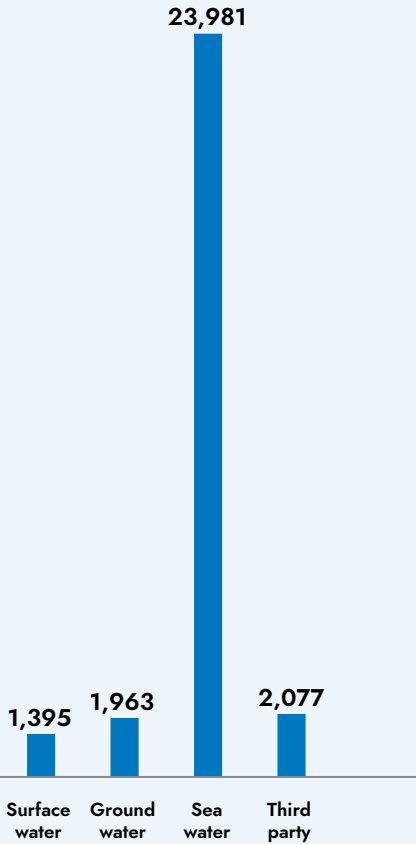
WATER CONSUMPTION
(MEGALITRES)
Total consumption

29,125



WATER DISCHARGED (MEGALITRES)
Total discharges

29,416



WATER STEWARDSHIP AT THE CATCHMENT LEVEL

Water cannot be managed in isolation. We are shifting from a mine-centric focus complemented by community projects to a holistic stewardship approach that seeks to address shared water challenges within catchments where we operate.

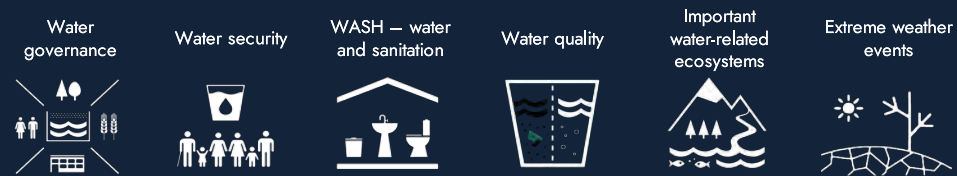
In 2023, we developed a high-level Group water stewardship strategy to inform the development of site-specific targets to meaningfully contribute to healthy catchments and resilience in water-stressed communities. These targets will consider water governance and security, access to water, sanitation and hygiene (WASH), water quality, water-related ecosystems and extreme weather events and will align with business risks. We are using guidance from the CEO Water Mandate – a UN-led initiative for helping businesses address global water challenges. Understanding catchment conditions, investigating partnerships and adopting innovative technologies are central to the development of the targets, as is extensive stakeholder engagement.

We have also begun working on a more detailed water stewardship strategy specific to Venetia mine, which will inform site-specific targets and serve as a pilot project for our other operations (see case study).

While we develop our water stewardship targets, we continue with projects to improve access to water in the communities around our operations. Key projects in 2023 included bulk water infrastructure refurbishments in the town of Alldays near our Venetia operation, which helped to improved access to water for 2,987 people. We continued the provision of water to Jwaneng town and Letlhakane village, and enhanced infrastructure for access to water for these communities by drilling boreholes, and erecting associated infrastructure. We also continued our critical five-year Okavango Eternal partnership with National Geographic.

[+ For more information on how the Okavango Eternal programme is taking an ecosystem approach to protecting the essential Okavango Delta source waters, see page 10.](#)

WATER CHALLENGES





CASE STUDY

VENETIA MINE: TRAILBLAZER FOR
HOLISTIC WATER MANAGEMENT

Water has always been a key consideration when planning for the developmental milestones of Venetia mine. Baseline assessments were undertaken in the late 1980s, prior to any mining development, to understand how to best utilise the water resource while sustaining the unique and water-scarce environment that Venetia operates in. Innovative monitoring practices were developed with the aim of ensuring that the operation took only what was required while still protecting the surrounding environment.

Years later, as Venetia planned for the progression from open-pit to underground mining, an extensive stormwater management system was designed that would cater for future operational needs as well as better manage Venetia’s environmental and legal risks. Over time, this proposed system evolved into a comprehensive portfolio of water projects and plans with outputs aimed at not just managing environmental and legal risk but significantly improving water security for the operation, optimising operational efficiencies, improving reticulation

networks, unlocking increased water availability to downstream receptors and ensuring the ongoing safety of the underground construction and throughout underground operational activities.

Building on the success of projects completed in 2022, a 23 per cent reduction in freshwater withdrawals has been achieved from 2021, enabled by our efficiency improvements. In 2023, Venetia reused or recycled 12,222 megalitres of water compared to a freshwater withdrawal of 2,520 megalitres. The lessons from Venetia will prove invaluable for other operations, including at Jwaneng mine in Botswana, which is set to transition to underground mining.

With the impacts of climate change becoming increasingly evident in the world, Venetia continues to proactively plan to adapt to the risks. Venetia’s first climate change study was undertaken in 2014 and the stormwater infrastructure designs incorporate the outputs of the mine’s climate change assessments, which include

understanding of extremes in drought and rainfall. In 2024, the mine aims to undertake an updated Physical Climate Change and Risk Resilience Workshop which will further inform updates to the mine’s key strategies for water management.

As good water stewards, we continue to engage in meaningful individual and collective actions that seek to deliver benefits to people and the environment. In 2023, we embarked on the detailed improvement of Venetia’s water stewardship strategy. We are guided by principles established by the CEO Water Mandate, seeking to contribute to addressing priority water challenges within the catchment which also pose a business risk. This work will serve as a pilot project informing our approach at other operations. Whilst this work is being done, we continue to work with local government to enhance communities’ access to water and sanitation.

Venetia storm water management - K03 dewatering infrastructure.

BIODIVERSITY

OUR 2030 GOAL:

We will achieve a net-positive impact on biodiversity.

HIGHLIGHTS

*~86,000
acres*

in a global biodiversity hotspot donated to South African National Parks authority for permanent protection in 2023.

50+

mammal species protected on our Diamond Route properties.

101

elephants translocated to Zinave National Park, Mozambique.

With the variety and variability of life on Earth diminishing at unprecedented rates, our commitment to help to protect biodiversity at the source of our diamonds is more important than ever.

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.

Our business and the societies where we operate depend on biodiversity for food and water security, health and climate regulation. We are implementing measurable actions aimed at preventing biodiversity loss and restoring and protecting ecosystems at scale.

Biodiversity, as a critical component of 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.

“

Alongside our implementing partners, we are collectively working together to halt and reverse the trend of biodiversity loss. This starts with our operational footprint, where we are committed to protecting nature at the source of our natural diamonds.

”

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

Zebras in Jwana Game Park, Botswana.



OUR PROGRESS
IN 2023

- Progressed our biodiversity baseline assessments at all managed and joint-venture operations, a core component that informs our Biodiversity Management Programmes.
- Donated an area of close to 86,000 acres to South African National Parks for its continued conservation.
- Continued to support on-ground action in the second year of our five-year Okavango Eternal partnership with National Geographic, with the ultimate aim to help protect the source waters of the Okavango Delta.
- Celebrated flourishing wildlife and community-led conservation impact at Zinave National Park, Mozambique, at the conclusion of our five-year Moving Giants elephant translocation programme.

2024 OBJECTIVES

- Progress each operation’s Biodiversity Management Programme, the planning phase of our biodiversity goal to have net-positive impact.
- Continue to support and share the achievements of Okavango Eternal, our partnership with National Geographic, to protect the source waters of the Okavango Delta.
- Support researchers and early-career conservation professionals through initiatives that provide opportunities for development and networking.

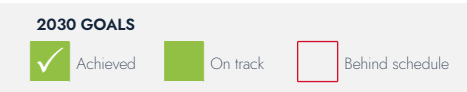
OUR TARGETS



We will continue to undertake active conservation management and safeguard vulnerable species across nearly 400,000 acres of protected land (almost four times the area of land we use for mining) in southern Africa.



We will continue to partner with research institutions and Fauna & Flora on capacity building and will secure opportunities to support the development of young conservation leaders.



OUR APPROACH TO PROTECTING BIODIVERSITY

Biodiversity management best practice principles are an operational priority for De Beers Group.

We use the mitigation hierarchy to first avoid impacts on biodiversity and then seek to ensure we minimise any direct and indirect biodiversity impacts through planned and monitored mitigation measures. Following this, we commit to working to restore 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.

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 species, habitats and ecosystem processes. We consider the benefits that our businesses, communities and society receive from nature and the potential responses necessary for proactive 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.

Diamond mines are, by necessity, secure areas, which means the land around our operations is the perfect place to create havens for flora and fauna. In 2002, we established the Diamond Route, a collection of biodiversity conservation sites and heritage properties in South Africa and Botswana, all with a strong diamond-related legacy. De Beers Group and Debswana own and manage this network of close to 400,000 acres, which supports a rich variety of wildlife and

protected species. We also host scientific research and educational outreach programmes, and welcome tourists and local communities to enjoy these natural spaces.

As part of our commitment to create a positive legacy beyond the discovery of our last diamond, we look for opportunities where biodiversity can unlock value for beneficiaries and bring shared value for our host countries, aligned with their national priorities (see case study).

PROGRESS ON
BIODIVERSITY
MANAGEMENT
PROGRAMMES

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. In 2023, all six of our managed and joint-venture operations made significant progress on their biodiversity baseline assessments, core components of their Biodiversity Management Programme. This complex work has combined field data with remote and innovative technologies to provide a baseline condition of significant biodiversity within each operation's area of impact. The biodiversity baseline work, as with all components of the Biodiversity Management Programme, has benefited from the collaborative input and review of regional biodiversity experts and our long-standing conservation partner, Fauna & Flora.

CASE STUDY

LANDMARK DONATION TO SOUTH AFRICAN NATIONAL PARKS

As part of our commitment to leave a positive diamond legacy in our producer countries, in 2023 we pledged to donate land we own in a global biodiversity hotspot to South African National Parks.

For the past 20 years, the tract of almost 86,000 acres on South Africa's west coast has been part of our Diamond Route, the 500,000-acre network of conservation and heritage sites we own and manage around active and former mines across southern Africa.

Since 2008, we have partnered with the conservation authority South African National Parks (SANParks), who have managed the area as an extension to the Namaqua National Park. This has proven highly successful for conserving the integrity of the entire national park and, in celebration of South African National Parks Week in September, we announced that we would donate the land to SANParks for the enduring shared benefit of South African citizens. It means this important area will continue to benefit from permanent protected status as an official asset of the state-owned South African National Park network.

Namaqua National Park is located within the semi-desert Succulent Karoo biome, which is recognised as the world's only arid biodiversity hotspot and has levels of plant diversity and endemic species rivalling rainforests. Nearly one in three floral species in the biome is unique to the region and it boasts the world's richest variety of succulent flora as well as many species of reptiles and invertebrates. This park is well-visited by national and international tourists alike, who enjoy its rugged wilderness and burst of colourful wildflowers in the spring.

The donation by De Beers Group is a significant milestone in our journey to create a lasting positive impact on biodiversity that also contributes to the future prosperity of the countries where we operate.

“
SANParks is pleased with the donation made by De Beers Group, and we hope to see many people visit the Namaqua National Park in the coming years to explore its beauty.

”
Property Mokoena | Managing Executive for SANParks.

A NEW GENERATION OF GIANTS IN MOZAMBIQUE

Elephants and other endangered wildlife are flourishing in Mozambique's Zinave National Park five years after we embarked on a pioneering cross-border conservation effort to help restore its depleted ecosystem.

Our Moving Giants project in partnership with the Peace Parks Foundation saw us move 101 elephants from our Venetia Limpopo Nature Reserve in South Africa to the park in Mozambique over 1,000 miles away – the longest journey of elephants by road ever successfully undertaken.

Five years on, the programme has brought far-reaching benefits in two critical landscapes. At Venetia Limpopo Nature Reserve, it has eased pressure on an ecosystem under strain from the naturally abundant and secure elephant population. By contrast, at Zinave where elephant numbers were decimated following the 15-year civil war that ended in 1992, it has rejuvenated the natural environment.

Monitoring data shows the elephant families that originated from the Venetia Limpopo Nature Reserve have formed new and larger herds with elephants translocated from other areas, resulting in the birth of healthy calves that have naturally increased the park's elephant population by six per cent. Their presence has supported the reintroduction and proliferation of other iconic species, such as the black and white rhino, zebra, giraffe, lion and leopard. Without these elephants moving through the landscape and consuming copious amounts of vegetation, the habitats would not be diverse enough to sustain such wildlife. With 20 per cent of revenue generated through

the park directed to community-led sustainable development, the rewilding programme is also supporting secure water provision, regenerative agriculture, youth education and other projects benefiting local people.

Through a US\$500,000 Anglo American Foundation grant, the Moving Giants programme has been able to provide critical support to community-led anti-poaching patrols, employing over 80 rangers to monitor hotspots in the park and deter illegal activity. Their constant and vigilant efforts on foot, by boat and by air have resulted in zero elephant (or rhino) poaching incidents and zero incidents of human–elephant conflict since the programme's inception, a testament to Peace Park Foundation's integrated approach to sustainable conservation.

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.

“
Peace Parks Foundation is profoundly grateful to De Beers Group and Anglo American for partnering with us in our strategic journey towards conservation at scale.
”

Lilian Spijkerman | Peace Parks Foundation, received in signed letter in September 2023.



Sunset over vista at Venetia Limpopo Nature Reserve, part of the Diamond Route, South Africa.

SUPPORTING RESEARCH IN OPERATIONAL ENVIRONMENTS

The research undertaken by students and experts at our operations provides new information on biodiversity patterns and ecological processes that help us understand more about the natural world and the ways we can protect it.

In the landscape surrounding our Gahcho Kué mine in the Northwest Territories of Canada, large herds of caribou migrate long distances across historic ranges. Caribou play an important role in the ecosystem and in the health, social and spiritual wellbeing and traditional cultural values of the local Indigenous peoples. Monitoring the population of caribou, their movements and habitat use provides vital information that helps to inform our landscape-wide management strategy.

Each January, Gahcho Kué mine cooperates with other industrial operators in the region to construct a temporary ice road across the barren grounds to our sites. This road cuts across the range of some caribou herds and therefore has the potential to affect migratory movements. Gahcho Kué mine is committed to minimising the impact of the ice road on animals and has a strong mitigation and monitoring programme in place. In 2023, we installed motion-activated cameras at 60 sites along the 126km road to enrich our understanding of how the caribou interact with the winter road traffic. Data was collected weekly and analysed by our team in collaboration with regional biologists. In tandem, a 'distance transect' survey was conducted whereby monitors stationed the full length of the ice road counted all the animals they could see on both sides. This was done by Ní Hadi Xa, an

environmental monitoring group comprised of the Gahcho Kué Mine team and six Indigenous communities. The results of the work were shared with local Indigenous peoples who depend on the caribou. The 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.

Debmarmine Namibia's annual biomonitoring programme continues to yield unique scientific data about the ocean floor (benthic) environment off the Namibian coast where we operate. This provides insight into the diversity and abundance of species in our mining licence area and helps us evaluate progress towards our goal of having a net-positive impact on biodiversity. It also means we can contribute knowledge to the scientific community and build the skills of early-career conservationists.

One of the novel techniques we use is environmental DNA (eDNA) sampling, whereby DNA that an animal has naturally deposited, for example through skin shedding and bodily fluids, is captured from seawater, sediment or air and then analysed. It means we can efficiently study organisms, including elusive species, without causing them stress.

Since our pilot eDNA baseline survey in 2021, we have identified 653 bacteria and 220 fauna in sediments, and 19 taxa (classes) in the water column, providing research opportunities for two students from the University of Namibia.

In 2023, a joint survey by Debmarmine Namibia and consultants Anchor Environmental discovered a new species of bristle worm (Polychaete), the first Namibian record of the genus *Ninoe* in over four decades. Our peer-reviewed findings were published in the Journal of the Marine Biological Association of the United Kingdom.

101

elephants have been successfully translocated from the Venetia Limpopo Nature Reserve to Zinave National Park to date.

“

Environmental monitoring work conducted on behalf of the diamond industry in southern Namibia continues to reveal species that cannot be identified using local or regional guides. It is anticipated that many more undescribed species may be discovered.

”

Lead authors Safiyya Sedick and Aiden Biccard.

TRAINING THE NEXT GENERATION OF CONSERVATION LEADERS

Early-career conservation leaders sponsored by De Beers Group were among 1,200 people from more than 100 countries who took part in the 2023 International Congress for Conservation Biology (ICCB) in July. The congress, held in the Rwandan capital Kigali, provided them with unique learning and networking opportunities at a global forum for addressing conservation challenges and for presenting new conservation research.

We funded the attendance of nine individuals, a mixture of Okavango Eternal postgraduate scholars and employees of De Beers Group and Namdeb. This was through our ongoing financial support of the Conservation Leadership Programme (CLP), a partnership of three leading biodiversity conservation organisations — Fauna & Flora, BirdLife International and the Wildlife Conservation Society. The CLP provides practical skills that support early-career conservation practitioners, roles which we see as vital to help to preserve our natural world.

To learn more about how scientific research and traditional knowledge are supporting the conservation of the Okavango Basin through the Okavango Eternal partnership, [see page 10](#).

Participants shared their positive experiences, expressing gratitude for learning practical skills, highlighting valuable industry connections and the inspiration to create environmental protection groups.

MATERIAL TOPIC

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.



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 61 to 69.](#)

Aerial view of desert surrounding Orange River, Namibia.

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 leads work with colleagues across all business units to continually assess, avoid and mitigate our impact on the landscape. 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.

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 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.

Supporting a mine's transition to green and secure energy is central to our Building Forever carbon-neutrality goal. When scoping out possible sites for renewable energy infrastructure, we endeavour to avoid and minimise impacts on culturally or biologically rich landscape. This approach and our compliance with standards on landscape impacts have been central to our feasibility assessments for the proposed solar plant at Venetia mine, for example.

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 2023, 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 is a traditional knowledge programme in partnership with Ní Hadi Xa, 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.

PROGRESSIVE REHABILITATION

Rehabilitating land impacted by our activities is not something we postpone until mine closure.

Every active operation has a rolling five-year progressive rehabilitation plan for the restoration of disturbed land to a stable and sustainable condition concurrent with each mining project phase. Typically, the process involves landscaping, soil health restoration, planting of native vegetation and management of invasive species. The aim is to achieve stable and sustainable landforms, soils, and hydrology, while preventing pollution of the surrounding environment.

Conformance to the progressive rehabilitation plan, which is integrated with the mine closure plan, is tracked monthly to ensure annual targets are met. This staggered approach not only reduces our mine closure liabilities but gives vegetation on rehabilitated areas time to get established, which means we can learn from completed work and refine rehabilitation criteria over time.

At Venetia mine, where the recent transition to underground mining is expected to extend the life of the mine to the mid-2040s, efforts are already underway to restore disturbed areas that are no longer part of ongoing operations.

The mine's closure objective is one of conservation and ecotourism, reflecting its location in a highly biodiverse and culturally sensitive area of South Africa which contains a World Heritage Site, a National Park, a Biosphere Reserve, and our own Venetia Limpopo Nature Reserve, bordering our Venetia mine. To reflect this dependency on biodiversity in achieving these objectives, we have integrated biodiversity-specific indicators into our rehabilitation plans, so that we can proactively track how nature is being restored on these rehabilitation sites over the long term.

In 2023, we purchased a new US\$3.4 million rehabilitation fleet and carried out on-the-job training for our rehabilitation team, diversifying their skillsets. Team members visited other sites for benchmarking to entrench the vision of what successful rehabilitation can achieve. As operators gain confidence with their new tasks and fleet, we expect to see improved efficiency in execution over time, thereby driving down our cost of rehabilitation as well as the mine's overall liability. The investment in our own people and equipment shows Venetia's commitment to achievement of the closure vision over the long term.

Read more about how we are rehabilitating and reconnecting the natural landscape in Responsible Mine Closure on [page 66](#).

STRATEGIC PILLAR

ACCELERATING EQUAL OPPORTUNITY

OUR VISION

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

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.

Employees in meeting in De Beers Group Cornerstone Building, Johannesburg.



OUR 2030 GOALS:

- 134 Inclusive workplace
- 139 Women in business and technology
- 144 Diverse talent in diamond jewellery

INCLUSIVE WORKPLACE

OUR 2030 GOAL:

We will achieve equal opportunity, including gender parity, for employees across our workforce.

HIGHLIGHTS

27.4%

overall representation of women within De Beers Group.

34.6%

women in senior management positions.

At De Beers Group, we believe we are stronger as an organisation when our individuals feel supported, valued and listened to.

In 2023, we placed a particular focus on colleague listening and fostering a strong sense of belonging across De Beers Group. When we listen to diverse perspectives and face into difficult conversations, we gain a better understanding of how to support our global talent.

We strive to Make Life Brilliant for all our colleagues — employees and contractors. As part of our brilliant inclusivity vision, we are working to build and maintain working environments where every colleague feels safe, is able to contribute meaningfully and has access to equal opportunities. From our mines to stores to corporate offices, our people are central to our organisation and must be valued as such.

We continued to support and elevate people in the regions where we operate. By sharing our learnings through platforms such as HeForShe, and offering new and existing opportunities for girls and women in STEM and entrepreneurship, we are always considering how we can inclusively uplift our global communities.

[+ For more information on our involvement in the HeForShe movement, see page 140.](#)

Meeting discussing offshore mining vessels with employees and graduates, Cape Town Marine Operations.



OUR PROGRESS
IN 2023

- Appointed a new Group EDI Lead in early 2023, supported by a new southern Africa-based Group EDI Manager and a Brands and Consumer Markets and corporate functions-focused Group EDI Manager.
- Instated a Head of Learning and Talent to drive structure, consistency and alignment across our talent management and learning functions.
- Reaffirmed commitment to colleague listening by appointing a Colleague Insights Manager, allowing the team to analyse and develop insights around key EDI focus areas including psychological safety and gender representation.
- Developed our EDI Council into an effective two-way listening resource.
- Held Managing Diverse Teams sessions for leadership to address psychological safety concerns raised in 2022’s listening sessions feedback, which were attended by 150+ senior managers.
- Conducted Leadership 360 assessments and held sessions to help our Executive Committee better approach difficult conversations around inclusivity.
- Renewed our focus on effective and inclusive performance management through our Team+ approach.
- Visibility of performance at executive-level reporting.

2024 OBJECTIVES

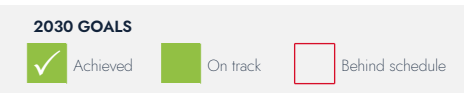
- Focus on and report against metrics for four key priority areas, as identified by the Executive Committee and Human Resources leads:
 - > Improve representation of:
 - female talent in leadership and technical roles
 - historically Disadvantaged Groups in South Africa-based technical and senior leadership roles
 - producer country talent across De Beers Group-wide roles
 - > Prioritise De Beers Group values in how we lead and implement change
- Refresh our leadership development programme to emphasise and support key focus areas.
- Continue to utilise our EDI Council as an invaluable, organic listening tool for Human Resources to understand employees’ lived experiences.

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.



KEY CHALLENGES
AND OPPORTUNITIES
IN 2023

Progress on some work we piloted or initiated in 2022 has been slower than anticipated due to a number of internal and external factors. Some initiatives, such as our Emerging Leaders programme and #CountYourselfIn, did not have sufficient people resources to continue as planned in 2023.

To overcome this, we have appointed four new colleagues within the HR function to ensure we can complete this strategically vital work. We have also built an invaluable resource in our Equality, Diversity and Inclusion (EDI) Council, which has given us another channel through which we can listen to and support colleagues. The foundational changes we made in 2023 will help ensure 2024 is a year of measurable progress, with the resources, energy and knowledge we need to make a stronger impact.

EQUALITY, DIVERSITY AND INCLUSION COUNCIL

Our Equality, Diversity and Inclusion (EDI) Council was established in September 2022. It is comprised of 16 passionate and engaged volunteers who reflect our diverse value chain and geographies. The EDI Council has already become a key listening tool that helps us better understand our people and use colleague insights to drive action. In 2023, the EDI Council members had bi-monthly meetings with the De Beers Group EDI Managers and received coaching from the De Beers Group EDI Lead. The EDI Council also developed its own buddy system, so members could always reach out to someone within their time zone for urgent queries — helping them overcome the challenge of being so geographically dispersed.

Our EDI Council members aim to be known and visible within their business units. Members have delivered important insights to Human Resources, which will allow us to co-create meaningful and valuable solutions to support our people.

Throughout 2024, the EDI Council will continue working towards three key priorities as part of our approach to building an inclusive workplace:

—Inclusive leadership and psychological safety

- Increase awareness and understanding of values-driven leadership 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.



Employees in conversation at processing plant, Venetia mine, South Africa.

RECIPROCAL MENTORING

During 2023, our Reciprocal Mentoring programme focused on the EDI Council. Each individual was paired with an Executive Committee member from a different business function. Mentoring conversations focused on knowledge sharing from diverse parts of the business and presenting examples and facts to senior leadership to broaden individuals’ capabilities. Senior leaders have gained a stronger understanding of key diversity issues from a first-hand perspective, while Council members have built confidence and competencies that widen their career prospects. We plan to return to an open Reciprocal Mentoring programme in 2024, which will form a key part of our inclusive learning approach.

LIVING WITH DIGNITY

We commemorated Global Dignity Day on 18 October. Colleagues were encouraged to look beyond factors that divide us, like nationality and religion, and celebrate our shared dignity and humanity.

As part of our Living with Dignity framework, we’re working to eliminate sexual harassment and gender-based violence across our operations and surrounding communities. We launched our Living with Dignity Hub in 2022 — an independent, victim-centred hub in South Africa, which is the first of its kind in the mining industry. It was established to address any form of ‘dignity harms’, including issues such as sexual harassment, gender-based violence, bullying and victimisation, helping to ensure our colleagues have safe and inclusive working and home environments.

TOP-DOWN INCLUSIVITY TRAINING

We believe that promoting and educating senior colleagues on inclusivity will drive organic changes across De Beers Group. We wanted to act on the insights from our 2022 listening sessions, which identified psychological safety as an area of concern.

More than 150 senior managers attended one of 10 'Managing Diverse Teams Inclusively' sessions, designed to educate and improve awareness on how to support diverse teams. We received positive feedback and, in response, have organised local inclusive team sessions to help them identify how to increase cohesive working and performance. We have also supported individuals with specific coaching tailored to their triggers or concerns.

The sessions complemented our existing inclusion and diversity learning pathway, which gives managers access to training on unconscious bias, inclusive leadership and hiring, menopause awareness and mental health awareness.

AWARENESS DAYS

Throughout 2023, we hosted a series of inclusion and diversity days to encourage colleagues to confront and educate themselves on challenging topics. The awareness days involved interactive sessions, with a mixture of internal colleague panels and external expert talks, such as:

- *Belonging* with Owen Eastwood
- *Pride* with Fabrice Houdart
- *The Power of Equality* with Mary Ann Sieghart
- *The Human Library* with Ronni Abergel

Hundreds of people attended sessions, and feedback highlighted how valuable the opportunity to talk, listen and learn was.

A TEAM+ APPROACH

Taking an inclusive approach to talent management is about more than helping our people move to more senior roles. We must ensure individuals have the resources and support to thrive, and that nobody is left behind.

Colleague feedback showed us managers weren't prioritising regular performance management discussions. A lack of conversations can amplify the issues experienced by historically disadvantaged people and under-represented talent, whether they're ambitious to progress or need more support in their current role. We needed to go further in encouraging manager conversations to happen.

In line with our Team+ philosophy, which looks at how individuals can grow and develop to achieve our collective goals, we've refreshed our approach to performance management conversations. Managers have been trained on how to have more effective discussions — including making informal check-ins a required part of the annual cycle of talent management.

GENDER DIVERSITY

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. Our work is supported by other qualitative measures such as our EDI Council, which has already proved to be a valuable way to access colleague insights.

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.

We continue our goal to being deliberate in gender parity in appointments to senior roles. This means working hard to achieve gender diversity in developing our talent and candidate selection. As such, there has been a significant change in the gender representation of our leadership over the last five years.

The percentage of women in senior management positions increased to 35 per cent, up from 14 per cent in 2017. The percentage of women in non-senior management positions increased to 35 per cent, up from 28 per cent in 2017.

Though external factors stalled our Emerging Leaders programme, we're optimistic that renewed investment and resources will allow us to start the pilot in 2024. The programme will offer learning and development opportunities to young women in the early stages of their careers.

HEFORSHE

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 work towards 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.

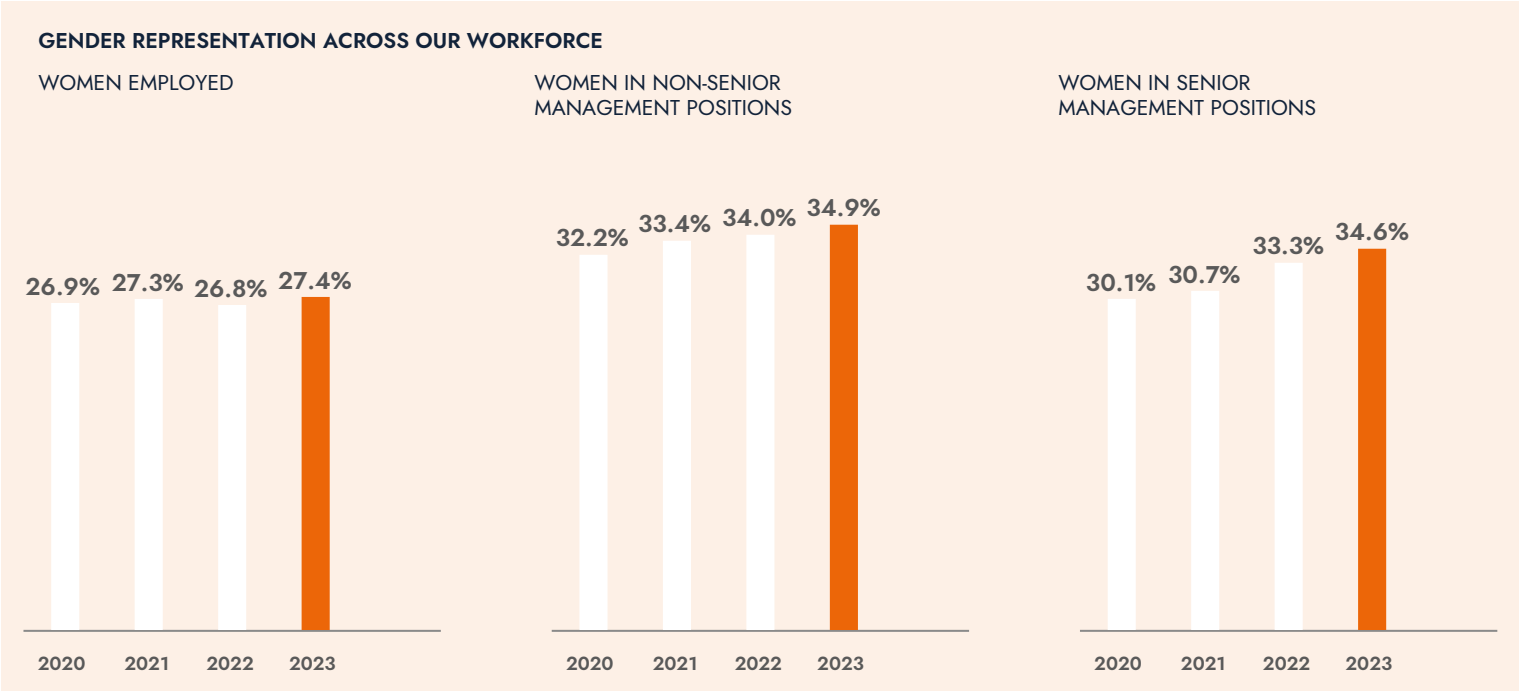
Read more about our 2023 HeForShe commitments on [page 140](#).

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 women in senior leadership within De Beers Group has increased from 14 per cent to 35 per cent.

We have made positive progress since 2017, but our [2023 gender pay gap](#) metrics show a general regression compared to 2022 results, mainly attributable to the lower proportion of women in leadership and other typically higher-paid roles.



OUR CHANGING WORKFORCE

[+ See data tables on pages 155 to 157.](#)

We're proud to have a diverse business, which presents global career opportunities to historically disadvantaged groups from South Africa and Namibia, and citizens of Botswana. We continue to support people to bring their whole selves to work through events such as Debswana Pride. Our work around inclusive senior leadership development, in which managers and executives continue to address topics like racism head on, will only serve to make De Beers Group a more diverse and inclusive place to work.

To meet our 2025 Building Forever milestones, we need to look for more opportunities to break down barriers and build careers at De Beers Group. We must prioritise recruiting, developing and promoting through a diverse lens. It's equally important we continue to focus on better supporting people living with disabilities and historically disadvantaged persons, as well as uplifting producer country talent.

We must also broadly promote a culture of inclusion, where everyone has access to sufficient resources and support. With our EDI Council firmly established, and a more inclusive approach to performance management, we're better equipped to listen and take insight-driven action.

2024 OBJECTIVES

We've identified four key priority areas to guide our EDI work in 2024. To improve targeted representation and exemplify values-led leadership, we will make sure every business unit has a consistent understanding of how to support our goals.

We are also building metrics into our reporting process and will be refreshing our leadership development programme to embody our values-led ethos.

Our EDI Council will continue to act as an invaluable listening tool, helping us address issues impacting colleague satisfaction that may not be raised through formal channels. By formalising its governance model, we hope to drive meaningful, measurable progress across our diverse organisation.

WOMEN IN BUSINESS AND TECHNOLOGY

OUR 2030 GOAL:

We will support 10,000 women entrepreneurs and engage 10,000 girls in STEM.



HIGHLIGHTS

2,645
women entrepreneurs trained on the AWOME programme through the partnership with the UN Women and government stakeholders.

5,157
girls and young women engaged in STEM since 2019.

US\$8m
committed since the start of our AWOME programme to support women entrepreneurs in our host countries.

714
aspiring women entrepreneurs supported to generate new business ideas in 2023.

Employee operating Alicona machine, Element Six, Oxford.

Increasing gender parity in the economy has the potential to [boost economic growth](#) and productivity. Yet many barriers still stand in the way of women progressing in business and technical careers. We're focused on opening pathways for women to forge careers and build businesses across a wide range of sectors and disciplines. Our holistic approach sets out to raise awareness, spotlight role models and improve access to education, training or essential funding. In 2023, we expanded initiatives so we could go further in supporting women across our regions. We are creating opportunities for women and girls at the start of their careers but also working to equip women-owned businesses with the knowledge, resources and networks they need to sustainably thrive and create opportunities within their communities.

It has been inspiring to see the positive response to more interactive and face-to-face activities as we build hybrid programmes. We are incorporating what we learned about building virtual connections during the Covid-19 pandemic and reintroducing more workshop activities and meetings.

OUR PROGRESS
IN 2023

- Launched our Debmarine I love STEAM programme, which impacted 182 girls, and the National Innovation Challenge for Women (NICW), for 22 women-owned businesses in Namibia.
- Accepted our first cohort of women entrepreneurs into our Trailblazer Accelerator programme, launched in partnership with WomHub, to nurture STEM-focused businesses across Namibia, Botswana and South Africa.
- Supported 1,931 women entrepreneurs to improve their businesses and a further 714 women to generate new business ideas, bringing the total number of women-owned businesses and entrepreneurs supported since 2018 to 2,645.
- Reinstated GirlEng workshops in Namibia for the first time post-pandemic and continued workshops in South Africa and Botswana including our first Gaborone workshop.
- Held our fourth Impact Camp for girls from First Nations communities, the first one in partnership with the University of Calgary.
- Provided 14 scholarships for women in Canada who are studying STEM subjects (bringing total to 98 since 2018).

2024 OBJECTIVES

- Continue offering a range of support to women-owned business, including microenterprises, across southern Africa.
- Connect women and girls with more opportunities to enter STEM careers.
- Continue promoting science and maths through school initiatives.
- Launch phase three of the AWOME programme for 2024 to 2026 under the EntreprenHER brand.
- Extend our support for female founders by helping female-owned businesses to access our supplier register.

OUR TARGETS



By 2025, we will have engaged 5,000 young women and girls in STEM activities through school workshops, undergraduate fellowships, scholarships and mentoring.



By 2025, through our enterprise development programmes, we will have supported 5,000 women entrepreneurs and increased the income of those in our AWOME programme by an average of 25 per cent.



We will continue to scale our partnerships with UN Women, local governments and NGOs on our southern African AWOME programme for women micro-entrepreneurs.

2030 GOALS



Achieved



On track



Behind schedule

Our HeForShe Commitments

We have been part of the UN Women’s HeForShe initiative since 2017, when then CEO Bruce Cleaver signed the Women’s Empowerment Principles (WEPS). As part of the Alliance, we use HeForShe’s WEPS to help us make measurable progress in areas such as gender equality and to ensure women feel supported within De Beers Group and across our wider communities.

As a HeForShe champion, we’re working to increase representation of women in technical roles and leadership. We’re also promoting a culture where gender parity is achievable by 2030. To achieve our commitments, we have:

- clear definitions for technical roles and targets to drive and assess progress;
- talent development and succession programmes;
- training and awareness activities to encourage dialogue and challenge stereotypes;
- regular impact reviews, based on metrics and ongoing workforce feedback, to shape our approach;
- organisation-wide promotion of and access to STEM careers and education.

In 2023, we highlighted the work we’re doing to tackle gender-based violence for those within our organisation and wider communities. Read more on [pages 55 and 95](#).

Read more about the work we’re doing to create a more inclusive workplace on [page 134](#).

Read more about how we’re supporting women in business and technology from [page 139](#).

“
Our partnership with HeForShe demonstrates our belief in the value of a balanced and diverse workforce and our recognition that economic inclusion is a long-term enabler for thriving communities and a future-proof business.
”

Al Cook | Chief Executive Officer,
De Beers Group.

OUR PROGRESS IN — HIGHLIGHTS

In 2023, we have focused on removing barriers that prevent women entrepreneurs building essential skills. As part of this commitment, we renewed our AWOME programme and moved into its third phase. We are aiming to support a further 1,500 women over the next three years through training and education, and by improving access to financial support and key markets.

We also believe it's vital that diverse voices shape the future, particularly in areas like STEM where women have been vastly under-represented. Through our two new programmes, NICW and Trailblazers Accelerator, we are connecting women with networks, advisors and investors to support their work, much of which is in the critical technology or sustainability spaces.

SUPPORTING MICRO-ENTREPRENEURS

AWOME

Our AWOME programme supports women entrepreneurs running micro-enterprises across Botswana, Namibia and South Africa. Many struggle to access funding and essential skills training in areas such as accounting due to their business's informal operating model. It is operated in partnership with UN Women and local governments.

AWOME has helped 2,645 women access mentoring, networking and business and life-skill training since 2017. In 2023, we approved phase three of AWOME under the EntreprenHER programme. Launching in 2024, it has a target of supporting a further 1,500 women over the next three years. We will aim to ensure that at least 10 per cent are supported and upskilled within male-dominated industries and a further 10 per cent are women farmers who are supported to adopt climate smart agriculture technologies.

To date, we have supported 1,019 established and developing women-owned businesses across Blouberg and Musina in South Africa through our implementing NGO partner, Hand in Hand Southern Africa. They offer support through site visits, business management training and follow-up coaching to women.

Across Botswana, we have worked with the Ministry of Youth, Gender, Sport and Culture to support 625 women from some of the country's poorest regions. AWOME has also supported eight women to become certified SIYB Trainers, allowing them to mentor and support women from across underserved communities.

In Namibia, our partners from the Ministry of Gender Equality, Poverty, Eradication and Social Welfare have helped AWOME reach 1,001 women across the Erongo and Khomas regions.

Mariches Tailor Shop, Tokafala programme, Botswana.



SUPPORTING FEMALE FOUNDERS IN STEM

TRAILBLAZER ACCELERATOR

Launched in March 2023 in partnership with WomHub, we welcomed our first cohort of six female founders into our [Trailblazer Accelerator programme](#). This nine-month leadership and business development programme is designed to support women across Botswana, Namibia and South Africa who run sustainability and technology-focused businesses. Following a business diagnostic session, the women have tailored action plans and access training to improve key areas of their operations.

The six businesses cover a range of sustainability issues and technology including generating alternative fuels from waste, clean water technology, management of electronic waste and hydroponic farming.

Greatfuel founder Mosa Hope Mapheto took part in our annual supplier summit to talk about her alternative fuels business. Hearing from a female founder in a complex field was inspiring and invaluable, even to our large suppliers, and supported our drive to make our supplier register more accessible to women-owned businesses.

We are in conversation with WomHub about how we can more broadly support women-owned businesses outside of De Beers Group-led or sponsored programmes. We will aim to offer advice on practical topics like registering your businesses on the right platforms to access tenders from large companies and completing information to secure the right kind of work.

NICW

In late 2022, our Debmarine colleagues partnered with the National Commission on Research, Science and Technology (NCRST) to launch a programme for female entrepreneurs in Namibia — the National Innovation Challenge for Women (NICW).

The challenge was created to support women entrepreneurs operating businesses in areas such as agriculture, energy, water, nutrition, food security, health and technology. The inaugural cohort were diverse, with businesses that create products like reusable sanitary pads that aim to keep girls in education, solar cookers, skincare, sustainable produce and an app to help disabled individuals access essential information and communicate independently.

The programme helps the women increase their confidence, access formal training and education, and understand how to scale their operations — allowing them to offer more opportunities to women in their communities. Each year's winners will also secure investment, giving their businesses an essential cash injection to support cash flow and expansion.

Following a nationwide callout, our first cohort of 22 women embarked on a nine-month mentorship programme. After spending months refining their business plans alongside experts, the programme culminated with finalists presenting their business plans at a pitch night in November 2023. Four winners were selected, who received between NA\$350,000 and NA\$419,000 in prizes.

“

Winning this prize means I can achieve the goals for my business, like growing our capacity and getting into bigger markets. We will invest the money into marketing, testing and obtaining certifications to enter new markets.

”

Paulina Iita | Founder of Oyetu Naturals.



“

My experience in the Trailblazer programme has been nothing short of phenomenal. As an entrepreneur, I knew I wanted to have impact but also commercialise and make money, but in every room I was in, I often communicated the social impact more than I did how exactly we would be making money from the project. Through the Trailblazer programme, from the very first masterclass on product strategy, to the recent one on investor landscapes, we are being taught how to commercialise our green innovations, in a way that doesn't take away from the impact, but rather packages it in a way that it is still investable.

”

Granny Mmantho Lesiamang | Founder of Clauseph Enterprises.

SUPPORTING THE NEXT GENERATION

WOMENG PARTERSHIP

Our work with this award-winning organisation, which encourages and supports the next generation of skilled women in STEM, will be instrumental in helping us to meet our goal to engage 10,000 girls and women in STEM by 2030.

As part of a six-month programme, female students in STEM fields took part in sessions focusing on building new skills and competencies in innovation, leadership, employability and wellness.

#GirlEng

We’ve also supported 4,788 girls through our GirlEng programme, which is part of our WomEng partnership. For the first time since 2020, we were able to reinstate large-scale, in-person workshops, hosting two successful events in Gaborone and Namibia. We made the difficult decision to cancel our Canadian workshop due to the impact of wildfires but have continued to support remote and First Nations communities.

In response to feedback, we tailored the sessions’ content to focus on robotics and technology, maximising its value to attendees. We are also piloting a more robust follow-up programme, which will focus on digitally connecting participants with mentors and networking opportunities.

FELLOWSHIP

In 2023, we ran two Fellowship programmes in southern Africa through our WomEng partnership:

- the Southern Africa Fellowship 2023, which hosted 60 Fellows on a four-month virtual programme, and
- the TVET Fellowship, which hosted 22 Fellows in-person for a two-day programme in Musina at the Vhembe TVET.

We also sponsored a female Namibian MSc student via the Blue House Fellowship Programme in Lüderitz, to work alongside Kelp Blue to advance the blue carbon project.

“
I got to meet amazing engineers today, and I was inspired and motivated by Dr Neo Moalosi. Because of her talk today, my passion for medicine has grown!
”

Jessica Silas | Form 3 student at Ledumadumane CJSS.

WOMEN IN TRADES

We aim to support that women from diverse backgrounds and different experiences train in STEM, start businesses and access STEM-related careers. We are developing our approach to engaging and supporting women in the TVET (technical and vocation education and training) system.

HIGHLIGHTS

US\$8m

committed since the start of our AWOME programme to support women entrepreneurs in our host countries.

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



LOOKING FORWARD

In 2024, we will continue to support women and girls at every stage of their lives and careers — from encouraging girls to consider exciting opportunities through our GirlEng sessions to supporting women to level up their established businesses. We are focused on developing other routes to make STEM education more accessible and welcoming more women into our diverse career development and business mentorship programmes.

DIVERSE TALENT IN DIAMOND JEWELLERY

OUR 2030 GOAL:

We will increase the diversity of creative talent in the diamond jewellery sector.

HIGHLIGHTS

24

Title 1 students were provided with jewellery training in New York.

20+

years since the start of our Shining Light Awards.

2

De Beers Group Morley College Scholars recognised in UK industry awards.

De Beers Group aims to encourage and support emerging talent from all backgrounds while increasing awareness of and facilitating potential careers in diamond jewellery.

De Beers Group supports initiatives that help improve inclusivity and address the under-representation in creative talent that exists within the diamond jewellery industry. Our work aims to support diverse talent across the different stages of their education and careers, to help them establish, build or maintain their careers in jewellery.

Throughout 2023, we have continued a number of our pilots and expanded several pathways to offer more opportunities for under-represented jewellers and makers. Our support is broad and seeks to address a range of barriers in the jewellery industry such as lack of access to materials, lack of access to business development experience, lack of access to training and education and lack of access to networks and diverse role models.

In 2023 we expanded our pipeline of initiatives in the US, which included support of the 12-week jewellery-making Teen Gems course for high schoolchildren in the New York City area, and continued support of various emerging Black designers and COUTURE’s Diversity Action Council (DAC) mentee programme.

Tirisano Mmogo exhibition, supporting economic inclusion across our producer countries.



OUR PROGRESS
IN 2023

- Commenced an impact study to begin evolving our Shining Light Awards.
- Collaborated with Anglo American as part of its 24th annual PlatAfrica jewellery competition.
- Supported award-winning new jewellery talent through our Morley College scholarships.
- Developed UK-based initiatives to support early-career jewellery designers.
- Sponsored US-based programmes and events, including Teen Gems and Ice Cold.
- Hosted our first group of diverse designers in Botswana.

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.

2024 OBJECTIVES

- Expand support of Teen Gems programme in New York City.
- Explore barriers to entry in secondary schools through a research post at Birmingham City University.
- Provide of jewellery-making toolkits to schools in the UK.
- Support more diverse networking events and collectives across producer countries and consumer markets.

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
2023 — 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 supporting talent and creating pilots, which helps us understand which measures are genuinely effective.

SHINING LIGHT

Our Shining Light Awards, which we have hosted for more than 20 years, 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.

In 2023, we commenced an impact study to understand how to best evolve Shining Light for the future. We are looking to understand what is most valuable about the programme on a country-by-country basis. In Botswana, for example, we are looking at how to keep alumni connected. In 2023, a person from each producer country had the chance to complete virtual work experience, with one individual from Botswana securing an in-person design internship with De Beers Group.

DEVELOPING PIPELINE SUPPORT

We have developed a pipeline approach to help support diverse jewellery talent, and this is divided into three distinct phases: education and early-career training, mid-career development, and recognition and profile elevation. We understand that a career in jewellery does not follow a linear pathway and that different support is needed at different stages depending on the individual, therefore it is important our approach is flexible and can evolve as we learn more.

Throughout 2023, we have piloted several initiatives across the UK and US. We have also further developed existing programmes to continue supporting more young people and jewellery designers and makers.

EDUCATION AND EARLY CAREER

We supported another cohort of seven students to attend Birmingham's MasterPeace Academy in 2023, bringing the total number of students we have supported since 2021 to 21. This grassroots organisation offers practical jewellery-making training for young adults, many of whom would otherwise be unemployed.

Additionally, to help the highly regarded School of Jewellery within Birmingham City University better understand barriers to entry into jewellery education, we have helped to develop and appoint a Diversity Champion research post. The Diversity Champion will seek to understand why there is a lack of diverse students applying to study at the School of Jewellery, and also aims to raise awareness about careers in jewellery across local secondary schools.

In the US, we supported New York's culture and community centre, The 92nd Street Y, to run a free Teen Gems jewellery course. Open to art and design students at local Title 1 (low income) public schools, where more than 40 per cent of students come from low-income households, this 12-week jewellery-making course gave young people access to studio space that doesn't normally exist. We are aiming to support Teen Gems again in 2024, this time for a greater number of students.

MID-CAREER DEVELOPMENT

At Morley College in London, which provides specialist adult education, we offered four De Beers Group Jewellery Scholarships. Two were aimed at those who are completely new to jewellery design and making, while the other two supported creatives who are looking to elevate their work. The scholars were given access to jewellery courses, mentoring and a materials grant to help them produce pieces or collections.

Two of our 2023 scholars, Jo Boateng and Angela Benjamin, were recognised at the Chroic Awards. The awards are the first to focus on elevating individuals from Black backgrounds who create fine and demi-fine jewellery. Jo has also been included in the Goldsmiths' Centre's Shine 2023 showcase, which celebrates 10 of the UK's most exciting new designers and jewellery makers.



“As a De Beers Group Starter Scholar I was eager to explore different jewellery-making techniques and gain a better understanding of the fundamentals to improve my skills. This enabled me to bring my designs to life. Along the way, I was fortunate enough to win Best in Show at the Chroic Jewellery Awards and was selected as one of the ten emerging makers for the Goldsmiths Shine 2023 programme. These accomplishments have inspired me to challenge myself and strive for continual improvement.

”

Jo Boateng | 2022/2023 De Beers Group Starter Scholar.

RECOGNITION AND PROFILE ELEVATION

Accessing professional networks, mentoring support and quality materials remain critical foundations of sustainable businesses.

Following a successful 2022 collaboration with the COUTURE Jewellery Show around their mentorship programme of emerging designers (The Radiance), we continued to offer education and technical support to the mentees in 2023. In October 2023, we hosted a dinner in New York with COUTURE to celebrate the newest creatives on its Diversity Action Council (DAC). We have offered DAC mentees raw materials and financial support, helping them produce collections, including The Radiance by COUTURE. We have also supported emerging jewellery designers through partnerships such as #BlackIsBrilliant and the Blue Nile Ten/Ten collection.

In 2023, we hosted our first group of diverse designers in Botswana. Focusing on mid-career designers, this allowed a group of influential voices to witness the positive impact of the diamond economy first-hand, and to build connections with the jewellery and creative community in Botswana.

Our work with established designers focuses on helping them gain more exposure and experience, as well as giving them access to the raw materials they need to create fine jewellery. We also prioritise helping designers build their networks and become part of communities within the jewellery industry. Historically, these spaces have been closed to those without existing connections, with even greater barriers to entry for designers from under-represented backgrounds.

CREATING TALENT COMMUNITIES

JEWELLERY COLLECTIVE

Following the success of a number of networking events and the establishment of a steering committee, our seed funding helped designer Kassandra Lauren Gordon and others launch an inclusive membership organisation in the UK called the Jewellery Collective. In September 2023 the Collective's first event, The Power of Jewellery: Adornment, Expression and the Red Carpet, focused on educating and inspiring would-be designers with a panel of diverse creatives.

TIRISANO MMOGO

With a name that means 'to work together' in Setswana, Tirisano Mmogo aims to unite and elevate people from southern Africa. By offering opportunities to communities that are under-represented in the diamond jewellery industry, we are increasing talent diversity and supporting economic inclusion across our producer countries.

Tirisano Mmogo focuses on the idea of 'pulling together', which saw our Beneficiation Project Members and Shining Light award winners join forces for a fashion show. At present, the collective has 11 members.

PLATAFRICA

PlatAfrica is South Africa's premier jewellery design and creation competition. Hosted by Anglo American Platinum, the contest welcomes entries from both professional designers and students. As part of PlatAfrica's 24th annual competition, centring around the theme of #Emergence, we loaned a selection of diamonds to the winners. The gemstones will feature in their platinum jewellery capsule collections, which will include a ring, earring, neckpiece and armpiece.

SHOWCASING DIAMONDS' CULTURAL HISTORY

In addition to Teen Gems (see Education and Early Career, [page 146](#)), we worked with 92nd Street Y to sponsor a panel on diamonds and hip-hop jewellery (Ice Cold), which re-contextualised the cultural relevance of diamonds in the culture. We plan to continue to support these programmes in 2024.

We also funded a 12-month research post in partnership with London's new V&A East museum. This research opportunity is in early stages, with its direction still to be fully defined, though aims to explore the meaning of precious materials and diamonds.

RESPONSIBLE AND INCLUSIVE MARKETING AND COMMUNICATIONS

It is important that the way we speak to our customers, external stakeholders and colleagues is always inclusive and responsible. Though we only began reporting on our progress in this area in 2022, the way we communicate and present De Beers Group has long been an integral part of our ongoing commitment to sustainability.

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 begin 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. We have put our learnings into practice and continue to challenge ourselves and our agency partners.

As long-standing 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.

As members of 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, we commit to:

- depicting people as empowered actors
- refraining from objectifying people
- portraying progressive and multi-dimensional personalities.

We continue to measure the impact of relevant campaigns using the Unstereotype Metric. In 2022, our global marketing teams completed training under the Alliance’s 3Ps framework that offers clear and comprehensive guidelines on how to make all marketing activities inclusive. We continued to uphold these guidelines in 2023.

INCLUSIVE MARKETING PRINCIPLES IN THE DE BEERS GROUP BRAND BOOK

1	2	3	4
Represent diverse people in marketing materials and give diverse voices authority in communications.	Reflect a range of aspirations, lifestyles, milestones and achievements inclusive of gender, race, ethnicity, age, sexual orientation, disability, culture and religion.	Depict people as progressive, able to make decisions about the direction of their lives, without idealising unrealistic expectations of success.	Value and depict multiple perceptions of beauty and avoid or minimise retouching photography to celebrate natural beauty.
5	6	7	8
Refrain from objectifying and sexualising people.	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.	Develop an authentic approach and challenge thinking by working in diverse teams and with diverse creative talent in front of and behind the camera.	Be aware of our own potential biases and understand perceptions of inclusion and diversity of our brand, based on feedback from consumers and employees.

DIVERSE CAMPAIGNS

Inclusivity within our campaigns starts behind the camera. For our 2023 festive campaign, we partnered with production agency North Six. As a certified B Corp and member of the UK's LGBTQ+ Chamber of Commerce, North Six prioritises recruiting company staff and freelance production crew through a diverse and inclusive lens.

You can find more information about our Campaigns on [page 150](#).

PREVENTING GREENWASHING AND MISINFORMATION

It's vital that we give our customers accurate information about our products and operating model so they can assess the impact of their purchases. Greenwashing, or misrepresenting the sustainable impact of a business's actions, is unfair to both consumers and other businesses that are committed to positive sustainability progress.

As part of our commitment to this, we developed robust Greenwashing Guidelines in 2023 which set out how our colleagues should prevent misinformation or greenwashing in communications.

To further integrate this approach across all our global communications teams, we will be holding greenwashing training and Q&A sessions in 2024. Our work will ensure preventing greenwashing remains front-of-mind for our colleagues.

CASE STUDY

MAKING EXHIBITIONS SUSTAINABLE WITHOUT LOSING THE SPARKLE

Industry trade shows are an integral part of the diamond industry, but they present a range of sustainability challenges.

At the Hong Kong Jewellery and Gem World 2023 trade show, we set an example to our industry peers on how to make exhibitions more sustainable. The innovative sustainable booth concept, first trialled at the Jewellery and Gem World trade show in Singapore in 2022, was a prominent feature of our 2023 shows in Hong Kong and at JCK Las Vegas. Its appearance at our 2023 events underscored our unwavering commitment to a more progressive approach.

At Hong Kong 2023, our goal was to showcase our products and Building Forever goals in a sustainable yet premium way, using materials like cork and agave carpet for the floor, water-based paints and a living wall, which contributed to cleaner air. Our approach was visually appealing and embodied our strategic and sustainable commitments as a group.

61%

of materials were reused from previous shows.

28%

of materials were rented.

11%

of materials will be recycled or donated to charities including [Mother's Choice](#).

“

Securing this award, among 3,400 global exhibitors, is indeed a remarkable accomplishment, yet our commitment to sustainability is driven by a deeper purpose. At De Beers Group, it's about adhering to the principles of ethical responsibility. Recognising that neglecting the environment jeopardizes our collective future, we view sustainability as not just a choice but an imperative. With an international audience converging at the show, our aim is to set a precedent, illustrating the values that have guided our journey and emphasising the importance of responsible practices for the preservation of our shared resources.

”

Maria Olivas | Vice-President of Trade Engagement and Brand Experience, De Beers Group.

OUR CAMPAIGNS

DE BEERS WHERE IT BEGINS™

We are proudly continuing our De Beers Where It Begins campaign, featuring De Beers Brand Ambassador, Lupita Nyong'o, showcasing the beauty of De Beers diamond wedding and engagement jewellery.

The campaign highlights the unrivalled beauty, quality, and positive impact of every De Beers diamond.

The campaign charts Academy Award-winning actor Nyong'o as she discovers the extraordinary journey of a natural diamond, from raw treasure of nature to its awe-inspiring transformation into a magnificent engagement ring.



De Beers Where It Begins campaign.

DE BEERS JEWELLERS HIGH JEWELLERY

The De Beers High Jewellery 2023 collection celebrates the transformative power of natural diamonds, with designs inspired by nature's constant evolution. Fusing traditional techniques with cutting-edge technology, Metamorphosis by De Beers presents contemporary works of wearable art. Each piece honours the rare skills of craftspeople.

Chapter One of this campaign launched in January 2023, followed by Chapter Two in July.

DE BEERS 2023 FESTIVE CAMPAIGN

De Beers Jewellers welcomed the 2023 festive season with a new holiday campaign that celebrated the beauty, joy and wonder bestowed by our natural diamond jewellery.

The campaign featured celebrated Chinese model Sui He, alongside Punjab-born model and artist Amrit Kaur and Brazilian model Jadi Wegener. Together, the three radiant stars explore a shimmering winter wonderland, following a powerful, magnetic force which guides them to the source of our iconic Enchanted Lotus collection.

DIVERSITY AND INCLUSION IN OUR FESTIVE CAMPAIGN

For our 2023 Festive campaign production, we partnered with North Six as our production agency. North Six not only measures diversity within its own company but also prioritises diversity and inclusion when selecting freelance production crew agencies. It has been a certified B Corp since January 2023 and is also a member of the LGBTQ+ Chamber of Commerce. This commitment to fostering diversity and inclusion throughout the production process aligns perfectly with our values and objectives for this campaign.

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Namdeb employee sorting through rough diamonds.

BUILDING FOREVER — PERFORMANCE DATA 2020—2023

As of 31 December 2023 reporting period

Our reporting year runs from 1 January to 31 December 2023.

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.

Employee using tools in tool room, De Beers Institute of Diamonds, Maidenhead.



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	Unit	2023	2022	2021	2020
Safety					
Frequency rates					
Total work-related fatal injuries	#	0	1	0	0
Lost time injury frequency rate (LTIFR)	#	0.62	0.53	0.51	0.58
Total recordable injury frequency rate (TRIFR)	#	1.35	1.47	1.52	1.59
Number of High Potential Incidents (HPIs)	#	36	69	79	73
Employee health and wellbeing					
Occupational health					
Occupational disease cases (level 3-5)	#	1	2	0	0
Workforce exposed to respirable dust (Category A) ¹	#	12	103	85	85
Workforce exposed to noise levels (dB) ¹	#	3,693	4,045	3,790	3,624
Workforce potentially exposed to occupational carcinogens above thresholds	#	34	40	13	85
Employees tested for HIV²					
Employees who know their status South Africa	#	2,441	2,387	1,981	1,675
Employees who know their status Botswana	#	4,722	4,861	5,179	4,732
Employees who know their status Namibia	#	2,856	2,772	2,573	1,760
Percentage of employees who know their HIV status²					
Percentage of employees who know their HIV status	%	81	84	88	76
Number of employees receiving anti-retroviral therapy (ART)					
Employees on anti-retroviral therapy (ART) South Africa	#	159	147	139	136
Employees on anti-retroviral therapy (ART) Botswana	#	710	832	815	927
Employees on anti-retroviral therapy (ART) Namibia	#	108	116	114	123
Total employees receiving anti-retroviral therapy (ART)	#	977	1,095	1,049	1,079
Number of new cases of HIV among employees in southern Africa					
Number of new HIV cases South Africa	#	4	2	3	13
Number of new HIV cases Botswana	#	125	30	145	13
Number of new HIV cases Namibia	#	4	4	11	6

	Unit	2023	2022	2021	2020
Total new cases of HIV among employees in Southern Africa	#	133	36	159	32
Proportion of workforce with access to free and confidential HIV testing and wellbeing programmes					
Proportion of workforce with access to free and confidential HIV testing and wellbeing programmes	%	100	100	100	100
Incidence of tuberculosis					
Incidence of tuberculosis cases per 100,000 full time employees (Group)	#	64	51	74	36
Environment					
Environmental incidents by severity					
Environmental incidents - Level 1	#	200	395	397	167
Environmental incidents - Level 2	#	25	20	19	48
Environmental incidents - Level 3	#	0	0	0	0
Environmental incidents - Level 4	#	0	0	0	0
Environmental incidents - Level 5	#	0	0	0	0
Environmental incidents - Total incidents	#	225	415	416	215
Responsible sourcing					
BPP programme coverage – people, entities and countries					
Total BPP coverage (Number of people)	#	306,654	341,369	282,400	349,955
Total BPP coverage (Number of entities)	#	2,637	2,690	2,283	2,644
Total BPP coverage (Number of countries)	#	77	77	75	77
De Beers Group site visits for the BPP programme cycle					
Number of De Beers Group site visits	#	16	10	10	10
Sightholder visits for the BPP programme cycle					
Number of Sightholder visits for BPP cycle	#	108	113	109	103
De Beers Group infringements					
Total number of De Beers Group infringements	#	4	4	0	1

	Unit	2023	2022	2021	2020
Sightholder infringements and improvement opportunities³					
Total number of Sightholder infringements	#	129	158	153	64
Number of Sightholder major infringements	#	37	25	29	9
Number of Sightholder minor infringements	#	92	133	124	55
Number of Sightholder improvement opportunities	#	74	138	106	88
Sightholder infringements and improvement opportunities by theme⁴					
Number of major business infringements	#	21	13	14	4
Number of minor business infringements	#	23	45	24	28
Total number of Sightholder business infringements (major and minor)	#	44	58	38	32
Number of business improvement opportunities	#	19	52	35	5
Number of major social infringements	#	16	12	15	27
Number of minor social infringements	#	66	81	98	32
Total number of Sightholder social infringements (major and minor)	#	82	93	113	0
Number of social improvement opportunities	#	47	83	69	0
Total number of major environmental infringements	#	0	0	0	0
Total number of minor environmental infringements	#	3	7	2	28
Total number of Sightholder environmental infringements (major and minor)	#	3	7	2	60
Total number of environmental improvement opportunities	#	8	3	2	0
Livelihoods					
Enterprise and supplier development (including Tokafala, SEDA, and others)⁶					
Enterprise and supplier development	#	1,680	2,276	561	270
Procurement	#	4,078	1,730	0	4,431
Capacity/skills development (including youth programmes)	#	803	432	24	0
Synergies with infrastructure	#	0	0	0	0
Agricultural development	#	944	529	520	0
Collaborative regional development	#	0	0	0	0

	Unit	2023	2022	2021	2020
Innovation-related jobs	#	0	0	0	0
Licence, permit and other social investments	#	295	1,509	214	0
Household livelihoods support measures	#	119	0	0	0
Labour and SME ecosystem strengthening	#	0	0	0	0
Climate change					
Energy consumption					
Energy from fossil fuels	mGJ	10.5	10.5	9.8	8.3
Energy from grid electricity purchased	mGJ	3.1	3.2	3.5	3.2
Energy from renewable electricity purchased	mGJ	0.3	0.4	0.0	0.0
Energy from renewable electricity generated	mGJ	0.0	0.0	0.0	0.0
Energy consumption total	mGJ	13.9	14.1	13.3	11.5
GHG emissions					
CO ₂ e from fossil fuels	Mt CO ₂ eq	0.8	0.8	0.7	0.6
CO ₂ e from grid electricity purchased	Mt CO ₂ eq	0.9	0.9	0.9	0.9
CO ₂ e from renewable electricity purchased	Mt CO ₂ eq	0.0	0.0	0.0	0.0
CO ₂ e from renewable electricity generated	Mt CO ₂ eq	0.0	0.0	0.0	0.0
CO ₂ e emissions total	Mt CO ₂ eq	1.6	1.7	1.6	1.5
CO ₂ e from Scope 3 emissions ⁷	Mt CO ₂ eq	—	3.1	2.9	3.8
Non-Greenhouse Gas Emissions					
Sulphur dioxide and nitrogen dioxide emissions					
Total SO ₂ emissions from fuel used ⁸	tonnes	241	215	190	0
SO ₂ from marine gas oil ⁸	tonnes	51	19	25	0
SO ₂ from diesel ⁸	tonnes	190	195	165	135
NO ₂ from diesel	tonnes	7,964	8,204	6,936	5,652

	Unit	2023	2022	2021	2020
Water					
Water withdrawal by source for De Beers Group⁹					
Total withdrawals	megalitres	61,691	62,532	66,226	58,281
Groundwater	megalitres	26,688	26,874	28,501	27,325
Surface water	megalitres	10,089	12,655	16,993	11,351
Sea water	megalitres	24,190	22,019	19,756	18,398
Third party	megalitres	724	984	976	1,207
Water discharge for De Beers Group⁹					
Total discharge	megalitres	29,416	28,998	30,105	—
Groundwater	megalitres	1,963	3,691	2,109	—
Surface water	megalitres	1,395	1,964	6,933	—
Sea water	megalitres	23,981	21,703	19,567	—
Third party	megalitres	2,077	1,640	1,496	—
Water consumption for De Beers Group⁹					
Total consumption	megalitres	29,125	32,129	32,141	—
Entrainment	megalitres	10,744	12,672	12,571	—
Evaporation	megalitres	10,209	11,761	9,451	—
Task loss	megalitres	8,172	7,696	10,119	—
Total water consumption and discharge for De Beers Group⁹					
Total water consumption and discharge for De Beers Group	megalitres	58,541	61,127	62,246	—
Water reuse and recycling for De Beers Group⁹					
Total water reuse and recycling efficiencies for De Beers Group ⁹	%	71.1	71.5	74.2	—
Biodiversity					
Biodiversity plans					
Total mine sites which are required to have biodiversity management plans in place	%	100	100	100	100
Land conserved versus land altered					
Land altered for mineral extraction activities	HA	38,185	40,332	40,276	32,943

	Unit	2023	2022	2021	2020
Land set aside for conservation (Managed Operations and JVs)	HA	159,431	194,098	198,499	198,499
Inclusive workforce					
Women in the workforce and in management positions					
Women employed	%	27.4	26.8	27.3	26.9
Women in non-senior management positions	%	34.9	34.0	33.4	32.2
Women in senior management positions	%	34.6	33.3	30.7	30.1
Women in the workforce and in management positions, by business unit¹⁰					
Total employees that are women, De Beers Group	%	27.4	26.8	27.3	26.9
Total employees that are women, Debswana	%	23.4	22.4	23.1	22.9
Total employees that are women, Namdeb	%	22.8	19.7	21.0	20.3
Total employees that are women, Debmarine Namibia	%	17.5	17.4	16.2	14.9
Total employees that are women, Managed Operations	%	24.2	23.4	22.8	—
Total employees that are women, Element Six	%	26.8	26.3	27.2	27.2
Non-senior management employees that are women, De Beers Group	%	34.9	34.0	33.7	32.2
Non-senior management employees that are women, Brands and Consumer Markets	%	68.3	67.7	68.4	—
Non-senior management employees that are women, Diamond Trading	%	38.2	39.9	38.1	—
Non-senior management employees that are women, Managed Operations	%	26.9	26.6	24.7	—
Non-senior management employees that are women, Technical and Sustainability	%	30.7	31.7	25.8	—
Non-senior management employees that are women, Strategy and Innovation	%	31.2	30.4	34.6	—
Non-senior management employees that are women, Debswana	%	30.2	27.9	28.0	27.0
Non-senior management employees that are women, Namdeb	%	42.6	39.7	38.4	34.8
Non-senior management employees that are women, Debmarine Namibia	%	31.1	30.4	28.6	31.0
Non-senior management employees that are women, Element Six	%	29.2	28.1	32.5	29.0

	Unit	2023	2022	2021	2020
Senior management employees that are women, De Beers Group	%	34.6	33.3	32.0	30.1
Senior management employees that are women, Brands and Consumer Markets	%	56.9	61.7	60.3	—
Senior management employees that are women, Diamond Trading	%	28.0	26.1	24.4	—
Senior management employees that are women, Managed Operations	%	31.6	30.2	29.8	—
Senior management employees that are women, Technical and Sustainability	%	36.1	35.9	32.3	—
Senior management employees that are women, Strategy and Innovation	%	30.8	41.4	40.6	—
Senior management employees that are women, Debswana	%	27.4	21.3	20.6	18.8
Senior management employees that are women, Namdeb	%	21.4	23.1	16.7	—
Senior management employees that are women, Debmara Namibia	%	20.0	20.0	22.2	—
Senior management employees that are women, Element Six	%	27.4	23.2	18.0	33.3
Local and historically disadvantaged employees					
South Africa (Historically disadvantaged South Africans) among employees	%	90.1	88.0	87.2	84.7
South Africa (Historically disadvantaged South Africans) in non-senior management	%	68.6	65.8	66.1	60.5
South Africa (Historically disadvantaged South Africans) in senior management	%	62.8	58.7	56.1	50.0
Namibia (Historically disadvantaged Namibians) among employees	%	93.0	91.4	90.9	91.0
Namibia (Historically disadvantaged Namibians) in non-senior management	%	73.2	68.9	66.8	68.2
Namibia (Historically disadvantaged Namibians) in senior management	%	74.2	69.0	73.1	66.7
Botswana (local citizens) among employees	%	99.4	98.9	99.1	98.4
Botswana (local citizens) in non-senior management	%	98.5	97.3	97.3	93.7
Botswana (local citizens) in senior management	%	90.4	88.3	84.3	81.8
Investment in employee training and development					
Total training spend (Group)	USD million	17	19	16	9

	Unit	2023	2022	2021	2020
Number of employees receiving training					
Total number of employees who received training (Group)	#	11,314	13,181	10,096	8,732
Hours of training delivered					
Total number of hours of training (Group)	#	801,331	611,344	479,592	581,570
Average hours of training per year per employee (Group)	#	71	46	48	67
Group e-learning hours (Group) ¹¹	#	19,727	14,206	—	—
Workforce by type of employee					
Total workforce	#	23,046	21,179	19,771	21,615
Direct employees (Includes permanent employees, those on fixed-term contracts, and trainees)	#	15,820	15,242	14,339	13,976
Number of permanent employees	#	13,701	13,135	12,599	12,744
Number of fixed-term employees	#	2,119	1,895	1,517	1,049
Employees based in Africa					
Proportion of employees based in Africa	%	82	82	82	81
Permanent and fixed-term employees by region					
Africa - permanent	#	10,998	10,633	10,178	10,363
Africa - fixed-term employees	#	1,987	1,680	1,337	837
Asia - permanent	#	380	366	364	398
Asia - fixed-term employees	#	5	8	6	53
Europe and Middle East - permanent	#	1,482	1,359	1,309	1,295
Europe and Middle East - fixed-term employees	#	64	145	119	87
North America - permanent	#	841	777	748	688
North America - fixed-term employees	#	63	62	55	72
Direct employees by grade					
Grade 9 UK / GBF2	#	2	1	1	1
F-Band / Grade 8 / GBF3	#	16	16	12	13
EU-Band / Grade 7 / GBF4	#	80	77	75	79
EL-Band / Grade 6 / GBF5	#	419	387	385	386

	Unit	2023	2022	2021	2020
DL & DU-Band / Grade 4 & 5 / GBF6	#	2,539	2,368	2,157	2,093
CU-Band / Grade 3 / GBF7	#	2,852	1,429	2,607	2,478
CL-Band / Grade 2 / GBF8 - GBF10	#	9,912	11,059	9,102	8,779
Employee turnover					
Employee turnover (includes resignations, redundancies, retirement, dismissals and completion of fixed-term contracts)	%	9.5	7.0	9.1	8.1
Resigned, redundant, retired, contract completed	%	8.9	6.6	8.4	7.4
Dismissed	%	0.6	0.4	0.7	0.7
Employee turnover by region					
Resigned, redundant, retired, contract completed - Africa	#	1,077	743	958	766
Resigned, redundant, retired, contract completed - Asia Pacific	#	68	29	36	37
Resigned, redundant, retired, contract completed - Europe	#	120	66	116	139
Resigned, redundant, retired, contract completed - North America	#	149	171	96	97
Dismissed - Africa	#	59	40	68	65
Dismissed - Asia Pacific	#	2	6	2	1
Dismissed - Europe	#	6	2	1	14
Dismissed - North America	#	28	14	24	15
Employee turnover by gender					
Employee turnover data by gender - Male	%	9.3	8.7	9.4	7.8
Employee turnover data by gender - Female	%	11.4	6.4	8.2	9.1
Union membership					
De Beers Group employees who are members of a union	%	41.0	43.2	48.4	47.0
Union membership across African operations					
Employees covered by collective bargaining agreements at DBCM	%	85.0	88.3	77.8	87.3
Employees covered by collective bargaining agreements at Debswana	%	82.8	84.5	79.5	64.8
Employees covered by collective bargaining agreements at Namdeb (land operations)	%	86.8	85.9	81.9	71.3

	Unit	2023	2022	2021	2020
Waste					
Non-mineral waste by type - Mass					
Non-hazardous waste to legal landfill	tonnes	9,302	7,603	7,110	5,563
Hazardous waste to legal landfill	tonnes	2,090	2,296	1,698	2,301
Non-hazardous waste to incineration	tonnes	1,606	1,113	780	1,536
Hazardous waste to incineration	tonnes	654	281	268	227
Non-hazardous waste recycled	tonnes	54,369	13,010	10,166	7,607
Hazardous waste recycled	tonnes	6,483	5,790	4,093	1,688
Human rights					
Human rights training					
Total hours of employee training - local human rights training	#	1,186	1,426	2,854	2,428
Number of employees trained – local human rights training	#	1,441	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	#	0	5	2	7
Number of business unit and corporate functions that undertook anti-corruption programme self assessments	#	7	14	15	20
Number of employees attending face-to-face anti-corruption training workshops	#	118	16	11	46
Number of employees completing online anti-corruption training ¹²	#	2,214	1,292	739	2,090
Average completion rate (Group)	%	95	100	77	—
Number of significant incidents of corruption	#	0	0	0	0
Number of individuals nominated to complete competition law training (Group) ¹³	#	—	153	655	—
Whistleblowing investigations					
Investigations into alleged illegalities / breaches of DB policies resulting from whistleblowing reports and internal investigations	#	93	194	184	129
Dismissals as a result of illegalities					
Dismissals as a result of illegalities / breaches ¹⁴	#	9	1	—	—

	Unit	2023	2022	2021	2020
Economics					
Inclusive procurement as a proportion of total spend					
Total procurement spend	USD million	2,460	2,367	2,386	1,852
Total inclusive procurement spend	USD million	1,858	1,689	1,734	1,189
Total inclusive procurement as a proportion of total spend	%	76	71	73	64
South Africa: Inclusive procurement as a proportion of total spend ¹⁵	%	78	65	93	98
Botswana (Debswana): Inclusive procurement as a proportion of total spend	%	87	86	85	80
Namibia: Inclusive procurement as a proportion of total spend	%	56	54	39	37
Canada: Inclusive procurement as a proportion of total spend	%	75	80	65	25
Local Sightholders qualifying for the current contract period					
Local Sightholders selected for the current contract period in Botswana	#	39	31	21	20
Local Sightholders selected for the current contract period in Namibia	#	13	11	11	8
Local Sightholders selected for the current contract period in South Africa	#	9	8	7	6
Local Sightholders selected for the current contract period in Canada	#	2	1	1	2
Socio-economic contribution					
Total taxes and royalties borne and taxes collected (Group)	USD million	889	1,013	547	406
Total taxes and royalties borne and taxes collected (Botswana) ¹⁶	USD million	546	650	—	—
Total taxes and royalties borne and taxes collected (South Africa) ¹⁶	USD million	64	42	—	—
Total taxes and royalties borne and taxes collected (Namibia) ¹⁶	USD million	234	242	—	—
Total taxes and royalties borne and taxes collected (Canada) ¹⁶	USD million	45	27	—	—
Total tax and economic contribution (Group) ¹⁶	USD million	2,660	3,646	—	—
Total tax and economic contribution (Botswana) ¹⁶	USD million	1,158	1,232	—	—
Total tax and economic contribution (South Africa) ¹⁶	USD million	619	865	—	—
Total tax and economic contribution (Namibia) ¹⁶	USD million	611	637	—	—

	Unit	2023	2022	2021	2020
Total tax and economic contribution (Canada) ¹⁶	USD million	271	444	—	—
Distribution of diamond revenue					
Value of payments made to stakeholders in North America / Asia / Africa / Europe	USD million	4,359	5,429	4,671	3,199
Percentage of these payments made to stakeholders in Africa	%	74	75	78	74
Beneficiation					
Canada - sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	0	0	0	0
Namibia - sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	207	291	229	185
South Africa - sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	98	221	320	166
Botswana - sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	655	1,036	788	2,360
Total sales of rough diamonds to Sightholders in producer countries for beneficiation	USD million	960	1,548	1,337	2,711
Total rough diamond sales	USD million	3,614	5,945	4,884	2,841
Carats recovered					
Total Canada (DBCI) carats recovered	kct	2,834	2,815	3,177	3,324
Total Namibia (Namdeb Holdings) carats recovered	kct	2,327	2,137	1,467	1,448
Total Botswana (Debswana) carats recovered	kct	24,700	24,142	22,327	16,559
Total South Africa (DBCM) carats recovered	kct	2,004	5,515	5,306	3,771
Overall total carats recovered	kct	31,865	34,609	32,276	25,102
Social investment spend by country					
Social investment spend in Canada	USD million	0.9	0.6	0.3	0.3
Social investment spend in Namibia	USD million	8.2	8.3	11.2	6.5
Social investment spend in South Africa	USD million	3.7	6.5	5.7	6.2
Social investment spend in Botswana	USD million	7.7	27.2	17.3	19.5
Social investment spend in Other	USD million	0.7	1.1	0.5	0.6
Total social investment spend	USD million	21.1	43.7	34.9	33.2

	Unit	2023	2022	2021	2020
Social investment spend by type of initiative					
Health and welfare	USD million	6.2	24.2	18.5	21.5
Education and training	USD million	4.4	6.4	2.9	2.3
Sports, arts, culture and heritage	USD million	2.3	2.6	0.7	0.7
Institutional capacity development	USD million	1.0	1.1	1.4	1.3
Community, infrastructure and small business development	USD million	6.5	6.7	9.8	5.6
Other, including emergency relief, housing and environmental	USD million	0.6	2.7	1.5	1.7
Total social investment spend	USD million	21.1	43.7	34.9	33.2

- Notes:
- 1 Data reported is based on historical testing and partially updated based on survey results.
 - 2 Prior year numbers from 2022 do not include Global Sightholder Sales.
 - 3 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.
 - 4 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.
 - 5 New indicator in 2023.
 - 6 2022 comparatives have been restated to reflect a new basis of preparation to include jobs supported by Midstream, Namibia and Debswana (Tokafala programme only) operations. 2022 Venetia’s supported jobs were restated downwards by 426 jobs in Agricultural development and upwards by 60 jobs in Licence, permit and other social investment categories. 2020 Venetia’s supported jobs were restated upwards by 215 jobs in Procurement category. 2022 values for Debswana operations were restated to include jobs supported by Tokafala programme and the values were restated upwards by 112 jobs.
 - 7 2023 assessment not available at time of publication.
 - 8 SO₂ emissions reflect maximum emission levels. Work has been initiated to review emission factors to reflect the reduced sulphur content in diesel consumed at our operations and to obtain more accurate sulphur content information for the marine gas oil consumed. 2020 comparatives not available.
 - 9 Data for 2020 not available. Anglo American has refined its approach to calculating water reuse and recycling efficiencies to more accurately reflect site conditions. The 2022 and 2021 statistics have been restated to reflect the new methodology.
 - 10 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.
 - 11 New indicator in 2022.
 - 12 This metric was updated in 2023 to include training on: Business Integrity, Competition Law, Anti-money laundering, Sanctions, Anti-tax evasion.
 - 13 This metric was discontinued as at the end of 2022 reporting period, as the competition law training was combined with the other types of business integrity and anti-corruption training, reported in “Number of employees completing online anti-corruption training” from 2023 onwards.
 - 14 Data points for 2021 and 2020 are not available due to a change in basis of preparation.
 - 15 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.
 - 16 Data points for 2021 and 2020 are not available due to a change in basis of preparation.

INDEPENDENT ASSURANCE REPORT — SCOPE 3, 2021

TO: THE STAKEHOLDERS OF DE BEERS GROUP

1. INTRODUCTION AND OBJECTIVES OF WORK

Bureau Veritas UK Ltd. ('Bureau Veritas') has been engaged by De Beers Group ('De Beers') to provide to provide limited assurance of its Scope 3 Greenhouse Gas (GHG) emissions data for the 2021 reporting period. The objective is to provide assurance to De Beers Group and its stakeholders over the accuracy and reliability of the reported information and data.

2. SCOPE OF WORK

The scope of our work was limited to assurance over the following information in the period 1st January to 31st December 2021 (the 'Selected Information'):

- Scope 3 Greenhouse Gas (GHG) emissions, including:
 - > Category 1: Purchased Goods and Services
 - > Category 2: Capital Goods
 - > Category 3: Fuel- and Energy-Related Activities
 - > Category 4: Upstream Transportation & Distribution
 - > Category 5: Waste Generated in Operations
 - > Category 6: Business Travel

- > Category 7: Employee Commuting
- > Category 8: Upstream Leased Assets
- > Category 9: Downstream Transportation & Distribution
- > Category 10: Processing of Sold Products
- > Category 11: Use of Sold Products
- > Category 12: End-of-Life Treatment of Sold Products
- > Category 13: Downstream Leased Assets
- > Category 14: Franchises
- > Category 15: Investments

3. REPORTING CRITERIA

The Selected Information needs to be read and understood together with the internal Anglo American Scope 3 Reporting Procedure (Version 4, December 15, 2022). The Selected Information has been prepared by De Beers taking into consideration the WBCSD and WRI (2011) Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard Supplement to the GHG Protocol Corporate Accounting and Reporting Standard (the GHG Protocol) as amended.

4. LIMITATIONS AND EXCLUSIONS

Excluded from the scope of our work is assurance of information relating to:

- Activities outside the defined assurance period;
- Positional statements of a descriptive or interpretative nature, or of opinion, belief,

aspiration or commitment to undertake future actions; and

- Other information not listed in the Selected Information above
- The calculations do not include all entities/ emission sources across all categories. It should be noted that the following entities/ emission sources are thought to be applicable but do not contribute to the following categories:
 - > Element 6 (limited data availability for categories 10, 11 and 12)
 - > Brands and Consumer Markets: Forevermark Asia sites, North America and Europe sites, Gemfair and Lightbox, DBJ sites (all categories)
 - > Secondhand sales of equipment data were not included in scope (categories 11 and 12)
 - > Category 4 transportation of diamonds between the mine and trading companies in third party vehicles has been excluded.
 - > Category 6 Business travel in employee-owned vehicles were considered as immaterial and therefore excluded from the calculation.

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 metering and other production measurement arrangements employed at site level, 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.

- Input data used to calculate category 10 (tCO₂e/carat) was not traced back to source evidence due to confidentiality constraints.

5. RESPONSIBILITIES

This preparation and presentation of the Selected Information are the sole responsibility of the management of De Beers.

Bureau Veritas was not involved in the drafting of the Reporting Criteria. Our responsibilities were to:

- obtain limited 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 to the Directors of De Beers

6. ASSESSMENT STANDARD

We performed our work to a limited level of assurance in accordance with 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.



7. SUMMARY OF WORK PERFORMED

- As part of our independent assurance, our work included:
- 1. Conducting interviews with relevant personnel of De Beers
 - 2. Reviewing the data collection and consolidation processes used to compile Selected Information, including assessing assumptions made, and the data scope and reporting boundaries;
 - 3. Reviewing documentary evidence provided by De Beers;
 - 4. Agreeing a selection of the Selected Information to the corresponding source documentation;
 - 5. Reviewing De Beers systems for quantitative data aggregation and analysis;
 - 6. Reperforming a selection of aggregation calculations of the Selected Information;
 - 7. Reperforming greenhouse gas emissions conversions calculations;

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.

8. CONCLUSION

On the basis of our methodology and the activities and limitations described above nothing has come to our attention to indicate that the Selected Information as stated below is not fairly stated in all material respects.

1st January to 31st December 2021	
De Beers Reported Scope 3 GHG Emissions:	2,909,902 tCO ₂ e

9. 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 does not have any involvement in any other Bureau Veritas projects with De Beers.

Bureau Veritas UK Ltd
Registered in England & Wales,
Company Number: 1758622

Registered Office: Suite 206 Fort Dunlop,
Fort Parkway, Birmingham, B24 9FD

London, 18th August 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 2
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 ASSURANCE REPORT — SCOPE 3, 2022

TO: THE STAKEHOLDERS OF DE BEERS GROUP

1. INTRODUCTION AND OBJECTIVES OF WORK

Bureau Veritas UK Ltd. ('Bureau Veritas') has been engaged by De Beers Group ('De Beers') to provide to provide limited assurance of its Scope 3 Greenhouse Gas (GHG) emissions data for the 2022 reporting period. The objective is to provide assurance to De Beers Group and its stakeholders over the accuracy and reliability of the reported information and data.

2. SCOPE OF WORK

The scope of our work was limited to assurance over the following information in the period 1st January to 31st December 2022 (the 'Selected Information'):

- Scope 3 Greenhouse Gas (GHG) emissions, including:
 - > Category 1: Purchased Goods and Services
 - > Category 2: Capital Goods
 - > Category 3: Fuel- and Energy-Related Activities
 - > Category 4: Upstream Transportation & Distribution
 - > Category 5: Waste Generated in Operations
 - > Category 6: Business Travel

- > Category 7: Employee Commuting
- > Category 8: Upstream Leased Assets
- > Category 9: Downstream Transportation & Distribution
- > Category 10: Processing of Sold Products
- > Category 11: Use of Sold Products
- > Category 12: End-of-Life Treatment of Sold Products
- > Category 13: Downstream Leased Assets
- > Category 14: Franchises
- > Category 15: Investments

3. REPORTING CRITERIA

The Selected Information needs to be read and understood together with the internal Anglo American Scope 3 Reporting Procedure (Version 4, December 15, 2022), and the De Beers Group Scope 3 Emissions Calculation Methodology Report 2022 (June 27, 2023). The Selected Information has been prepared by De Beers taking into consideration the WBCSD and WRI (2011) Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard Supplement to the GHG Protocol Corporate Accounting and Reporting Standard (the GHG Protocol) as amended.

4. LIMITATIONS AND EXCLUSIONS

Excluded from the scope of our work is assurance of information relating to:

- Activities outside the defined assurance period;
- Positional statements of a descriptive or interpretative nature, or of opinion, belief, aspiration or commitment to undertake future actions; and
- Other information not listed in the Selected Information above
- The calculations do not include all entities across all categories. It should be noted that the following entities are thought to be applicable but do not contribute to the following categories:
 - > Element 6 (limited data availability for categories 10, 11 and 12)
 - > Brands and Consumer Markets: Forevermark Asia sites, North America and Europe sites, Gemfair and Lightbox, DBJ sites (all categories)
 - > Secondhand sales of equipment data were not included in scope (categories 11 and 12)
 - > Category 4 transportation of diamonds between the mine and trading companies in third party vehicles has been excluded.
 - > Category 6 Business travel in employee-owned vehicles was considered immaterial and therefore excluded from the calculation.
 - > Category 8 emissions are considered as part of either scope 2 or scope 3 Category 1 and so are not considered as a separate category in the calculation.

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 metering and other production measurement arrangements employed at site level, 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.
- Input data used to calculate category 10 (tCO₂e/carat) was not traced back to source evidence due to confidentiality constraints.

5. RESPONSIBILITIES

This preparation and presentation of the Selected Information are the sole responsibility of the management of De Beers.

Bureau Veritas was not involved in the drafting of the Reporting Criteria. Our responsibilities were to:

- obtain limited 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 to the Directors of De Beers



6. ASSESSMENT STANDARD

We performed our work to a limited level of assurance in accordance with 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.

7. SUMMARY OF WORK PERFORMED

As part of our independent assurance, our work included:

- 1. Conducting interviews with relevant personnel of De Beers
- 2. Reviewing the data collection and consolidation processes used to compile Selected Information, including assessing assumptions made, and the data scope and reporting boundaries;
- 3. Reviewing documentary evidence provided by De Beers;
- 4. Agreeing a selection of the Selected Information to the corresponding source documentation;
- 5. Reviewing De Beers systems for quantitative data aggregation and analysis;
- 6. Reperforming a selection of aggregation calculations of the Selected Information;
- 7. Reperforming greenhouse gas emissions conversions calculations;
- 8. Comparing the Selected Information to the prior year amounts taking into consideration changes in business activities, acquisitions and disposals;

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.

8. CONCLUSION

On the basis of our methodology and the activities and limitations described above nothing has come to our attention to indicate that the Selected Information as stated below is not fairly stated in all material respects.

However, it should be noted that for the 2022 calculations there are cases where 2021 data is utilised in absence of 2022 data.

1st January to 31st December 2022:	
De Beers Reported Scope 3 GHG Emissions:	3,124,038 tCO ₂ e

9. 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 does not have any involvement in any other Bureau Veritas projects with De Beers.

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London, 21st December 2023

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INDEPENDENT ASSURANCE REPORT

TO: THE STAKEHOLDERS OF DE BEERS GROUP

1. INTRODUCTION AND OBJECTIVES OF WORK

Bureau Veritas UK Ltd ('Bureau Veritas') has been engaged by De Beers Group ('De Beers') to provide limited assurance over selected performance indicators in the Building Forever Our 2023 Sustainability Report ('the Report'). The objective is to provide assurance to De Beers and its stakeholders over the accuracy and reliability of the reported information and data.

2. SCOPE OF WORK

The scope of our work was limited to assurance over the following information included within the Report for the period January 1st to December 31st 2023 (the 'Selected Information'):

— *Building Forever — Performance Data 2020-2023* reported as an Appendix in the Report (p. 152-159)

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.

3. REPORTING CRITERIA

The Selected Information needs to be read and understood together with the 'De Beers Sustainability Data Basis of Reporting' as set out at: <https://www.debeersgroup.com/sustainability-and-ethics/building-forever-reports>

Footnotes included within the Report should be read alongside the Selected Information.

4. LIMITATIONS AND EXCLUSIONS

Excluded from the scope of our work is assurance of information relating to:

- Activities outside the defined assurance period;
- Positional statements of a descriptive or interpretative nature, or of opinion, belief, aspiration or commitment to undertake future actions;
- Other information included in the Report other than the Selected Information.
- Financial data included in the Selected Information 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. 158).
- 'Enterprise and supplier development (including Tokafala, SEDA, and others)' data and information reported under 'Livelihoods' (p. 154);

- Workforce exposed to respirable dust (Category A) and Workforce exposed to noise levels (dB) under 'Occupational health', 'Employee health and wellbeing' (p. 153)

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 metering and other production measurement arrangements employed at site level, 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.
- For select environment and health and safety indicators, our review was limited to corporate level consolidation for regions outside of Namibia, including metrics under 'Safety', 'Employee health and wellbeing', 'Environment', 'Climate change', 'Water' and 'Waste'.
- Where data has been derived from independent third parties, for example 'BPP programme coverage — people entities and countries' (p. 153), our assurance work did not include examination of the derivation of the source data but was limited to understanding the underlying data sources and methodology applied.

5. RESPONSIBILITIES

This 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 or of the Reporting Criteria. Our responsibilities were to:

- obtain limited 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 to the Directors of De Beers.

6. ASSESSMENT STANDARD

We performed our work to a limited level of assurance in accordance with 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.



7. SUMMARY OF WORK PERFORMED

As part of our independent assurance, our work included:

1. Conducting interviews with relevant personnel of De Beers;
2. Reviewing the data collection and consolidation processes used to compile Selected Information, including assessing assumptions made, and the data scope and reporting boundaries;
3. Reviewing documentary evidence provided by De Beers;
4. Agreeing a selection of the Selected Information to the corresponding source documentation;
5. Reviewing De Beers systems for quantitative data aggregation and analysis;
6. Assessing the disclosure and presentation of the Selected Information to ensure consistency with assured information.
7. Carrying out two remote site visits, selected on a risk-based basis to Namdeb and Debmarine Namibia (DBMN), both of which are located in Namibia.
8. Reperforming a selection of aggregation calculations of the Selected Information
9. Reperforming a selection of greenhouse gas emissions conversions calculations
10. Comparing the Selected Information to the prior year amounts taking into consideration changes in business activities, acquisitions and disposals

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.

8. CONCLUSION

On the basis of our methodology and the 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.

9. 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.

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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 does not have any involvement in any other Bureau Veritas projects with De Beers.

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London, 27th March 2024

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SUMMARY REPORT FOR DE BEERS GROUP 2023 CYCLE

ROLE OF SGS IN THE BEST PRACTICE PRINCIPLES PROGRAMME

APPOINTMENT OF SGS

SGS has been the verification partner for the De Beers Best Practice Principles (BPPs) Assurance Programme since July 2003. After involvement in the development of the programme and initial pilots, SGS has verified compliance against the BPP requirements since they came into full force in 2005. The programme now covers 2637 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 2023 BPP cycle ran from 1 January to 31 December 2023. 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 2637 entities across the diamond value chain.

For 2023, the programme further aligned the Carbon Footprinting section of the programme to De Beers own corporate "Building Forever" 2030 goals. Questions relating to the Sightholder's Carbon Footprint measurements moved from the voluntary Corporate Social Investment and Business Impact Section (Section E) into the compliance-based section for Environment (Section C). This was to reflect the maturity and expectation on the Sightholders.

In addition, with the increased focus on provenance, the BPP Requirements on provenance claims and the procedures that need to be in place to validate them were updated, and aligned further to the guidance provided by the Responsible Jewellery Council (RJC).

The Human Rights section of the programme was aligned to the language of the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the requirements were updated to improve the focus on human rights impacts to

people, specifically on employees' human rights (including permanent, temporary and contractor workers, and those who are vulnerable).

The self-assessments were completed against the full workbook including these additions.

As the Covid-19 pandemic had limited impact during 2023, audits continued to follow a fully on site approach.

For the 2023 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 three onboarded Beneficiation Project Members (BPM) were again required to submit workbooks, and were subject to the full verification of the BPPs following their phased introduction to the programme. Seven Small Beneficiation Customers (SBCs), a sub-category of BPMs, were new to the BPP programme during the 2023 cycle and therefore received a desktop review only. One of the onboarded BPMs did not

receive an on-site verification due to closures of their facility and therefore received a desktop review only. Three previously onboarded BPMs were no longer participating in the BPP Programme during the 2023 cycle, as one was no longer participating in the BPM project, a second commenced a partnership with a Sightholder Group, and a third achieved a status of Sightholder. There was a decrease in the number of Infringements for the BPMs in the 2023 cycle with a total of three Minor Infringements and one Improvement Opportunity identified across the BPMs. These BPMs and SBCs are being assisted by De Beers to ensure infringements are closed out as they continue their journey towards best practice.

As in previous years, the online BPP SMART System provides opportunities to 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 2023, 21 combined BPP/RJC visits were undertaken covering 15 Sightholders who had elected to



become certified, renew their certification, or extend the scope for additional entities or to include provenance claims.

The scope of work undertaken by SGS as the BPP verifier for the 2023 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% of each participant group's declared eligible entities including substantial Tier B entities to independently assess their performance against the BPP requirements through first-hand evaluation of evidence of compliance with the issues concerned.
- Ratings for findings are recommended by the local auditor, but final decisions on the ratings of each finding are made by joint agreement with SGS Central and De Beers teams to ensure consistency of approach across all jurisdictions.
- Provision of information relating to the compliance status of participant entities and details of any significant issues. This information is provided in accordance with the

confidentiality requirements imposed by the Ombudsman.

- Ongoing support in explaining local legislative requirements and common issues and challenges.

VERIFICATION METHODOLOGY

The verification process is undertaken in three stages:

- In the country of operation, the desktop review of workbooks is undertaken by qualified auditors who also meet the requirements of the RJC certification programme. These are experienced Social Auditors, cross-trained in environmental management and the business elements applicable to companies involved in diamonds and gold and trained on the requirements of the Best Practice Principles.
- Local reviews are then submitted to a central review point and subsequently cross-checked to ensure consistency by country and requirement.
- A sample of up to 10% of each Group's entities is selected centrally for verification assessments to check the effectiveness of the first party assessments and to evaluate at first hand the situation on the ground.

DE BEERS GROUP FACILITIES

The De Beers Group participated in the programme by submitting 54 workbooks against their eligible entities within agreed deadlines and received 10 desktop workbook reviews and 16 third-party verifications.

Within the 10 desktop reviews conducted during the cycle, no Material, Major or Minor Infringements were raised. 22 Improvement Opportunities and one Minor Infringement were self-declared across several topics in the Business Practices and Employment sections, recognising

the seriousness the Group takes its position as a leader to continuously identify areas of improvement across their business.

The entities selected for visits included two mining entities, four head offices, one grading and inscription entity, four sales operations, one financial office, two marketing offices and two retail stores.

The 16 verification assessments undertaken at De Beers Group entities did not identify any material breaches. However, one Major Infringement, three Minor Infringements and six Improvement Opportunities were raised in total across all 16 audits. The Major Infringement related to a non-discrimination issue to ensure that a grievance mechanism was effectively implemented. A Minor Infringement was raised as training was required for a health and safety advocate to meet the local legal requirements. A second Minor Infringement related to an employment issue to ensure mitigation systems were in place with outsourced contractor companies. The third Minor Infringement related to a health and safety issue for correct labelling of chemical containers. The Major Infringement and one Minor Infringement have been successfully closed and the required Corrective Action Plans for two of the Minor Infringements 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 PROJECT MEMBERS

All entities that are owned or under the management control of Sightholders are required to participate in the full BPP Programme. In addition, substantial contractors—those that derive more than 75% of their revenue from a Sightholder—are required to participate in the Contractor BPP Programme; and all non-substantial contractors must be disclosed on the BPP SMART System and the Sightholder take reasonable endeavours to ensure their compliance with the BPPs.

In addition, Sightholders are required to declare all owned entities and contractors who are manufacturing melee diamonds to enable reviews to be undertaken to cover the BPP Melee Assurance Protocol requirements.

2637 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 790 individual workbooks. Of these, 178 workbooks were reviewed for this cycle and rated in accordance with the BPP programme requirements.

In addition, 108 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. One Major Infringement, three Minor Infringements and six 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 129 infringements were raised during the cycle. 37 of these were Major Infringements, with 21 raised against Business Principles and 16 against Social Requirements. In addition, 74 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 2023, the number of infringements raised was lower than the previous 2022 cycle. This is likely to be attributable to the maturity of many of the Sightholders participating in the programme as well as a lower number of new participants.

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 2023 cycle, the programme was updated to reflect the progress towards the Building Forever Framework with mandatory carbon reporting requirements being included in the Environmental section, increased guidance on provenance claims and improved focus on human rights impacts to people. 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 2024 cycle, the BPP requirements for Mining entities have been reviewed and strengthened to align with the International Council on Mining and Metals (ICMM) guidelines.



Emma Wilson
SGS United Kingdom Ltd
14th February 2024

www.uk.sgs.com



DE BEERS GROUP 2023: 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 2023](#) and [Anglo American Sustainability Report 2023](#). Together, these sources provide full disclosure on our sustainability approach and performance in 2023.

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 to 2023 ('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 statement is provided on [pages 164 to 165](#).

Employee in SS Nujoma with binoculars.



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 2023

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 9 ; Country focus: Botswana, page 12 Country focus: South Africa, page 14 Country focus: Namibia, page 16 Country focus: Canada, page 18 Country focus: Angola, page 20 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 2023 consolidated financial statements and are the same entities included and captured through our annual Sustainability reporting, which includes across all material topics. 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 and across the material topics. De Beers Group Preliminary financial results for 2023  Anglo American Sustainability Report 2023-Data and assurance-Reporting Scope page: 107  Anglo American 2023 Integrated Annual Report 
2-3 Reporting period, frequency and contact point	Qualitative information and quantitative performance data in this report refers to the calendar year 2023 (1 January to 31 December) and is aligned to our period for financial reporting. Frequency: Annual. Published: 8 May 2024 Contact Email: buildingforever@debeersgroup.com












2021 Disclosure






Location 2023

2-4 Restatements of information	Appendix: Building Forever — Performance data 2020-2023. Footnotes 6, 9 and 10, page 159 .
2-5 External assurance	This report has been prepared in accordance with the 2021 GRI Standards for the reporting period from January 1, 2023 to December 31, 2023. Appendix: GRI Index, page 169-190 . Appendix: Bureau Veritas — Independent Assurance Report — Scope 3, 2021, page 160-161 Appendix: Bureau Veritas — Independent Assurance Report — Scope 3, 2022, page 162-163 Appendix: Bureau Veritas — Independent Limited Assurance Statement, page 164-165 Appendix: Société Générale de Surveillance — Summary Report for De Beers Group 2023 cycle, page 166-168 .










2021 Disclosure	Location 2023	2021 Disclosure	Location 2023
2-6 Activities, value chain and other business relationships	<p>De Beers Group is classified under the Material Sector through the Global Industry Classification Standard (GICS®).</p> <p>De Beers Group – About Us </p> <p>De Beers Group – Our value chain, page 9.</p> <p>De Beers Group – Our Operations </p> <p>How we sell our rough diamonds </p> <p>Global Sightholder Sales </p> <p>Group Structure </p> <p>De Beers Group Preliminary financial results for 2023 </p> <p>2023 Production Report for Q4 </p> <p>Impact at source – Country focus pages 12-21</p> <p>Human rights, pages 50-58</p> <p>Advocacy and public policy engagement, pages 42-44</p> <p>Partnering for thriving communities, pages 92-109;</p> <p>Partnering for thriving communities – Inclusive procurement, page 103.</p> <p>Accelerating equal opportunity – Inclusive workplace – Our changing workforce, page 138</p> <p>Data: Distribution of diamond revenue; Beneficiation, page 158</p> <p>We spent US\$1.9bn on procuring goods and services from local suppliers in 2022. This was 76% of our total procurement spend (2022: US\$1.7bn, 71%) in partner countries across De Beers Group. In Botswana, the figure was 87% and in South Africa it was 78%.</p> <p>Data: Inclusive procurement as a proportion of total spend, page 158</p> <p>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.</p> <p>Responsible mine closure, page 66-68.</p> <p>Leading ethical practices across industry – Responsible sourcing – Responsible sourcing within our supply chain – Guiding suppliers on our expectations, page 76</p>	2-9 Governance structure and composition	<p>Governance, page 29.</p> <p>Anglo American Integrated Annual Report 2023 – Directors, pages 142-146.</p> <p>Anglo American Sustainability Report 2023 , pages 48-50.</p> <p>Partial omission of 2.9c. Information unavailable/incomplete due to current data system reporting constraints; we are looking to improving disclosures in this area in the near future.</p>
		2-10 Nomination and selection of the highest governance body	<p>Anglo American Integrated Annual Report 2023 – Governance, page 166.</p> <p>Governance, page 29.</p> <p>Partial omission of 2.10b.i. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.</p>
		2-11 Chair of the highest governance body	<p>Anglo American Integrated Annual Report 2023 – Governance, page 142.</p> <p>Stuart Chambers is Chairman of the Board of Anglo American plc. He is a non-executive member.</p>
		2-12 Role of the highest governance body in overseeing the management of impacts	<p>Anglo American Integrated Annual report 2023 – Governance – Chairman's introduction – Board engagement with stakeholders page. 141</p> <p>Anglo American Integrated Annual Report 2023 – Governance page 139; 161-163</p> <p>Anglo American Integrated Annual Report 2023 – Governance – Executive management, pages 148-150</p> <p>Anglo American Sustainability Report 2023, pages 48-49.</p>
		2-13 Delegation of responsibility for managing impacts	<p>Anglo American Sustainability Report 2023, pages 48-49.</p> <p>Governance, page 29.</p>
		2-14 Role of the highest governance body in sustainability reporting	<p>Anglo American Sustainability Report 2023, Sustainability Governance page 48-49.</p> <p>Governance, page 29.</p>
		2-15 Conflicts of interest	<p>Anglo American Integrated Annual Report 2023 – Governance – Nomination Committee pages 148.</p> <p>Anglo American Integrated Annual Report 2023 – Governance page 142-145</p> <p>De Beers Group – Our Code of Conduct </p> <p>Partial omission of 2-15a and 2-15b.1; 2-15b.ii; 2-15b.iii; 2-15b.iv. Information unavailable/incomplete.</p>
		2-16 Communication of critical concerns	<p>Anglo American Integrated Annual Report 2023 – Governance – Board activity – Board effectiveness, pages 153-155; 156-157.</p> <p>Anglo American Sustainability Report, page 13-15; 22-24</p> <p>Governance, page 29.</p>
		2-17 Collective knowledge of the highest governance body	<p>De Beers Group Leadership Team </p> <p>Anglo American Integrated Annual Report 2023 – Directors, page 145.</p> <p>Anglo American Integrated Annual Report 2023 – Governance – Board operations – Board induction and development, page 151</p> <p>Partial omission 2-17a. Information unavailable/incomplete.</p>
		2-18 Evaluation of the performance of the highest governance body	<p>Anglo American Integrated Annual Report 2023 – Board effectiveness, Board effectiveness, pages 153-155; 156-157.</p> <p>Governance, page 29.</p>
2-7 Employees	<p>Data: Inclusive workforce, pages 155-157. Data: Inclusive workforce – Women in the workforce and in management positions; Women in the workforce and in management positions, by business unit, Workforce by type of employee; Employees based in Africa; Employees by region; Employees by grade, page 156-157.</p> <p>Partial omission of 2-7b.i, 2-7b.ii, 2-7b.iii; 2-7b.iv and 2-7b.v. Information unavailable/incomplete due to current data system reporting constraints; we are looking to improving disclosures in this area in the near future.</p> <p>Partial omission of 2-7c. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.</p> <p>Omission of 2-7d and 2-7e. Information unavailable/incomplete due to current data system reporting constraints; we are looking to improving disclosures in this area in the near future.</p>		
2-8 Workers who are not employees	<p>Data: Workforce by type of employee, page 155.</p> <p>Partial omission of 2-8a.i, 2-8a.ii, 2-8b.ii and 2-8c. Information unavailable/incomplete due to current data system reporting constraints; we are looking to improving disclosures in this area in the near future.</p>		

2021 Disclosure	Location 2023
2-19 Remuneration policies	Anglo American Integrated Annual Report 2023  – Governance – Directors’ remuneration report, pages 178-211. De Beers Group is aligned to Anglo American’s Remuneration policies and practices.
2-20 Process to determine remuneration	Anglo American Integrated Annual Report 2023  – Governance – Directors’ remuneration report page 178; pages 179-211. De Beers Group is aligned to Anglo American’s Remuneration policies and practices.
2-21 Annual total compensation ratio	Anglo American Integrated Annual Report 2023  – Governance – Directors’ remuneration report, page 178; pages 179-211. De Beers Group is aligned to Anglo American’s Remuneration policies and practices.
2-22 Statement on sustainable development strategy	CEO Statement, page 5 . Anglo American Integrated Annual Report 2023  – Chairman’s Statement page 4-5
2-23 Policy commitments	Our Purpose, Values and Ambition, pages 2-3 Critical foundations – Leadership and culture pages 39-49 Building Forever, page 22 Our Critical foundations, page 31 . Our Critical foundations – How are we doing this?, page 24 . Critical foundations – Leadership and culture – Business ethics, governance and transparency; and Anti-corruption and anti-bribery, page 40 . Critical foundations – Leadership and culture – Case study: Whistleblowing, page 41 Critical foundations – Human rights – Approach, page 51 Critical foundations – Human rights – Governance, page 52 Critical foundations – Group standards and legal compliance – The social way page 69 Anglo American Sustainability Report 2023  , pages 32-34. 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.
2-24 Embedding policy commitments	Critical foundations – Leadership and culture, pages 39-49 Critical foundations – Group standards and legal compliance pages 61-69 DeBeers Group follows Anglo American policies and implementation procedures. Anglo American Sustainability Report 2023  , pages 50-52; 32-34; 99-101.




2021 Disclosure	Location 2023
2-25 Processes to remediate negative impacts	Critical foundations – Group standards and legal compliance pages 61-69 Critical foundations – Leadership and culture – Whistleblowing hotline YourVoice page 41 Critical foundations – Health, safety and wellbeing for employees and communities, pages 33-37 Critical foundations – Compliance with permitting requirements, page 69 Partnering for thriving communities, pages 92-109 . Critical foundations – Group standards and legal compliance – The social way, page 69 De Beers Group Social Performance Policy  YourVoice  Anglo American Sustainability Report 2023  – Thriving communities – Engaging local communities pages 76 De Beers Group follows Anglo American policies and implementation procedures. Anglo American Sustainability Report 2023  – Embedding the Social Way page 51 Anglo American Sustainability Report 2023  – Whistleblowing policy page 32 Anglo American Sustainability Report 2023  – Local accountability
2-26 Mechanisms for seeking advice and raising concerns	Critical foundations – Leadership and culture – Business ethics, governance and transparency; and Anti-corruption and anti-bribery, page 40 . Critical foundations – Leadership and culture – Case study: Whistleblowing, page 41 Critical foundations – Human rights – Approach, page 51 Critical foundations – Human rights – Governance, page 52 Human rights and labour rights in the workforce, page 53 . Critical foundations – Inclusion and diversity – Zero tolerance for bullying and harassment, page 60 Critical foundations – Group standards and legal compliance – The social way, page 69 Anglo American Sustainability Report 2023  , pages 32-33 De Beers Group – Our Code of Conduct  Anglo American Group Business Integrity Policy  Anglo American  De Beers Group confidential whistleblowing service  – YourVoice is Anglo American Group’s confidential reporting service for employees, contractors, suppliers and other stakeholders. 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 157 . AND Dismissals as a result of illegalities, page 157 .







2021 Disclosure	Location 2023
2-27 Compliance with laws and regulations	Data: Infringements. Critical foundations – Group standards and legal compliance – Compliance with permitting requirements, page 69 . Anglo American Integrated Annual Report 2023  , pages 137; 212; 322-325. Partial Omission 2-27a.i, 2-27a.ii, 2-27a.iii and 2-27b.i, 2-27b.ii, 2-27b.iii. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
2-28 Membership associations	About our approach to reporting and materiality – How we engage with our stakeholders, page 30 . Advocacy & public policy engagement, pages 42-44 . Case study: De Beers group executive becomes president of the world diamond council, page 43 . 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.
2-29 Approach to stakeholder engagement	Critical Foundations – Human Rights- Community consultation and accountability page 55 . Case study: The Anglo American Collaborative Regional Development Model, page 104 . How we engage with our stakeholders, page 30 . 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 full materiality assessments every two to three years. Anglo American Sustainability Report 2023  – Local accountability Anglo American Collaborative Regional Development plan  Anglo American Sustainability Report 2023  – Thriving communities – Engaging local communities pages 76 Anglo American Sustainability Report 2023  – Our approach – Understanding our stakeholders page 13-14
2-30 Collective bargaining agreements	Critical foundations – Human rights – Industrial relations, page 54 . Data: Union membership and union membership across African operations, page 157 . Partial omission 2-30a. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.

MATERIAL TOPICS

2021 Disclosure	Location 2023
GRI 3: MATERIAL TOPICS 2021	
3-1 Process to determine material topics	Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Global context and industry insights, page 26
3-2 List of material topics	Our approach to reporting and materiality, page 27
Economic performance	
3-3 Management of material topics	Overview – 2023 at a glance page 7 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Critical Foundations – Advocacy and public policy alignment pages 42-44 Critical Foundations – Human Rights – Community consultation and accountability page 55 . Partnering for thriving communities – Livelihoods, pages 102-109 Data: Economics-Inclusive procurement as a proportion of total spend; Local sightholders qualifying for the current contract period; Socio-economic contribution; Distribution of diamond revenue; Beneficiation; Social investment spend by country; social investment by type of initiative pages 158-159 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 2023  2023 Preliminary Financial Results  2023 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 2023  Anglo American Integrated Annual Report 2023  – TCFD, pages 132-138 Anglo American Sustainability Report 2023  – Thriving communities – Engaging local communities pages 76 Anglo American Sustainability Report 2023  – Our approach – Understanding our stakeholders page 13-14 Anglo American Sustainability Report 2023  – Local accountability Impact at source – Country focus pages 12-21




2021 Disclosure	Location 2023	2021 Disclosure	Location 2023
GRI 201: ECONOMIC PERFORMANCE 2016		Market presence	
GRI 3: MATERIAL TOPICS 2021		GRI 3: MATERIAL TOPICS 2021	
201-1 Direct economic value generated and distributed	Partnering for thriving communities – Livelihoods, pages 102-109 2023 Preliminary Financial Results 2023 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 2023 Data: Economics-Inclusive procurement as a proportion of total spend; Local sightholders qualifying for the current contract period; Socio-economic contribution; Distribution of diamond revenue; Beneficiation; Social investment spend by country; social investment by type of initiative pages 159-159 Anglo American Sustainability Report 2023 , page 101. Anglo American Tax and Economic Contribution Report 2023 Anglo American Integrated Annual Report 2023 – Financial statements and other financial information, pages 214-310.	3-3 Management of material topics	Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Critical Foundations – Advocacy and public policy alignment pages 42-44 Critical Foundations – Human Rights – Community consultation and accountability page 55 . Partnering for thriving communities, pages 92-109 . Impact at source – Country focus pages 12-21 Critical foundations – Leadership and culture, pages 39-49 Critical foundations – Group standards and legal compliance pages 61-69 Anglo American Sustainability Report 2023 , pages 50-52; 32-34; 99-101. Anglo American Tax and Economic Contribution Report 2023 Anglo American Sustainability Report 2023 – Local accountability
201-2 Financial implications and other risks and opportunities due to climate change	Critical foundations – Beyond Zero – managing environmental risks to people page 38 Protecting the natural world – Climate change, pages 111-119 Anglo American Integrated Annual Report 2023 – TCFD, pages 132-138 Climate change matters are covered throughout the Anglo American Integrated Annual report 2023 , and Anglo American Sustainability Report 2023 Anglo American Climate Change Report 2023 Partial omission 201-2iii and 201-2v. Information unavailable/incomplete due to data constraints; we are looking to improving disclosures in this area in the near future.	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	DeBeers Group is a certified living wage employer. Critical Foundations – Leading Ethical practices across industry – Global certification as a Living wage employer, page 80 Anglo American Tax and Economic Contribution Report 2023 , page 29 Anglo American Integrate Annual Report 2023 – Governance – Fairness, page 204-205 Partial omission of 202-1a, 202-1b and 202-1c. Information unavailable/incomplete due to data constraints, specifically around gender and minimum wage per market; we are looking to improving disclosures in this area in the near future.
201-3 Defined benefit plan obligations and other retirement plans	Accelerating equal opportunity – Our changing workforce, page 138 . Anglo American Integrated Annual Report 2023 , pages 302-303 Anglo American Integrated Annual Report 2023 – Financial statements, page 222-224; 232 Anglo American Integrated Annual Report 2023 – Our business at a glance, page 2 Anglo American Integrated Annual Report 2023 – Creating value for our stakeholders – Workforce, page 11 Partial omission 201-3a, 201-3c, 201-3d, 201-3e. Information unavailable/incomplete due to data constraints; 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 156 . Data: Employees based in Africa, page 156 Data: Employees by region, pages 156-157 Partial omission of 202-2b, 202-2c, 202-2d. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
201-4 Financial assistance received from government	Three De Beers Group business units received financial assistance from governments in 2023: Element Six received US\$0.1m and De Beers UK US\$0.8m from the UK Government in the form of research and development tax credits. Namdeb Holdings received US\$6.9m (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.		


2021 Disclosure	Location 2023
Indirect economic impacts	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Impact at source — Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Partnering for thriving communities, pages 92-109 . Partnering for thriving communities — Livelihoods pages 102-109 . Partnering for thriving communities — Livelihoods — Case study: Tailoring Responsible sourcing at Venetia Mine, page 106 Partnering for thriving communities — Livelihoods — Citizen economic empowerment programme, page 108 Partnering for thriving communities — Livelihoods — Social employment fund, page 104 Partnering for thriving communities — Skills and education, pages 102-109 Critical foundations — Group standards and legal compliance — The Social Way, page 69 Accelerating equal opportunity — Women in business and technology, page 139 . De Beers Group Social Performance Policy  Anglo American Integrated Annual Report 2023  — Creating value for our stakeholders — Workforce, page 11
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	
203-1 Infrastructure investments and services supported	Partnering for thriving communities, pages 92-109 . Partnering for thriving communities — Livelihoods pages 102-109 . Partnering for thriving communities — Health & Wellbeing, pages 93-96 Partnering for thriving communities — Livelihoods — Social employment fund, page 108 Partnering for thriving communities — Our work in Canada (indigenous communities), page 100 . Protecting the natural world — Climate change, pages 111-119 Accelerating equal opportunity — Women in business and technology, page 139 . Partnering for thriving communities — Skills and education, pages 102-109 . Leading ethical practices across industry — Artisanal mining, pages 87-91 . Critical foundations — Leadership and culture — Impacts of technology and innovation, pages 47-49 . Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities, pages 33-37 Critical foundations — Human rights — Indigenous peoples' rights, page 50 Critical foundations — Group standards and legal compliance — The Social Way, page 69 Protecting the natural world — Landscape impacts and management, pages 131-132 De Beers Group Social Performance Policy  Data: Livelihoods, page 154 . Data: Social investment spend by country and by initiative, page 158 Partial omission of 203-1c. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.




2021 Disclosure	Location 2023
203-2 Significant indirect economic impacts	Partnering for thriving communities, pages 92-109 . Partnering for thriving communities — Livelihoods pages 102-109 . Partnering for thriving communities — Health & Wellbeing, pages 93-96 Partnering for thriving communities — Livelihoods — Social employment fund, page 108 Partnering for thriving communities — Our work in South Africa; Our work in Canada, Our work in Botswana; Our work in Namibia, pages 99-100 Protecting the natural world — Climate change, pages 111-119 Accelerating equal opportunity — Women in business and technology, page 139 . Partnering for thriving communities — Skills and education, pages 102-109 . Leading ethical practices across industry — Artisanal mining, pages 87-91 Critical foundations — Leadership and culture — Impacts of technology and innovation, pages 47-49 . Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities, pages 33-37 Critical foundations — Human rights — Indigenous peoples' rights, page 50 Critical foundations — Beyond Zero — Managing environmental risks to people, page 38 Protecting the natural world — Landscape impacts and management, pages 131-132 Partial omission of 203-2b. Information unavailable/incomplete; we are looking to improving disclosures in this area in the near future.
Procurement practices	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Impact at source — Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Leading ethical practices — Responsible sourcing, pages 72-79 Leading ethical practices — Provenance, pages 82-86 Partnering for thriving communities — Livelihoods — Inclusive procurement, page 103 Leading ethical practices — Artisanal mining, pages 87-91 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 2023  — Ethical value chains, pages 91, 96-97; 99-100. Anglo American Integrated Annual Report 2023  , pages 16 and 18 Anglo American Inclusive procurement 






2021 Disclosure	Location 2023
GRI 204: PROCUREMENT PRACTICES 2016	
204-1 Proportion of spending on local suppliers	Partnering for thriving communities – Livelihoods – Inclusive procurement, page 103 . Data: Inclusive procurement as a proportion of total spend, page 158 Anglo American Sustainability Report 2023 – Data – page 102. Anglo American Sustainability Report 2023 – Responsible supply chain, pages 99-101. Anglo American Sustainability Report 2023 – Economic impact on producer countries, pages 101-102. Anglo American Tax and Economic Contribution Report 2023 , page 29 Anglo American Integrated Annual Report 2023 , page 12. Partial omission of 204-1b and 204-1c. Information unavailable/incomplete; we are looking forward to improving our disclosures in the future.
Anti-corruption	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Leading ethical practices across industry – BPP Programme page 75 Critical foundations – Leadership and culture, Business ethics, governance and transparency; and Anti-corruption and anti-bribery, page 40 De Beers Group – Our Code of Conduct Anglo American Group Business Integrity Policy Anglo American Sustainability Report 2023 – Business conduct, page 32-34.
GRI 205: ANTI-CORRUPTION 2016	
205-1 Operations assessed for risks related to corruption	Data: Anti-corruption/Business integrity, page 157 There were no significant incidents of corruption. Anglo American Integrated Annual Report 2023 – Strategic Report – Risks page 83 Partial omission of 205-1a and 205-1b. Information unavailable/incomplete due to data constraints; 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 157 Partial omission of 205-2a, 205-2b, 205-2c, 205-2d. Information unavailable/incomplete due to data constraints; we are looking to improving disclosures in this area in the near future.
205-3 Confirmed incidents of corruption and actions taken	Data: Anti-corruption/Business integrity, page 157 ; Dismissals as a result of illegalities, page 157 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.






2021 Disclosure	Location 2023
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 40 Data: Employee training, page 157 Anglo American Sustainability Report 2023 , pages 16; 32-33
GRI 206: ANTI-COMPETITIVE BEHAVIOUR 2016	
206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	There were no pending or completed legal actions against De Beers Group in the reporting period regarding alleged anti-competitive behaviour or violations of anti-trust or monopoly legislation, save for one civil action pending before the Indian courts, brought by an individual against entities in De Beers Group and others, which raised allegations of historic anti-competitive behaviour and which is being defended.
Tax	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Impact at source – Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Data: Economics-Socioeconomic contribution page 158 Anglo American Tax and Economic Contribution Report 2023 , page 29
GRI 207: TAX 2019	
207-1 Approach to tax	Anglo American Tax and Economic Contribution 2023 , pages 45-46.
207-2 Tax governance, control, and risk management	Anglo American Tax and Economic Contribution 2023 , pages 45-46.
207-3 Stakeholder engagement and management of concerns related to tax	Anglo American Tax and Economic Contribution 2023 , pages 45-46.
207-4 Country-by-country reporting	Anglo American Tax and Economic Contribution 2023 , pages 45-46. DeBeers Group Financial Results Data: Socio-economic contribution, page 158 Partial omission of 207-4b.ii-x. Information unavailable/incomplete due to data constraints; we are looking to improving our disclosures in the future.









2021 Disclosure	Location 2023
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, pages 72-79 Critical foundations – Group standards and legal compliance – Waste management and circularity, pages 62-65
GRI 301: MATERIALS 2016	
301-1 Materials used by weight or volume	Leading ethical practices in industry – Responsible sourcing, pages 72-79 Leading ethical practices in industry – Responsible sourcing – Responsible sourcing policies for diamonds and for metals, minerals and gemstones, page 77 Critical foundations – Group standards and legal compliance – Waste management and circularity, pages 62-65 Critical foundations – Group standards and legal compliance – Waste management and circularity – Tyre recycling, page 65 Omission 301-1a, 301-1a.i and 301-1a.ii. Information unavailable/incomplete due to data constraints; we are looking to improving disclosures in this area in the near future.
301-2 Recycled input materials used	Leading ethical practices in industry – Responsible sourcing, pages 72-79 Platinum; In 2023, De Beers Jewellers aimed to source 100 per cent of its newly mined platinum from Anglo American Platinum. The remainder of De Beers Jewellers’ sourcing of platinum in 2023 was from recycled sources. De Beers Jewellers will continue to aim to source 100 per cent of its newly mined platinum from Anglo American Platinum in 2024, with the remainder of platinum sourcing coming from recycled sources. Work will continue in 2024 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 due to data constraints; 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	Impact at source – Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Building Forever – Our sustainability framework – 2023 Highlights, page 8 . Protecting the natural world – Climate change, pages 111-119 Protecting the natural world – Climate change – Reduce: Improving energy efficiency page 114 Anglo American Climate Change Report 2023  Partial omission of 3-3b, 3-3d.i – 3-3d.iv and 3-3f. Information unavailable/incomplete due to data constraints; we are looking to improving our disclosures for the future.






2021 Disclosure	Location 2023
GRI 302: ENERGY 2016	
302-1 Energy consumption within the organisation	De Beers Group follow Anglo American standards. Protecting the natural world – Climate change – Reduce: Improving energy efficiency page 114 Protecting the natural world – Climate change – Replace: Reducing diesel dependency page 115 Data: Climate change – Energy consumption (million gigajoules), page 154 . Partial omission of 302-1a, 302-1b, 302-1c.i-302-1c.iv. Information unavailable/incomplete due to data constraints; we are looking to improving our disclosures in the future. Omission of 302-1e. Information unavailable/incomplete due to data constraints; we are looking to improving our disclosures in the future.
302-2 Energy consumption outside of the organisation	Omission of 302-2. Information unavailable/incomplete due to data constraints; we are looking to improving disclosures in this area in the near future.
302-3 Energy intensity	Reduced year-on-year energy intensity by 6.9% (2022: (0.3)%). Building Forever – Our sustainability framework – 2023 Highlights, page 8 . Partial omission of 302-3a, 302-3b, 302-3c, 302-3d. Information unavailable/incomplete due to data constraints; 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, pages 111-119 Protecting the natural world – Climate change – Reduce: Improving energy efficiency page 114 Protecting the natural world – Climate change – Replace: Reducing diesel dependency page 115 Protecting the natural world – Climate change – Cutting energy for dewatering, page 114 Protecting the natural world – Climate change – Our Science-based targets, page 113 Anglo American Climate Change Report 2023  Partial omission of 302-4b, and 302-4d. Information unavailable/incomplete due to data constraints; we are looking to improving disclosures in this area in the near future. Partial omission of 302-4a. Information unavailable/incomplete due to data constraints; 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 due to data constraints; we are looking to improving disclosures in this area in the near future.









2021 Disclosure	Location 2023
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, pages 120-125 Protecting the natural world – Climate change – Remove: Our nature-based climate solutions, page 115 . Protecting the natural world – Climate change – Reduce: improving energy efficiency; cutting energy use for dewatering page 114 Protecting the natural world – Water – Our progress in 2023; Our targets; Our approach, pages 121-122 The implementation of the Anglo American Water Management Standard is foundational to water management practices.
GRI 303: WATER AND EFFLUENTS 2018	
303-1 Interactions with water as a shared resource	Protecting the natural world – Water, pages 120-125 Protecting the natural world – Water – Our progress in 2023; Our targets; Our approach, pages 121-122 Protecting the natural world – Water – Water stewardship at the catchment level, page 124 . Protecting the natural world – Water – Water consumption and discharges, page 123 Protecting the natural world – Water – Reusing and recycling of water, page 124 Protecting the natural world – Water – Reducing freshwater withdrawals; Freshwater projects in 2023, pages 122-123 Protecting the natural world – Water – Case study: Venetia Mine: Trailblazer for holistic water management, page 125 Anglo American Sustainability Report 2023  , pages 65-68. Partial omission of 303-1a, 303-1b and 303-1d. Information unavailable/incomplete due to data constraints; 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, pages 120-125 Protecting the natural world – Water – Our progress in 2023; Our targets; Our approach, pages 121-122 Protecting the natural world – Water – Water stewardship at the catchment level, page 124 . Protecting the natural world – Water – Water consumption and discharges, page 123 The implementation of the Anglo American Water Management Standard is foundational to water management practices. Anglo American Sustainability Report 2023  , pages 65-68. Partial omission of 303-2a.i, 303-2a.ii 303-2a.iii and 303-2a.iv. Information unavailable/incomplete due to data constraints; we are looking to improving disclosures in this area in the near future.




2021 Disclosure	Location 2023
303-3 Water withdrawal	Protecting the natural world – Water, pages 120-125 Data: Water, page 155 Partial omission of 303-3a.iv, 303-3b and 303-3c. Information unavailable/incomplete due to data constraints; we are looking to improving disclosures in this area in the near future
303-4 Water discharge	Protecting the natural world – Water, pages 120-125 Data: Water, page 155 Partial omission of 303-4b, 303-4b, 303-4c, 303-4d, and 303-4e. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.
303-5 Water consumption	Protecting the natural world – Water, pages 120-125 Data: Water, page 155 Partial omission of 303-5b. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future. Omission of 303-5c, and 303-5d. Information unavailable/incomplete due to data constraints; 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	Impact at source – Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Protecting the natural world – Biodiversity, pages 126-132 Protecting the natural world – Landscape impacts and management, pages 131-132 Anglo American Climate Change Report 2023  , pages 24-25 De Beers Group Safety, Health and Environmental (SHE) Policy  Anglo American Sustainability Report 2023  – Biodiversity, pages 62-65 Anglo American Biodiversity Standard  Anglo American Sustainable Mining Plan  Anglo American’s Sustainable Mining Plan commits us to achieving a net-positive impact on biodiversity across our managed operations. We have completed detailed baseline assessments, defining significant biodiversity features to protect and further restore, including key habitats and species and important ecosystems. We are investing in innovative technologies and nature-based solutions to mitigate climate change impacts and water scarcity, and to nurture wildlife habitats, with biodiversity management plans for each site being integrated into our life of asset plans.






2021 Disclosure	Location 2023
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, pages 126-132 Protecting the natural world – Biodiversity – Our approach to protecting biodiversity, pages 127-128 Protecting the natural world – Biodiversity – Progress on biodiversity management programmes, page 128 Omission of 304-1 Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.
304-2 Significant impacts of activities, products and services on biodiversity	Protecting the natural world – Biodiversity, pages 126-132 Protecting the natural world – Biodiversity – Our approach to protecting biodiversity, pages 127-128 Protecting the natural world – Biodiversity – Progress on biodiversity management programmes, page 128 Critical foundations – Beyond Zero – Managing environmental risks to people, page 38 Protecting the natural world – Landscape impacts and management, pages 131-132 Critical foundations – Group standards and legal compliance – Responsible mine closure, pages 66-68 Protecting the natural world – Climate change, pages 111-119 Anglo American Sustainability Report 2023  – Biodiversity, pages 62-65 Anglo American Biodiversity Standard  Partial omission of 304-2ai-304-22vi. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future. Omission of 304-2b. Information unavailable/incomplete due to data constraints; 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, pages 126-132 Protecting the natural world – Biodiversity – Our approach to protecting biodiversity, pages 127-128 Protecting the natural world – Biodiversity – Progress on biodiversity management programmes, page 128 Protecting the natural world – Biodiversity – Supporting research in operational environments, page 130 Protecting the natural world – Biodiversity – Training the next generation of conservation leaders, page 130 Protecting the natural world – Landscape impacts and management, pages 131-132 Critical foundations – Group standards and legal compliance – Responsible mine closure, pages 66-68 Anglo American Climate Change Report 2023  , pages 24-25 Anglo American Sustainable Mining Plan  Anglo American Sustainability Report 2023  – Biodiversity, pages 62-65 Partial omission of 304-3a, 304-3b, 304-3c, 304-3d. Information unavailable/incomplete due to data constraints; 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 due to data constraints; we are looking to improving disclosures in this area in the near future.


2021 Disclosure	Location 2023
Emissions	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Impact at source – Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Leading ethical practices in industry – BPP programme, page 75 Protecting the natural world – Climate change, pages 111-119 Protecting the natural world – Climate change – Our Science-based targets, page 113 Anglo American Climate Change Report 2023  Anglo American Biodiversity Standard  Anglo American Sustainable Mining Plan  De Beers Group Safety, Health and Environmental (SHE) Policy  Partial omission of 3-3b, 3-3d.i – 3-3d.iv and 3-3f. Information unavailable/incomplete due to data constraints; we are looking to improving our disclosures for the future.
GRI 305: EMISSIONS 2016	
305-1 Direct (Scope 1) GHG emissions	Protecting the natural world – Climate change, pages 111-119 Protecting the natural world – Climate change – Our progress Scope 1 & 2 emissions, page 116 Protecting the natural world – Climate change, Our progress in 2023; Our targets, page 112 Protecting the natural world – Climate change – Our Science-based targets, page 113 Anglo American Sustainability Report 2023  , pages 2; 58-59. Anglo American Climate Change Report 2023  Data: GHG emissions (millions tonnes of CO ₂ equivalents), page 154 . Partial omission of 305-1a, 305-1b, 305-1c and 305-1d.i-305-1d.iii, 305-1f, 305-1g. Information unavailable/incomplete due to data constraints; 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, pages 111-119 Protecting the natural world – Climate change, Our progress in 2023; Our targets, page 112 Protecting the natural world – Climate change – Our Science-based targets, page 113 Protecting the natural world – Climate change – Our progress Scope 1 & 2 emissions, page 116 Anglo American Sustainability Report 2023  , pages 2; 58-59. Anglo American Climate Change Report 2023  Data: GHG emissions (millions tonnes of CO ₂ equivalents), page 154 Partial omission of 302-1b, 305-1c and 305-1d.i-305-1d.iii, 305-1f, 305-1g. Information unavailable/incomplete due to data constraints; we are looking to improving disclosures in this area in the near future.


2021 Disclosure	Location 2023
305-3 Other indirect (Scope 3) GHG emissions	<p>Protecting the natural world – Climate change, pages 111-119</p> <p>Protecting the natural world – Climate change, Our progress in 2023; Our targets, page 112</p> <p>Protecting the natural world – Climate change – Our Science-based targets, page 113</p> <p>Protecting the natural world – Climate change – Our progress Scope 3 emissions, page 117</p> <p>Anglo American Sustainability Report 2023 , pages 2; 60.</p> <p>Anglo American Climate Change Report </p> <p>Data: GHG emissions (millions tonnes of CO₂ equivalents); Sulphur dioxide and nitrogen dioxide emissions, page 154</p> <p>Partial omission of 305-3a, 305-3d, 305-3f, 305-3g. Information unavailable/incomplete due to data constraints; we are looking to improving disclosures in this area in the near future.</p> <p>Omission of 305-3e.i-305-3e.iii. Information unavailable/incomplete due to data constraints; we are looking to improving disclosures in this area in the near future.</p>
305-4 GHG emissions intensity	Omission of 305-4. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.
305-5 Reduction of GHG emissions	<p>Protecting the natural world – Climate change, pages 111-119</p> <p>Protecting the natural world – Climate change, Our progress in 2023; Our targets, page 112</p> <p>Protecting the natural world – Climate change – Our Science-based targets, page 113</p> <p>Protecting the natural world – Climate change – Replace reducing diesel dependency page 115</p> <p>Protecting the natural world – Climate change – Remove: Our nature-based climate solutions page 115</p> <p>Protecting the natural world – Climate change – Replace: Advancing a renewable energy ecosystem; rooftop and radio mast solar projects, page 114</p> <p>Protecting the natural world – Climate change – Reduce: improving energy efficiency; cutting energy use for dewatering page 114</p> <p>Anglo American Climate Change Report 2023 </p> <p>Omission of 305-5a-e. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.</p>
305-6 Emissions of ozone-depleting substances (ODS)	Omission of 305-6. Information unavailable/incomplete due to data constraints; 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	<p>Protecting the natural world – Climate change, pages 111-119</p> <p>Critical foundations – Beyond Zero – Managing environmental risks to people, page 38</p> <p>Anglo American Sustainability Report 2023 , page 72.</p> <p>Anglo American Climate Change Report 2023 </p> <p>Data: Sulphur dioxide and nitrogen dioxide emissions, page 154</p> <p>Partial omission of 305-7iii, iv, v, vi, vii. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.</p> <p>Omission of 305-7b and 305-7c Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.</p>




2021 Disclosure	Location 2023
Waste	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	<p>Impact at source – Country focus pages 12-21</p> <p>Our approach to reporting and materiality, page 27</p> <p>How we engage with our stakeholders, page 30</p> <p>Critical foundations – Group Standards and Legal compliance – Waste management and circularity, pages 62-65.</p> <p>De Beers Group Safety, Health and Environmental (SHE) Policy </p> <p>Anglo American Sustainability Report 2023 , pages 70-72</p> <p>Anglo American Circular Economy </p> <p>Anglo American Sustainable Mining Plan </p> <p>Partial omission for 3-3a, 3-3b, 3-3d.iii, 3-3e, 3-3e.i-3-3e.iv. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.</p>
GRI 306: WASTE 2020	
306-1 Waste generation and significant waste-related impacts	<p>Critical foundations – Group Standards and Legal compliance – Waste management and circularity, pages 62-65.</p> <p>Critical foundations – Group Standards and Legal compliance – Waste management and circularity – mineral residues; non-mineral waste, page 63</p> <p>Anglo American Sustainability Report 2023 , pages 70-72</p> <p>De Beers Group Safety, Health and Environmental (SHE) Policy </p> <p>Anglo American Sustainable Mining Plan </p> <p>Partial omission for 306-1a.ii. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.</p>
306-2 Management of significant waste-related impacts	<p>Anglo American Sustainable Mining Plan </p> <p>Critical foundations – Group Standards and Legal compliance – Waste management and circularity, pages 62-65.</p> <p>Critical foundations – Group Standards and Legal compliance – Waste management and circularity – mineral residues; non-mineral waste, page 64</p> <p>Critical foundations – Group Standards and Legal compliance – Waste management and circularity – waste management, page 63</p> <p>Partial omission for 306-2c. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.</p>
306-3 Waste generated	<p>No significant spill occurred in 2023.</p> <p>Data: Non-mineral Waste by type, page 157</p> <p>Partial omission of 306-3b. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.</p>

2021 Disclosure	Location 2023
306-4 Waste diverted from disposal	Omission of 306-4. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.
306-5 Waste directed to disposal	Data: Non-mineral Waste by type, page 157 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. Partial omission of 306-5c.i, 306-5c.ii, 306-5c.iv. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future. Omission of 306-5d. Information unavailable/incomplete due to data constraints; we are looking to improve on or disclosure in this area in the near future Omission of 306-5e. Information unavailable/incomplete due to data constraints; we are looking to improve on or disclosure in this area in the near future
Supplier environmental assessment	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Impact at source — Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Leading ethical practices in industry — Responsible sourcing page 72-79 . Leading ethical practices across industry — BPP programme, page 75 Leading ethical practices across industry — Responsible sourcing standard for suppliers; Streamlining assessment of supplier compliance page 76 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  Partial omission for 3-3a, 3-3b, 3-3d.i-3-3d.iii, 3-3e, 3-3e.i-3-3e.iv. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.
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: Sightholder visits for the BPP programme cycle, page 153 , Sightholder infringements and improvement opportunities, pages 153-154 , Sightholder infringements and improvement opportunities by theme, pages 153-154 Partial omission of 308-1a. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.




2021 Disclosure	Location 2023
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 80 . 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. Data: Sightholder visits for the BPP programme cycle, page 153 , Sightholder infringements and improvement opportunities, pages 153-154 , Sightholder infringements and improvement opportunities by theme, pages 153-154 Omission of 308-2. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.
Employment	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Impact at source — Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Accelerating equal opportunity, pages 133-149 Leading ethical standards in industry — BPP programme, page 75 . Critical foundations — Human rights, pages 50-58 Critical foundations — Inclusion and diversity, pages 59-60 Anglo American Sustainability Report 2023  — Talent attraction, retention and engagement pages 36-28 De Beers Security Services and Human Rights Policy  De Beers Group — Employee Human Rights Policy 
GRI 401: EMPLOYMENT 2016	
401-1 New employee hires and employee turnover	Data: Employee turnover, Employee turnover by region; Employee turnover by gender, page 157 Anglo American Sustainability Report 2023  , page 42. Partial omission of 401-1a and 401b. Information unavailable/incomplete in regard to turnover by age, and number of new employees hired; 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 2023  , pages 41-43 Omission of 401-3. Information unavailable/incomplete due to current data system reporting constraints; we are looking to improving disclosures in this area in the near future.



2021 Disclosure	Location 2023
Labour/management relations	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	<p>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.</p> <p>Critical foundations — Human rights, De Beers Group has endorsed the following human rights standards and international instruments, page 54</p> <p>Critical foundations — Human rights — Human rights and labour rights in the workforce, page 53</p> <p>Critical foundations — Human rights — Industrial relations, page 54</p> <p>In 2023, 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.</p>
GRI 402: LABOUR/MANAGEMENT RELATIONS 2016	
402-1 Minimum notice periods regarding operational changes	<p>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.</p> <p>Partial omission for 402-1a and 402-1b. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.</p>
Occupational health and safety	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	<p>Put Safety First is the first of our core values at De Beers Group.</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities, pages 33-37.</p> <p>Critical foundations — Group standards and legal compliance — The SHE way page 68</p> <p>De Beers Group Safety, Health and Environmental (SHE) Policy </p> <p>Partial omission for 3-3a, 3-3b, 3-3d.iii, 3-3e, 3-3e.i. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.</p>



2021 Disclosure	Location 2023
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	
403-1 Occupational health and safety management system	<p>Critical foundations — Beyond zero — Health, safety and wellbeing for employees and communities, pages 33-37.</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — occupational health performance, page 37</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — Our safety pledge, page 33</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — Pioneering brilliant safety, page 34</p> <p>Critical foundations — Group standards and legal compliance — The SHE way page 68</p> <p>Our work in health and safety applies to all employees and contractors, and we require all our suppliers to comply with our safety standards.</p> <p>Partial omission of 403-1a.i, 403-1a.ii and 403-1b. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.</p>
403-2 Hazard identification, risk assessment, and incident investigation	<p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities, pages 33-37.</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — occupational health performance, page 37</p> <p>Critical foundations — Group standards and legal compliance — The SHE way page 68</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — Preventing accidents by identifying hazards, page 35</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — Managing environmental risks to people, page 38</p> <p>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.</p> <p>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 153.</p> <p>Anglo American Sustainability Report , Zero Mindset, pages 25-31</p> <p>Partial omission of 403-2a.i, 403-2b; 403-2c; 403-2d. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.</p>





2021 Disclosure	Location 2023	2021 Disclosure	Location 2023
403-3 Occupational health services	<p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities, pages 33-37.</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — occupational health performance, page 37</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — Our safety pledge, page 33</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — Pioneering brilliant safety, page 34</p> <p>Critical foundations — Group standards and legal compliance — The SHE Way, page 68</p> <p>‘Our work in health and safety applies to all employees and contractors, and we require all our suppliers to comply with our safety standards.’</p>	403-5 Worker training on occupational health and safety	<p>Our Pioneering Brilliant Safety (PBS) programme provides a framework for De Beers Group to understand our level of safety maturity and the journey required to get to beyond Zero Harm over five levels. The programme is running at different stages throughout the organisation. We have endeavoured to embed our PBS programme concepts throughout the organisation. There is much greater awareness of safety and everyone’s role in keeping themselves and their colleagues safe. 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> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities, pages 33-37.</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — Pioneering brilliant safety, page 34</p> <p>Critical foundations — Group standards and legal compliance — The SHE way page 68</p>
403-4 Worker participation, consultation, and communication on occupational health and safety	<p>Our work in health and safety applies to all employees and contractors, and we require all our suppliers to comply with our 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. 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.</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — Our safety pledge, page 33</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — occupational health performance, page 37</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — Pioneering brilliant safety, page 34</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — Safe sentry programme, page 34</p> <p>Critical foundations — Group standards and legal compliance — The SHE Way page 68</p>	403-6 Promotion of worker health	<p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — Employee health pages 33-37</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — Psychological safety page 34</p> <p>Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities — Environmental risks to people, page 38</p> <p>De Beers Security Services and Human Rights Policy </p> <p>Partial omission of 403-6a. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future</p>
		403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>BPP The Assurance Programme Manual 2023 </p> <p>Leading ethical practices across industry — BPP programme, page 75.</p> <p>Critical foundations — Group standards and legal compliance — The SHE Way, page 68</p> <p>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 due to data constraints; we are looking to improve on our disclosures in this area in the near future.</p>


2021 Disclosure	Location 2023
403-9 Work-related injuries	Data: Safety: Frequency rates, page 153 Critical foundations – Beyond Zero – Health, safety and wellbeing for employees and communities, pages 33-37 Critical foundations – Beyond Zero – Health, safety and wellbeing for employees and communities – Occupational health performance page 37 Partial omission of 403-9a.iv and 403-9b and 403-9f. Information unavailable/incomplete due to current data system reporting constraints; we are looking to improving disclosures in this area in the near future. Zero work-related fatalities were recorded in 2023.
403-10 Work-related ill health	De Beers Group reported one new case of occupational disease in 2023. Critical foundations – Beyond Zero – Health, safety and wellbeing for employees and communities, pages 33-37 Critical foundations – Beyond Zero – Health, safety and wellbeing for employees and communities – Occupational health performance page 37 Data: Employee health and wellbeing, pages 153-153 Partial omission of 403-10a.iii, Omission of 403-10b, 403-10c, 403-10d, 403-10e. Information unavailable/incomplete due to current data system reporting constraints; we are looking to improving disclosures in this area in the near future.
Training and education	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Impact at source – Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Accelerating equal opportunity – Inclusive workplace, pages 134-138 Critical foundations – Human rights – Human rights training, page 53 Critical foundations – Leadership and culture – Impacts of technology and innovation; Building a digitally literate and data-driven organisation, page 47 .
GRI 404: TRAINING AND EDUCATION 2016	
404-1 Average hours of training per year per employee	Data: Investment in employee training and development (USD million); Number of employees receiving training; Hours of training delivered, page 156 ; Human rights training, page 157 Partial omission of 404-1a. Information unavailable/incomplete due to data constraints on gender and category reporting; we are looking to improve on our disclosures in this area in the near future.
404-2 Programmes for upgrading employee skills and transition assistance programmes	Leading ethical practices in industry – Artisanal mining, pages 87-91 Critical foundations – Group standards and legal compliance – Responsible mine closure pages 66-68 . GemFair continues to evolve, based on four core values: traceability, empowerment, fair value, and inclusion. Read more on What is GemFair, page 88 .




2021 Disclosure	Location 2023
404-3 Percentage of employees receiving regular performance and career development reviews	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. Partial omission of 404-3. Information unavailable/incomplete due to current data system reporting constraints to report by gender and employee category; we are looking to improving disclosures in this area in the near future.
Diversity and equal opportunity	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Impact at source – Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Critical foundations – Inclusion and Diversity, pages 59-60 Accelerating equal opportunity, pages 133-149 Accelerating equal opportunity – Inclusive workplace, pages 134-138 Accelerating equal opportunity – Women in business and technology, pages 139-143 Accelerating equal opportunity – Diverse talent in diamond jewellery, pages 144-149 De Beers Group – Our Code of Conduct  De Beers Group – Employee Human Rights Policy 
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	
405-1 Diversity of governance bodies and employees	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 155-157 Partial omission of 405-1a.ii and 405-1b.ii. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.
405-2 Ratio of basic salary and remuneration of women to men	De Beers Group 2023 – Gender Pay Gap Report  Accelerating equal opportunity – Inclusive workforce – UK Gender pay gap, page 138 Partial omission of 405-2b. Information unavailable/incomplete; we are looking to improve on our disclosures in this area in the near future.





2021 Disclosure	Location 2023
Non-discrimination	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Impact at source — Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Critical foundations — Human rights, pages 50-58 Critical foundations — Human rights — Human rights and labour rights in the workforce, page 53 . Critical foundations — Inclusion and Diversity, pages 59-60 De Beers Group — Employee Human Rights Policy 
GRI 406: NON-DISCRIMINATION 2016	
406-1 Incidents of discrimination and corrective actions taken	Five incidents of discrimination were reported across De Beers Group during 2023. All investigations have been closed. Coaching, training and mentoring was provided as applicable. Partial omission of 406-1a. Information unavailable/incomplete due to data constraints; we are looking to improving our disclosures for the future.
Freedom of association and collective bargaining	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Impact at source — Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Critical foundations — Human rights, pages 50-58 Critical foundations — Human rights — Human rights and labour rights in the workforce, page 53 . Critical foundations — Industrial relations; Compliance, page 54 . De Beers Group — Employee Human Rights Policy  Data: Union membership, Union membership across African operations, page 157 .
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, pages 50-58 Critical foundations — Human rights — Human rights and labour rights in the workforce, page 53 . Critical foundations — Industrial relations; Compliance, page 54 . We identified no operations where the right to exercise freedom of association and collective bargaining had been violated or put at significant risk.




2021 Disclosure	Location 2023
Child labour	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Impact at source — Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Critical foundations — Human rights, pages 50-58 Critical foundations — Human rights — Human rights and labour rights in the workforce, page 53 . Critical foundations — Human rights — Working with others to advance human rights, page 52 Leading ethical standards in industry — BPP programme, page 75 Critical foundations — Human rights — Compliance, page 54 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	Critical foundations — Human rights, pages 50-58 Critical foundations — Human rights — Human rights and labour rights in the workforce, page 53 . Critical foundations — Human rights — Working with others to advance human rights, page 52 Leading ethical standards in industry — BPP programme, page 75 There were zero reported incidents of child or forced labour in 2023. Partial omission of 408-1a.ii. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.

2021 Disclosure	Location 2023
Forced or compulsory labour	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	Impact at source — Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 De Beers Group Social Performance Policy  De Beers Group — Employee Human Rights Policy  De Beers UK Modern Slavery statement 2023  Critical foundations — Human rights, pages 50-58 Critical foundations — Human rights — Working with others to advance human rights, page 52 Critical foundations — Human rights — Industrial relations, page 54 . Critical foundations — Human rights — Compliance, page 54 Critical foundations — Leadership and culture — Advocacy and public policy alignment, pages 42-44 Leading ethical standards in industry — BPP programme, page 75
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, pages 50-58 Critical foundations — Human rights — Human rights and labour rights in the workforce, page 53 . Critical foundations — Human rights — Working with others to advance human rights, page 52 Leading ethical standards in industry — BPP programme, page 75 De Beers Group UK Modern Slavery statement 2023  There were zero reported incidents of child or forced labour in 2023. Partial omission of 408-1a.ii. Information unavailable/incomplete due to data constraints; 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	Impact at source — Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Critical foundations — Human rights, pages 50-58 Critical foundations — Human rights — Security and human rights, page 54 Partial omission of 3-3e.1-3-3e.iii. Information unavailable/incomplete due to data constraints; we are looking to improve on our disclosures in this area in the near future.






2021 Disclosure	Location 2023
GRI 410: SECURITY PRACTICES 2016	
410-1 Security personnel trained in human rights policies or procedures	Critical foundations — Human rights, pages 50-58 Critical foundations — Human rights — Security and human rights, page 54 ‘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 due to data constraints; 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	Impact at source — Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Critical foundations — Human rights — Indigenous peoples' rights, page 56 . 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, in closure) and the Northwest Territories (Snap Lake mine, in closure; and Gahcho Kué mine). At each of these sites, we have signed Impact Benefit Agreements (IBAs) with Indigenous groups. These agreements provide legally binding commitments through which the communities benefit from our operations and adverse impacts are mitigated.
GRI 411: RIGHTS OF INDIGENOUS PEOPLES 2016	
411-1 Incidents of violations involving rights of Indigenous Peoples	Critical foundations — Human rights — Indigenous peoples' rights, page 56 . Zero violations involving the rights of Indigenous peoples were recorded in 2023 for Canadian operations.
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 — Indigenous peoples' rights, page 56 . Three of our mines in Canada operate in Indigenous traditional territories. These are in Ontario (Victor mine, in closure) and the Northwest Territories (Snap Lake mine, in closure; and Gahcho Kué mine). We 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 Lake and Gahcho Kué mines. Covering all phases of the mine from construction to post-closure, the IBAs commit De Beers Group to mitigating adverse social and environmental impacts while ensuring our mining activities deliver tangible economic benefits for Indigenous peoples.








2021 Disclosure	Location 2023
Local communities	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	<p>Impact at source — Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Partnering for thriving communities, pages 92-109. Partnering for thriving communities — Livelihoods, pages 102-109 Partnering for thriving communities — Livelihoods — Citizen economic empowerment programme, page 121 Partnering for thriving communities — Case study: Anglo American Collaborative Regional Development, page 104. Critical foundations — Human rights — Community consultation and accountability, page 55 Critical foundations — Human rights — Indigenous peoples' rights, page 56. Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities pages 33-37 Critical foundations — Beyond Zero — Managing environmental risks to people page 38 Critical foundations — Responsible mine closure, pages 66-68. De Beers Group Social Performance Policy  Anglo American Social Way  Partial omission of 3-3b. Information unavailable/incomplete due to data constraints and availability; we are looking to improving our disclosures in the future.</p>
GRI 413: LOCAL COMMUNITIES 2016	
413-1 Operations with local community engagement, impact assessments, and development programs	<p>How we engage with our stakeholders page 30 Partnering for thriving communities, pages 92-109. Partnering for thriving communities — Livelihoods, pages 102-109 Partnering for thriving communities — Livelihoods — Citizen economic empowerment programme, page 121 Partnering for thriving communities — Case study: Anglo American Collaborative Regional Development, page 104. Critical foundations — Human rights — Community consultation and accountability, page 55 Critical foundations — Human rights — Indigenous peoples' rights, page 56. Critical foundations — Beyond Zero — Health, safety and wellbeing for employees and communities pages 33-37 Critical foundations — Beyond Zero — Managing environmental risks to people page 38 Critical foundations — Responsible mine closure, pages 66-68 Data: Social investment spend by country (USD million), Social investment spend by type of initiative pages 158-159 De Beers Group Social Performance Policy  Partial omission of 413-1a, specifically 413-1-a.i, 413-1-a.ii Information unavailable/incomplete due to data constraints and availability; we are looking to improve on our disclosures in this area in the near future.</p>


2021 Disclosure	Location 2023
413-2 Operations with significant actual and potential negative impacts on local communities	<p>Critical foundations — Human rights — Community consultation and accountability, page 55 Critical foundations — Human rights — Indigenous peoples' rights, page 56. 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.</p>
Supplier social assessment	
GRI 3: MATERIAL TOPICS 2021	
3-3 Management of material topics	<p>Impact at source — Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Critical foundations — Human rights, pages 50-58 Leading Ethical practices across industry — How do we ensure ethical practice in our diamond value chain?, page 74 Critical foundations — Human rights — Our guiding principals & working with others to advance human rights, page 52 Leading ethical practices across industry — Responsible sourcing, pages 72-79 Leading ethical practices across industry — BPP programme, page 75 Leading ethical practices across industry — Responsible sourcing policies for diamonds and for metals, minerals and gemstones, page 77 Responsible Sourcing and Ethical Sourcing Policy for Diamonds  De Beers UK Modern Slavery Act Statement 2023  Anglo American Responsible Sourcing Standard for Suppliers  Partial omission of 3-3a and 3-3b. Information unavailable/incomplete due to data constraints on upstream activities; we are looking to improving our disclosures in the future.</p>

2021 Disclosure	Location 2023
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	
414-1 New suppliers that were screened using social criteria	Responsible sourcing; Responsible Sourcing Standard for Suppliers, page 80 Leading ethical practices across industry – BPP programme, page 75 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 153-154 . Partial omission of 414-1a. Information unavailable/incomplete due to data constraints ; we are looking to improving our disclosures in the future.
414-2 Negative social impacts in the supply chain and actions taken	Leading ethical standards in industry – Responsible sourcing – Responsible Sourcing Standard for Suppliers, page 80 Data: Total number of Sightholder Social Infringements (major and minor), page 153 Partial omission of 414-2a, 414-2c, 412-2d and 412-2e. Information unavailable/incomplete due to data constraints; 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	Impact at source – Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Critical foundations – Leadership and culture – Advocacy and public policy alignment pages 42-44 Critical foundations – Leadership and culture – Business ethics, governance and transparency; and Anti-corruption and anti-bribery, page 40 . 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 2023. 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.

2021 Disclosure	Location 2023
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.
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	Impact at source – Country focus pages 12-21 Our approach to reporting and materiality, page 27 How we engage with our stakeholders, page 30 Global context and industry insights, page 26 Leading ethical practices across industry – Responsible sourcing, pages 72-79 . Leading ethical practices across industry – Case study – Carbon footprint of our rough diamonds customers, page 76 Accelerating equal opportunity – Responsible and inclusive marketing and communications, pages 148-149 Leading ethical practices across industry – Responsible sourcing policies for diamonds and for metals, minerals and gemstones page 77 Leading ethical practices across industry – Provenance, pages 82-86 . Sustainability topics impacting consumer demand for diamonds, page 45 Responsible Sourcing and Ethical Sourcing Policy for Diamonds  Responsible Sourcing Policy for precious metals, minerals, and gemstones (excluding diamonds) for use in jewellery products.

2021 Disclosure		Location 2023
GRI 417: MARKETING AND LABELLING 2016		
417-1 Requirements for product and service information and labelling	<p>Accelerating equal opportunity – Responsible and inclusive marketing and communications, pages 148-149</p> <p>Leading ethical practices across industry – Responsible sourcing, pages 72-79</p> <p>Leading ethical practices across industry – Responsible sourcing policies for diamonds and for metals, minerals and gemstones page 77</p> <p>Leading ethical practices across industry – Provenance, pages 82-86</p> <p>Group standards and legal compliance – Waste management and circularity, page 62</p> <p>De Beers Group RJC certification.</p> <p>Responsible Sourcing and Ethical Sourcing Policy for Diamonds </p> <p>Responsible Sourcing Policy for precious metals, minerals, and gemstones (excluding diamonds) for use in jewellery products </p> <p>Partial omission of 417-1a.ii, 417-1a.iii, 417-1a.iv, 417-1a.v. and 417-1b. Information unavailable/incomplete due to data constraints; 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	There were no incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling in 2023	
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 2023	
Customer privacy		
GRI 3: MATERIAL TOPICS 2021		
3-3 Management of material topics	<p>Critical foundations – Leadership and culture – Sustainability topics impacting consumer demand for diamonds, page 45.</p> <p>Critical foundations: Leadership and culture – Business ethics, governance and transparency, page 40.</p> <p>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.</p> <p>De Beers Group – Our Code of Conduct </p> <p>Anglo American – Privacy policy </p> <p>De Beers Group – Privacy policy </p> <p>We continue 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>	

2021 Disclosure		Location 2023
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 2023, either from outside parties or from regulatory bodies. There have been zero identified leaks, thefts, or losses of customer data.	
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, pages 87-91 De Beers Group Social Performance Policy </p> <p>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, pages 87-91 Partial omission of Metals and Mining Sector Supplement v3.0. Information unavailable/incomplete due to current data system reporting constraints; we are looking to improving disclosures in this area in the near future.</p>	
S		
Land access and resettlement (sector specific topic)		
GRI: SECTOR SPECIFIC TOPIC		
3-3 Management of material topics	<p>Critical foundations – Human rights. – Community consultation and accountability page 55 Critical foundations – Human rights –Indigenous peoples rights, page 56 Critical foundations – Human rights, pages 50-58 Critical foundations – Human rights – Land access and resettlement, page 58 De Beers Group Social Performance Policy  Anglo American Social Way </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> <p>Anglo American Sustainability Report 2023  – Biodiversity and Land Impact page 62 Anglo American Sustainability Report 2023  – Human Rights page 46 Anglo American Sustainability Report 2023  – Policies and standards review page 48-51; Anglo American Sustainability Report 2023  – Thriving Communities page 87</p>	

2021 Disclosure	Location 2023
MM6: Number and description of significant disputes relating to land use, customary rights of local communities and Indigenous Peoples	Critical foundations – Human rights. – Community consultation and accountability, page 55 Critical foundations: Human rights – Land access and resettlement, page 58 Critical foundations – Human rights –Indigenous peoples rights, page 56 Omission of MM6. Information unavailable/incomplete due to current data system reporting constraints; we are looking to improving disclosures in this area in the near future.
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	Critical foundations – Human rights – Community consultation and accountability page 55 Critical foundations – Human rights – Indigenous peoples rights, page 56 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  Partial omission of MM7. Information unavailable/incomplete due to current data system reporting constraints; we are looking to improving disclosures in this area in the near future.
Technology & Innovation (De Beers topic)	
DE BEERS SPECIFIC TOPICS	
3-3 Management of material topics	Critical foundations – Leadership and culture – Sustainability topics impacting consumer demand for diamonds, page 45 Critical foundations – Leadership and culture – Technology and innovation, page 47 . Partial omission 3-3 Technology and innovation. Information unavailable/incomplete

